

Better Informed The Informa Corporate Responsibility Report 2007



informa
intelligence with integrity

The Informa Better Informed Report 2007

This is Informa's third public Corporate Responsibility document and we've written it for the two groups that have taken most interest in our corporate responsibility activities to date. They also happen to be the ones most important to us; our employees and our customers.

That said, the report covers a wide range of areas reflecting the diversity of our employee and customer interests be they from the business, academic or government worlds. What unites them is an expert understanding, enthusiasm and interest in specialist subjects which allows Informa to bring these subjects to the marketplace and to life.

We are proud of the sort of group Informa is – highly entrepreneurial, profit focused, fast and individual; yet strong, robust and responsible. It's a combination that we work hard to nurture because we know it sets us apart from our peers.

We are conscious that although we have our head office in London, our interests, incomes and continued success are dependent on our global activities and our local knowledge. For 2007 however, whilst this report draws on examples of excellence form around the world much of our non-financial data is limited to our UK and US operations. The reporting period matches the financial year, Jan 1st – Dec 31st.

Central to Informa are our values. These are:

INNOVATIVE

we want to encourage ideas and continue to keep our offerings fresh and relevant

NON-BUREAUCRATIC

we want to be fast moving, decisive and able to act quickly

FOR PROFIT

we are here to make money sustainably and for the long-term

OPEN

we have open and transparent communications and there should be nothing a colleague cannot ask of their manager or the executive

REWARDING

we want our colleagues to feel rewarded, supported and fulfilled in their everyday work

MARKET-FOCUSED

we are committed to continually researching and improving our products and services to keep up and ahead of the market and to meet our customers' needs

ABOUT QUALITY

in every market we strive to deliver the highest quality produce or service on offer. This is what makes us different.

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A view from the Chairman

Paul Burke, Senior Partner with Corporate Responsibility Consultancy Acona spoke to Informa Chairman Peter Rigby about the role Corporate Responsibility has to play at Informa. Here's what he had to say.



PB: How much interest have you seen from stakeholders in CR over the last year – particularly customers, employees and investors?

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PB: How have you found the transition from CEO to Chairman and how has it been received by Informa's various stakeholders?

PB: Why have stakeholders become skeptical of business's motives and to what extent can CR help to regain their trust

PR: We have seen interest from customers – mainly in respect of ensuring that our performance in areas such as environmental management and managing employment relationships properly conforms to the standards expected of a responsible corporate citizen. This trend will, I suspect, gather pace over the next few years as more and more of our larger customers look to ensure that real or even perceived problems within their supply chain don't tarnish their own reputation. However, the nature of our business and of the products and services we offer is such that our social and environmental performance is unlikely to be scrutinized to the same extent as, for example, that of a major manufacturer.

Employees are certainly interested and we can demonstrate that this interest is increasing in a number of ways: at one level, we have the direct evidence of people wanting to participate in our various charitable and environmental initiatives; at another, the results of our employee survey where CR scores highly. Over and above that, at an anecdotal level I hear more and more comments from colleagues who are positive about the culture we have developed and how CR is playing an ever-larger part in making this a rewarding place to work.

PR: I've found the transition pretty easy as, largely, I'm still performing the role that I have over the last few years and to some degree it's been a case of "back to the future" as I was chairman – albeit of a smaller organization – in the recent past. In terms of stakeholder feedback, it's been overwhelmingly positive. There was some concern initially from investors but once we explained our rationale they appear to be comfortable with what we've done.

PR: I'm not sure it is necessarily the case that stakeholders are that skeptical. Of course, there have been a number of corporate scandals – mostly on the other side of the Atlantic – that have dented confidence; equally, a number of companies have hardly covered themselves in glory as a result of failing to pay sufficient attention to their social and environmental impacts. The combination of the two has meant that good businesses are lumped together with the bad. However, from what I see, I remain convinced that most businesses are well-run. By that, I mean that they provide a decent return for shareholders without harming the interests of customers, employees and wider society.

Where I think businesses often fall down is in communicating the benefits they deliver – be they social, environmental or economic – and how far they outweigh any negatives. A clearly thought-out approach to CR, together with supporting policies and initiatives, is an extremely important tool for engaging with customers, employees and other stakeholders.

PB: How do you ensure that the CR agenda features prominently given all the other priorities of running the business



PB: Where do you think Informa has strong CR performance and which areas need to be improved

PB: What are your aims for CR at Informa

PR: We operate a very flat structure and have deliberately kept the corporate head office – and diktats emanating from it – to a minimum. In that way, we hope to foster an entrepreneurial spirit across our federation of businesses. Thus, it would run against the culture we've tried to create to prescribe in minute detail exactly how CR should be addressed. Instead, we've approached this from two angles: first, through sponsorship at the highest level and, secondly, by setting out an overarching policy that allows management and colleagues locally to identify the issues and projects that they believe will have the greatest resonance with stakeholders. I believe that this is the best way to embed CR within Informa and we are already starting to see people taking responsibility for particular aspects of CR. This local ownership is a sign both of the interest and support that colleagues have in and for CR and of increasing willingness to take the initiative – to be entrepreneurial here as in other areas of the business.

Having said all that, there are some things that do require strong leadership and the commitment of resources from the centre – our investment in Transformed Careers and Fusion projects being good examples.

PR: Given the history of the business, I think it would be fair to say that our CR performance is stronger in the UK than elsewhere, particularly in areas such as our charitable activities, training and development and promoting diversity within the workforce. I also think that our approach to corporate governance is especially strong.

The challenge going forward is to convince colleagues across the business that CR is a benefit rather than a cost and to introduce a greater degree of consistency or "corporacy" in how we manage and implement CR whilst allowing flexibility and variety to align with local expectations. Again, I'm open to the possibility that CR performance could in some way be linked to remuneration providing the methodology is robust, transparent and easily understandable.

PR: Very simple really: to be as good as anybody! I want us to be seen as a leader and an exemplar of good practice – the sort of organization that people are desperate to join and to which other companies look for inspiration.



Highlights from the year

2007 revenue

£1.13
billion

(9% annual growth)

Adjusted 2007 operating profit

£261m

(19% annual growth)



FTSE4Good

Companies in the FTSE4Good Index Series have met stringent social, ethical and environmental criteria and are positioned to capitalise on the benefits of responsible business practice. Informa has been a member of the FTSE4Good Index Series since 2005

January	Omega Performance opens consulting division to support banking reform in Nigeria.
March	Robbins-Gioia wins exemplary practice award for Robbins-Gioia University.
March	Following extensive shareholder consultation, Peter Rigby becomes executive Chairman of Informa and David Gilbertson CEO.
March	The Bride Show Abu Dhabi donated AED30,000 to the Make-a-Wish Foundation, granting the wishes of children with life-threatening illnesses.
June	Lloyd's List moved to the Guardian printing press, goes full colour and adopts a new compact broadsheet format.
June	Taylor and Francis pilot a Green Print Supplier questionnaire to develop a ranking of all print suppliers based on their environmental offering and performance.
July	Informa acquires Datamonitor a leading global market intelligence provider.
July	The Academic and Scientific division doubles the number of Journals listed in the Thomson Scientific (ISI) Citation Indexes® to 580 recognising their impact and influence in the global research community.
September	2.7 Million Euros Raised At the Monaco Yacht Show for Duchenne Muscular Dystrophy.
October	Informa launches its energy manager training module for building managers worldwide.
October	Albert Fert a contributing author for Taylor & Francis was awarded the Nobel prize in Physics for his discovery of Giant Magnetoresistance (GMR).
November	Lloyd's List launches an ePaper – giving subscribers the same experience as readers of the newspaper edition with enhanced features.
November	Informa launches its own employee island in Second Life, so that employees can use social networking to meet, train and play together online.
November	Peter Rigby and David Gilbertson donate £5,000 to Plan International at the Datamonitor offices in Hyderabad, India.
December	Anthony Foye, Finance Director, leaves the board following twenty years of service at Taylor and Francis and Informa.
December	Informa is included in the 2008 edition of Britain's Top Employers compiled by CRF Publishing.
December	Informa climbs a staggering 115 places to become Britain's 52nd most admired company's in an index compiled by Nottingham Business School

A few words from Keith Brownlie,

Director of Corporate Responsibility



The lot of the CR Director can at times be a frustrating one. As every new year begins we review the year just closed and set the CR agenda for the year to come. Simply in order to keep still it seems that the bar needs to go up a notch and practices needs to be continually challenged throughout the business.

The more we come to grips with CR though, the more it is becoming clear that there is an opportunity to use CR as the golden thread that will assist us in joining all of our groups of businesses together. This is particularly relevant in 2007 with the acquisition of Datamonitor in July, an organisation which we must integrate fully with the rest of Informa in order to truly realise the synergies between us.

My own role is a dual one combining Group Head of Human Resources with CR and I feel that as head of CR I am assisted by my HR experience because we see our staff in Informa as one of our most important constituent groups together with our customers.

As I write this end of year report I believe we have made sustained improvements in some key areas whilst in others there is still extensive room for change. One of our key business and CR priorities is to provide a fair and inspiring working environment, and to encourage and reward staff performance. We want to be known as an employer of choice, and in fact we were pleased to have been selected as one of Britain's Top Employers for 2008.

Despite our significant efforts to date, our annual staff survey pointed out that many of our staff still feel they only have jobs at Informa and not necessarily careers, yet we want to be a meritocracy that aims to promote from within. It was therefore essential that we further invest in the resources available to staff, to support their development and provide them with access to opportunities and networks around the business. In fact, in November we launched our own employee island in Second Life to strengthen on the Transformed Careers initiative started some 18 months before. It's early days but we seem to have found a

creative vehicle for engaging particularly the younger members of our staff to help them find inward and upward career mobility at Informa more easily. ((For more information read "Informa Embraces Social Networking" on page 17)

The CEO, David Gilbertson was also unhappy with the low score staff gave to Informa's value of Innovation, given the need for intellectual energy across the wider product array of the business. He therefore laid down the challenge to senior management in every division that they improve this key value and Blue Ocean Strategy has been adopted as a corner-stone to the senior management team as a consequence. Individual functional teams particularly marketing, conference production and human resources have held specific workshops to develop their own response to this key business issue. A great deal of hard work has gone on throughout the year and hopefully this will already have improved the innovation score when we undertake our 2008 staff survey.

Informa's approach to environmental management and performance varies widely across the business and there are many disparate examples of very good practice, but as yet, little coherence. Taylor and Francis for example lead the way for the media sector when it comes to paper sourcing and publish over 90% of their books and journals on FSC certified paper; we also publish a great deal of content and host a large number of events that encourage debate and activity when it comes to environment issues and environmental management. Operationally however, we have yet to embed environmental management into the jobs of key staff, partly because this conflicts with our commitment to being non-bureaucratic and also because many of our sites are too small to have the resource to implement an environmental management system.

In 2007 our primary focus was to provide staff with all of the information they needed to manage their environmental impacts and promote the importance to our employees of incorporating environmental considerations into their daily operations and business plans. We did this through global environmental education packs, with the first focused on

energy, and communications via the intranet and by briefing our human resource directors worldwide. There is plenty more to be done operationally in 2008, but we are committed to the long-term improvement of our environmental impacts and management.

Looking forward for 2008 it is important that we extend the network of our CR activity and encourage consistency of the general approach to CR by our various businesses worldwide. Our first US CR meeting was held in 2007 and this has started the ball rolling in order for us to mirror our group approach in America in 2008. We also believe that we need to train our senior level executives more and better engage them on CR and this report is partly written to do just this. We are also going to review how CR can be integrated into individual job profiles in Transformed Careers – Second Life and will aim to explore the implications of the ethical trade debate on the Informa supply chain, particularly when outsourcing our printing to India and Asia.

In conclusion I believe that we have made good and constant progress over the year but are in no way complacent, have set the bar higher for the coming year, and are optimistic for the results.

Informa in 2007

We employ over 9,300 people

37%

in the US

36%

in the UK

27%

in the rest of the world

We produce over

12,000

events

We publish over

45,000

books

Our Academic and Scientific division provides leading-edge peer reviewed research and specialist content to disciplines from architecture to zoology; spanning science, technology and medicine to social sciences and the humanities.

Our Professional division produces the data that financial institutions need to stay competitive; commissions expert analysis of key changes in commercial law; and delivers performance improvement results that help organisations grow.

Our Commercial division reports and interprets change in fast moving markets via National and regional events that cover 150+ vertical markets across Europe, the Americas, Africa, Middle East, Asia and Australia.

Informa plc is the leading provider of specialist information to the global academic & scientific, professional and commercial communities via publishing, events and performance improvement.

We aim to identify communities of business interest, often niches of specialist focus, and serve their information needs progressively with a variety of delivery formats. We do this by establishing and extending brands which are held in high regard for reliable, high quality and useful content, priced appropriately.

Informa produces over 12,000 events around the globe, publishes over 45,000 book titles

and delivers over 2,000 subscription based services including academic journals, magazines, newsletters, real-time information and news services. Informa's brands include Lloyd's List, Routledge, Taylor & Francis, IIR, IBC, AchieveGlobal, ESI, Euroforum and Omega Performance.

In 2007 we acquired Datamonitor, the world's leading provider of online data, analytic and forecasting platforms for key vertical sectors. As part of the Informa Group Datamonitor will now be able to market to the Group's customers and contacts, take part in our events and use our global sales infrastructure. Datamonitor has been awarded Superbrand status.



Corporate Responsibility at Informa

David Gilbertson talks about some of the key Corporate Responsibility challenges for the Group

After a careful assessment of our major social and environmental impacts – based in part on stakeholders' feedback – and how these relate to our business strategy, we have identified six key CR issues. We regard each of them as being business critical and central to our continued success. Over the following pages, we describe how Informa centrally and particular businesses within the group are addressing each of these challenges.

Maintaining trust and integrity in our product range

The success of our business depends on the trust that customers have in our products and services. We aim to provide them with high value content that is trustworthy and objective. To do this we invest substantially in recruiting, retaining and developing the right people. We also made a conscious decision a long time ago not to compete on price but on the basis that we offer the best value to customers. The fact that we have incredibly loyal customers – and constantly attract new ones – is proof that this strategy is working.

Providing a rewarding, fair and inspiring workplace for our staff

Perhaps the most significant strategic issue for us is how to attract, retain and motivate employees. We know that the quality of our people is the single greatest advantage we have over the competition. Equally, if people are unhappy or dissatisfied they can and will vote with their feet. We've done a lot of work around career development, but increasingly employees want to work for an organisation that reflects their values – everyone wants to be proud of who they work for. The CR programme has been and will be absolutely fundamental in helping us forge a sense of belonging across Informa.

Maintaining and improving customer service levels

One of the main challenges we face with the federated structure we operate is how to manage the same customer – typically corporate clients – across multiple levels and products. Our solution has been the Fusion project, which will, for the first time, provide a single integrated operating platform that brings together sales, accounting and other customer information in one place. This will allow us to treat customers as individuals – to understand who they are, what they've bought from us in the past and where we

might be able to service their needs in the present and future. It'll also enable us to compare and contrast customers and to get a feel for why, for example, similar companies in the same sector have different purchasing profiles. Finally, we'll be able to capture customer feedback to help us to improve our service and products further.

Fostering and encouraging innovation throughout the business

Being innovative is a core Informa value. We hire people because they possess this talent and a central part of our business strategy focuses on developing new products and services – and improving existing ones – continually. In this way, we hope to provide customers with offerings that meet and exceed their expectations and thereby differentiate ourselves from competitors. We all have a responsibility to ensure that both internal and external innovation at Informa is allowed to flourish and appropriately rewarded.

Monitoring and managing our operational and product related environmental and climate change impacts

Whilst our direct environmental impacts, arising from day to day business operations and product and service footprint, are relatively small – compared, say to a large manufacturing or retail business – we have a responsibility to monitor and reduce these impacts where practicable. We also have an obligation to understand and respond to our stakeholders' expectations in this area. There is increasing interest from customers, employees and investors as to how we manage our environmental footprint and how this translates into tangible improvements in performance. It is no longer sufficient to say "we have an environmental policy" – we have to demonstrate how the policy's application minimizes our impacts.

Giving back to the communities where we operate

Expectations of business have risen considerably over the past few years and there is a much greater sense that companies and wider society have to work together to address a host of social and environmental challenges. We take the view that Informa has a responsibility to support employees who wish to give back to the communities where we operate. At one level this support is a highly visible manifestation of our commitment to CR – it is, very simply, "the right thing to do". As well as the immediate benefits to society such involvement improves employee motivation, exposes the individuals involved to new challenges and helps to stimulate innovation and creativity through the direct interaction with stakeholders.

Corporate Responsibility at Informa – key issues and management



We look to see if any of the issues identified compliment or conflict with our four business tenets of improving profits; differentiating ourselves, experiencing our brand values; and leveraging our expertise.



Management

We use information from around the business to guide our choice of key issues and focus our efforts and we draw upon a diverse range of sources to help shape our approach including:

- In house expertise from colleagues who provide products and services in the social, environmental or business ethics fields
- Institutional Investor feedback and insights
- Our annual staff survey and year round staff communications
- Feedback and questions from our institutional customers
- Dialogue with Trade Unions and NGOs
- Our Membership of Corporate Responsibility networks such as the MediaCSRForum (www.mediacsforum.org)
- Advice from our retained CR advisers

Based on this feedback, we look to see if any of the issues identified complement or conflict with our four business tenets of improving profits; differentiating ourselves, experiencing our brand values; and leveraging our expertise. We also take into account if these issues impact how we meet employee needs and build our brand.

Using this process some issues score very highly, such as being able to report our environmental performance, or protecting customer data and security, whilst others scored less well, such as the responsibility to develop sustainable products. Although we perform this exercise at a macro level, this approach works well at market-level and is a valuable tool for helping our businesses

prioritise local CR related risks and opportunities.

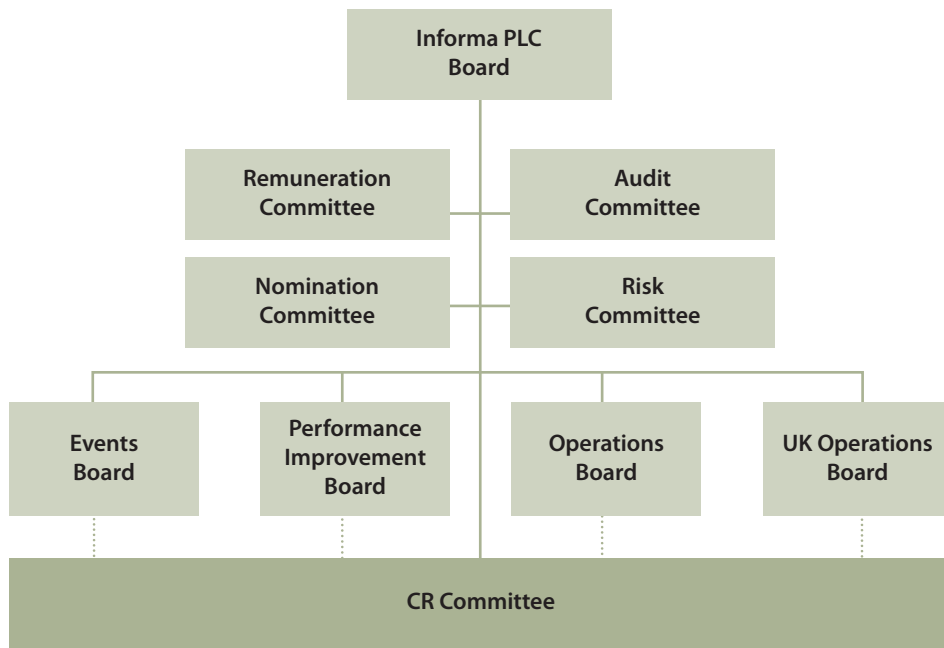
Management of our CR priorities is led by the CR committee which is a sub-committee of the senior management boards and chaired by the Informa Chairman, Peter Rigby. The CR Committee makes sure that significant CR issues are championed, helps to agree company policy on specific CR related areas, assesses CR risks and agrees key performance indicators and strategic targets. The group met twice in 2007 and its meeting are minuted with information fed through to other senior level committees when appropriate (Employees are welcome to request minutes of these meetings from the CR Director). In 2007, issues referred to the main board concerned Informa's environmental performance while the remuneration committee considered senior level remuneration and its relationship with Environmental Social and Governance (CR) activities.

The group also hears from external parties occasionally and has received presentations from Cranfield Business School; Plan UK; GCapMedia and the Carbon Neutral Company.

Other senior level boards have good visibility of the CR group's activities both by direct involvement and via the reporting structure which is highlighted in the diagram.

The following people from the CR committee were responsible for the day to day management of specific topic areas and advised the committee in 2007.

Area	Name	Job Title
Workplace related issues	Keith Brownlie	HR & CR Director
Community activity	Vicki Ansell	Informa Group Marketing
Environmental performance	Dawn Briddon	Marketing Director, Head of Marketing , Maritime, Trade and Transport
Customer service and supplier relationships	Clive Lovett	Global Finance Director and Head of Customer Services
Customer service and product knowledge	Simon Osborne	IT Director
Corporate Governance and general advice	Rachel Turnbull	General Counsel
General advice	Susanna Kempe	CMO and Head of Investor Relations
Product Trust and Integrity	Julian Bray	Editor of Lloyd's List
Customer Safety	Andrew Favell	Events Health and Safety Manager
Information access, privacy and security	Mary Ballard	Chief Security Officer & Director of Technology Risk



In a global organisation like ours, the focus of Corporate Responsibility issues will change from region to region. This may be due to differing legislative frameworks, customer and employee expectations, cultural norms or operating environments. However, based on stakeholder comments and the nature of our social and environmental impacts our main CR issues are:

Maintaining trust and integrity in our product range

Our responsibility is not to break this trust at any cost, for example by the provision of inappropriate, misleading or sub-standard products and services or the misuse of their information.

Providing a rewarding, fair and inspiring workplace for our staff

Our responsibility is to provide a transparent and unbiased meritocracy and invest in human resource tools and techniques to support this.

Maintaining and improving customer service levels

Our responsibility is to anticipate, meet and exceed our institutional and individual customer expectations.

Fostering and encouraging innovation throughout the business

It is our responsibility to ensure that both internal and external innovation at Informa is allowed to flourish and appropriately rewarded.

Monitoring and managing our operational and product related environmental and climate change impacts

We impact the environment via our day to day business operations and through our product and service footprint. It is our responsibility to monitor, and reduce these impacts where practicable and keep up to date with stakeholder expectations.

Giving back to the communities where we operate

It is our responsibility to support employees who wish to give back to the communities within which they operate. We believe that this directly improves their working value too.



I see CR as the DNA – or golden thread – that runs through Informa. Whether you work in London or Singapore, for example, there will be a consistent approach to CR stretching from the importance of delivering value for customers to providing rewarding and enjoyable jobs; from how we put something back into the community through our charitable activities to the way we manage our environmental impacts.

David Gilbertson



Maintaining high levels of trust and integrity in our product range



Multinational clients rely on our consultancy businesses to close the gap between strategic vision and operational execution whilst our commitment to the highest quality standards keeps us at the forefront of academic study and scientific learning.

Peter Rigby



Informa is a niche information specialist and the end consumers trust that the information and guidance they receive has been expertly researched and checked; is balanced, truthful and reliable; that commercial affiliations are made clear; and that any errors of judgment are speedily corrected. As a result we have incredibly loyal customers across all of our customer groups, from sponsors and advertisers to subscribers, delegates and even institutions who depend on our consultancy services. Critical business and strategic decisions will often be based upon the information we provide.

Maintaining trust and integrity in what we do is fundamental to building our reputation for high quality brands, ensuring our profitability and enabling our colleagues to make a real difference and affect change in the communities in which they operate.

One of our most established brands, founded over 250 years ago is Lloyd's List. Julian Bray, the current Editor says a little more about trust and what it means for him and his team.



We made a conscious decision a long time ago not to compete on price but on the basis that we offer the best value to customers. The fact that we have incredibly loyal customers – and constantly attract new ones – is proof that this strategy is working.

David Gilbertson



Circle of Trust – an interview with Julian Bray, Editor, Lloyd's List



JB: Lloyd's List provided information on ships that travelled the world; it listed the condition of each and the disasters that may have befallen them. This information needed to be accurate as it was pointless for the wealthy merchants who backed the risks to be paying out on a ship if information was flawed. From this position, the newspaper has developed as a trusted shipping and maritime business paper. More recently, it has expanded its knowledge base and also provides in-depth coverage of marine insurance, offshore energy, logistics, global trade and law.

Why was trust so important to Edward Lloyd when the publication first launched in 1734?

Why is trust still so important in this business today?

How does trust effect day-to-day journalism at Lloyd's List?

How does Lloyd's List reputation reflect on Informa?

JB: There is a high standard of work ethic within this complex environment. Our journalists work all over the world and need to develop the trust and confidence of their contacts. Often, these contacts have no obligation to talk to us at all as they are often in privately-held businesses. They need to have confidence that even if we are going to be critical, it will be in the context of serious and well-informed reporting.

Some industries face constant movement of staff, but the shipping industry is not one where people join and then leave shortly afterwards. There's very strong social cohesion. The staff of Lloyd's List need to reflect those qualities if they're going to get the best stories. This is core to our brand strength, but it does have a downside. With older, more established journalists comes higher cost. Our balancing act is to base the business on their experience and the trust they inspire, as well as employ the different and necessary skills of younger staff and freelancers to shape the future business - keeping trust at the core - and help achieve profit.

Of course, sometimes there are shipping accidents which cause pollution or loss of life, which prompt those involved to speak more openly. It's at times like that – when the mainstream press is often reporting in simplistic fashion - that we can use our knowledge and contacts to get further into the truth of the story for the good of all. That's how you build trust with an industry which is naturally suspicious of the press.

Of course, these are issues for any professional publication, but we especially need to be in tune with our market to retain our position of authority and integrity. With our heritage comes a responsibility. We all feel it.

JB: Our over-arching editorial policy is responsible journalism. We report hard news and the problems the shipping industry faces. And because we are seen as a part of the industry, we believe we play a valuable part holding it to account.

Rather than jumping to easy, knee-jerk criticisms, we look to offer solutions. We believe responsible journalism is making sure our facts are right by having access to people who are in the centre of events. Having that trust means people will talk to us, knowing their views will be fairly captured and reflected.

If you get key facts right – be it about an accident or a political issue – then you can then comment, support or criticise to your heart's content. If our facts are right, that means our comments are soundly based, and we can build greater trust with our public. Our readers need to know Lloyd's List is worthwhile and reliable to read or to advertise with. Simply put, the brand revolves around trust.

JB: Despite having been one of Informa's original brands, we well appreciate that Lloyd's List is now a niche part of a much expanded publishing and events group. However, the influence – and value – of the Lloyd's List brand has always been much more than the just the newspaper and its electronic news services, it's a name that exudes tradition, reliability, and dare I say it, trust. And for Informa, that can't be bad.

Lloyd's List

Employees will be able to find a full transcript of the interview on the intranet

Peer Reviewed Journals by Taylor and Francis - a view from the Far East with Barry Clarke M.D. Taylor & Francis Asia Pacific

T&F is the global academic book and journal publishing business of the Informa group and includes the publishing imprints of Routledge, CRC Press, Garland. Journals and books published include but are not limited to areas such as agriculture, chemistry, education, engineering, geography, law, mathematics, humanities and social sciences. The level of detail these journals and books go to is usually substantial and the information is often novel.



How do you maintain Trust and Integrity at T&F?

We publish the best content by the best authors. The key factor in maintaining the trust and integrity of our products is ensuring that everything we publish is peer reviewed. This is the process of subjecting an author's scholarly work, research or ideas to the scrutiny of others who are experts in the same field.

How else do you make sure that mistakes are not made?

Of course the peer review process is not perfect but the system has been at the heart of the academic publishing process for hundreds of years and is the main reason why we continue to grow both revenue and reputation in the face of increasing competition.

Our contracts with authors and editors put the responsibility upon them to provide us with content that complies with the law, is original and that all permissions for use are cleared. This encourages the proper partnership between author and publisher. Staff expertise is the first line of defence: their network of experts, built up over 200 years, is a second line of defence through the peer review process. The integrity of the researches/authors is generally very high: careers can be ruined on what is published. A further check then happens at editorial board meetings, but if we were to check every single manuscript in minute detail the process would break down.

If a mistake is made action might include any of the following: (i) simple corrections slipped in between pages of a book, (ii) corrections included at the next reprint, (iii) withdraw stock and reissue (iv) withdraw stock altogether (v) issue apology. Unless the mistake is serious, it is unlikely to reach (v) but some publishers have to go further and occasionally face legal action in some countries.

Point (v) alludes to the need to be aware of cultural sensitivities. What safeguards are in place to make sure that the western agenda is not perceived to be pushed in Asia?

Staff diversity is the first step. That is why I was so keen to have editors in Singapore and Beijing who at least can begin to provide alternative viewpoints if needed. Their visibility at international conferences in Asia assures academics working in the region that there are people who understand the constraints and issues here. We are courting more academics from the region whose work is ending up in our publishing programme and that in itself helps to redress the balance. I fully support Informa's goal of having at least 10% of content from emerging markets by 2010. In general we do not in Asia hold back, with the distribution of potentially controversial material (e.g. the topic of China in Tibet) but respect customers' decisions if they prefer to self-censor. Contributing to the debate is largely what motivates many of us in publishing: holding back and checking facts is a measure of maturity that is expected from a publisher with a pedigree of more than 200 years.



Taylor & Francis
Taylor & Francis Group

An introduction to the Informa Editorial & Content Code

Whilst the commitment to quality products is in our DNA, we are a quickly expanding business and still find it helpful to have an overarching code that sets out the main standards we set for published content. The code as communicated to all staff by the CEO is as follows:

- **Informa aims to produce information: news, insight, data analysis and content based services of the highest quality, accuracy and integrity that our customers can trust and value. To achieve this Informa's editorial and content providers – both staff and freelance contributors - shall maintain the highest professional and ethical standards.**
- **They shall ensure that all work is fair and accurate, differentiates between fact and opinion, and clearly distinguishes editorial from advertising or other content.**
- **Informa editorial and content providers will have independence of decision-making and shall obtain information only by straightforward means unless justified by overriding consideration of the public interest.**
- **No one shall take private advantage of information gained in the course of their work. Conflicts of interest, either professional or personal, must be avoided or declared. We will not produce material which could lead to discrimination through race, gender, colour, religion, age, disability or sexual orientation.**
- **Any significant inaccuracy or misleading statement once recognised will be corrected promptly, and a fair opportunity for reply given when reasonably called for.**

Events

Our events provide the crucial space for encouraging discussion and developing an understanding of a hugely varied range of issues including many in the social and environmental arena.

By the time people leave an Informa event, whether delegate, sponsor or presenter, many are already committed to or thinking about their involvement in the next one. This is particularly true with our large scale events which are positioned as the “must attend” event in the markets they serve. These are the prime places for industry people to meet and they attract the best each sector has to offer.

If our customers don't trust that our event content is well researched, that the agendas are relevant and timely and that commercial affiliations are made clear our commitment to quality is undermined.

Each event we produce is independently researched and for larger events researchers may spend up to 16 weeks gathering insights from the market place and talking to key opinion formers. Of course we also meet regularly with the in house editorial teams that serve similar audiences.

A sponsor is never allowed to dominate an event or take a main speaker slot unless we are producing it on their behalf. We view this as unethical; it undermines our values and does not usually have the intellectual credibility our delegates expect. We do however offer them the opportunity to host cocktail parties; catwalk events or present case studies and any associations are then made clear.

Our in-house event training emphasizes to our event production teams the importance of ethical behaviour both because it is the “right” thing to do and we know it pays off over the long term, building the trusted relationships we depend on to make our events business a success.

Similarly to our publishing arm and although we believe it to be inherent, we are also considering developing some overarching specific guidance about what “being ethical” means in this context.



Providing a rewarding, fair and inspiring workplace for our staff

and fostering and encouraging innovation throughout the business

Our great strength – again reflected in the values and the reference to being non-bureaucratic and market-focused – is that we operate as a federation of businesses. In that way, entrepreneurialism flourishes and “noise” from the corporate centre is kept to a minimum. However, at the same time we are now a multi-million pound business and there is a growing need, not least in terms of marketing our offerings, to foster greater co-operation and achieve synergies across the various businesses.

Informa's staff is its most vital asset - and we know it. Without the dedication of our staff we could never hope to produce the high-quality publications, events or services our customers demand. That is why we always try to do our best to listen to our staff and provide them with the support they need to develop their own potential.

You are here: Home > News > 2007 News > July > Innovation Survey

Innovation Survey

Published on 30 Jul 2007

David Giberton wants Innovation to be embedded into our core ways of operating as a business. Do you know what type of innovator you are? Do you know whether you subconsciously approach innovation with scepticism or open arms? Take our 10 minute survey and find out. It's only 20 questions long and we'll send you your results if you complete the survey correctly (read the instructions very carefully)...

There are 20 questions. Each question contains 5 statement rows. You must rank each statement using the following logic:

- First choose the statement that is **least like you** – so one statement must be ranked “1” (least)
- Then choose the statement that is **most like you** – so one statement must be ranked “5” (most)
- You then have three statements left to rank from 5 (most like you) to 1 (least like you) but you can only use each number rank **once** in each question so only one statement will be ranked “4” for example, one ranked “3” etc.

1. Please select your “1”, “5” & “4” rank for each of the below

	1	2	3	4	5	6
Innovation means making new products or services available and so on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation means making new technology features to our products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation means delivering our material via a globally working and various type of media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation means learning more about our markets through experimentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation means embracing new technologies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

[Click here to start the survey.](#)

Fostering and encouraging innovation throughout the business

One of the many ways we do listen is via our annual staff survey, which asks our employees how much they agree or disagree with certain statements structured around the Informa values. In 2007 over a third of our employees completed the survey, the results from which help to confirm our strengths and highlight areas that need work. Under our “innovative” value we ask employees to assess our innovativeness both in terms of products and services and the readiness of the business to embrace and reward innovation. Our overall score for innovation was lower than any other, thus driving its importance right up the CR and senior management agenda.

Senior management in every division is now tasked with improving this key value, and a great deal of hard work has gone on already which we hope will improve the innovation score when we undertake the staff survey in 2008. You may even notice some of these Innovative approaches to ways of working and our CR challenges as you flick through this report.

In July we launched a group wide survey on the intranet to help people understand what innovation means to them, establish what sort of innovator they are and communicate back to us what we can do to encourage innovation around the group. We already have four quarterly innovation awards that are used to recognise innovators around the business but will be using the survey to help

drive more innovation initiatives around the business.

Sharing knowledge

We aim to: capture and share all of the good work that goes on in the group, using our internal expertise wherever possible; do everything we can to make Informa an employer of choice and enable our employees to further their careers within the group; and inspire our employees to be innovative, both by recognising and rewarding pioneering work and by being the most ground-breaking company in our peer group.

We are committed to capturing the knowledge from our many businesses; this includes their successes and their failures. We use this information to develop best practice blue-prints and move rapidly into new territories and sectors avoiding starting from first principles, minimising our risks and maintaining our quality commitments.

Of course, eventually, people will leave the business to enjoy their well deserved retirements. The contacts, knowledge and skills of these people are invaluable and mostly irreplaceable yet this is a continued challenge for those regions with ageing populations such as Western Europe and the United States. To Robbins Gioia, our 600 strong program management business in the US, the challenge of capturing intellectual capital before it is lost to the company is well recognised.

Michelle Neale, Vice President, Human Resources & Administration, explains.



Robbins Gioia, like many organisations in the Western world, is faced with a growing reliance on an ageing and highly skilled workforce that is increasingly more valuable and difficult to replace. In addition to the high salary and benefits costs, when such employees leave there is a real threat that a great deal of irreplaceable experience and intellectual capital simply disappears. The way we have reacted to this is to introduce a set of holistic in-house solutions including:

- An intranet based system for ensuring that on the job learnings are uploaded to the site
- Digitally recorded lunch time download sessions for project managers to share their experiences with each other
- The use of a searchable database that stores all audio files and uploaded documents detailing the learnings. This will be upgraded to the Microsoft Sharepoint system in 2008.

Robbins Gioia's reputation for excellence means that it regularly recruits experienced executives who have left client side businesses. As much as possible these new recruits' extensive knowledge is also transferred into the system.

These solutions have now been packaged and are available to all Robbins Gioia clients on request.

Transferring skills around the business

Notwithstanding employees' perceptions we do try to be innovative when the opportunity presents itself and this is particularly true when it comes to training and internal staff transfers. For example, each employee has their own Informa passport which is completed with a line manager at the end of the probationary period. This is a validated single sided document that contains all of the information necessary to apply for an internal vacancy with ease. We also use as many different and innovative formats to deliver training from webinars to teach-ins; from case studies to traditional class room training.

None of these activities would be possible though if we did not have a well established and meaningful competency framework sitting across the entire business and this is what Transformed Careers provides. It helps employees take control of their careers by clearly communicating competencies and role profiles, internal vacancies, organisation charts and detailing the learning resources available.

As of November, Transformed Careers was reborn in Second Life and we believe we are one of the first large companies to have used social networking, and in particular Second Life, for this purpose.

Informa embraces Social Networking

In November 2007, Informa adopted the virtual world of Second Life as a way to help our many employees around the world meet and develop their own careers. People can wander around 'Transformed Careers Island' where information is presented in a way that matches our memories and experiences from everyday life.

Vicki Ansell, from group marketing and operations for Informa, explains, "Transformed Careers started out as a paper brochure distributed to staff, then as with the trend in the business world it moved online to enable immediate access via the intranet - it's a natural progression that it should become more interactive."

Touring Informa's island in Second Life makes it possible to meet career ambassadors from around the global business as well as other colleagues within the Group. In addition, as an Avatar, a member of staff can participate in individual and team games like tackling an assault course and playing football.

Alison Chisnell, Informa's HR Director responsible for Transformed Careers, adds, "There are many opportunities within Informa and we stress to our employees that we want to retain our key talent. Many people wish to create new career challenges for themselves and we want to support them in that goal, helping them with their own career progression."

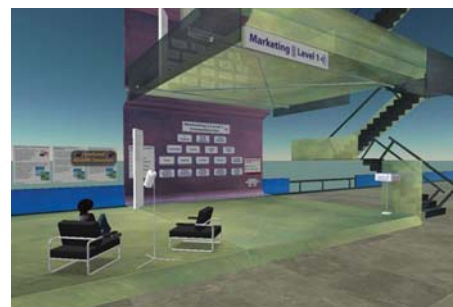
For more information go to <http://www.youtube.com/informaGroup>

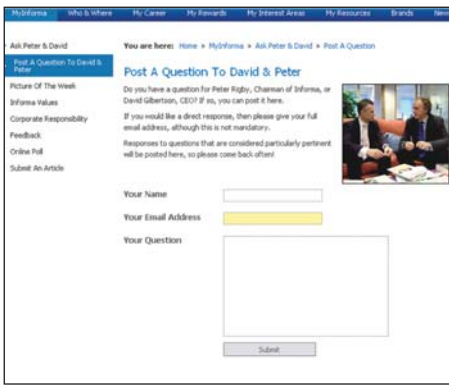
Employee communication and Union recognition

We aim to achieve open and effective communications with all employees. Our numerous businesses will have different practices for achieving this, reflecting their particular size, structure and geography. We also recognize collective bargaining practices and have in place a Trade Union Recognition agreement with the NUJ, of which a number of our editorial staff are members.



ROBBINS GIOIA
an **informa** business





Diversity

Informa has a vision of being an employer of choice. We recruit and promote people solely on their ability to do the job and will not tolerate discrimination of any kind. As a global business, the global diversity of employees is crucial to ensuring that our products and content mirror the needs of our current and future customers markets.

We also have a commitment to source 10% of all our content from emerging economies by 2010.

Diversity in action – an example from AchieveGlobal, Myron Harmon, Vice President of Human Resources

AchieveGlobal helps organisations turn strategy into results through the power of their people. The organisation employs 1800 people globally, researching and implementing strategically linked training programmes that help companies generate measurable results in leadership development, sales effectiveness and customer service. AchieveGlobal recognises that our ability to sustain competitive edge in an ever-changing, global marketplace depends on the innovative ideas and insights that each person contributes. Diversity enhances its creative thinking and ultimately its business success.

Myron Harmon, VP of HR is passionate about diversity and what it can do for a business. "Diversity doesn't just increase your bandwidth, but also your band strength".

"Last year, in an attempt to increase the diversity of our workforce we took our recruitment campaigns to new websites, geographical areas and agencies. It was exciting; because we focused on different avenues, we broadened our scope and increased our possibilities. We found exceptional candidates."

"In just 4 months of sustained effort we employed the same number of Hispanic, African American and Asian people that we had the entire previous year."

"Next, we plan to place recruitment ads at African American colleges, as well as those which attract a high population of Hispanic or Asian students."

"As investing in people is at the core of AchieveGlobal's business, we want to heighten our employee awareness of diversity. By doing this we show how maximising the strengths of a diverse workforce helps our business thrive, not least by showing our global and diverse customers that we have a workforce that reflects their business."



achieveglobal
an **informa** business



Keeping Employees Safe

Informa is keen to promote a holistic culture of risk management that includes the health and well being of both the business and its employees. We are fully committed to providing a healthy and safe working environment, safe equipment and systems of work and adequate information, instruction, training and supervision, as may be needed for this purpose. In 2007 our policies and procedures were updated to reflect changes in legislation and to improve our health and safety management systems.

Informa's occupational health programme in the UK assists the network of health and safety co-ordinators with assessments for accidents at work; actions to prevent further occurrences; timescales to achieve fitness and return to work; Issues relating to the Disability Discrimination Act (1995); and assessment of Work Related Stress.

In the UK, health and safety is managed via a The committee reviews the risk assessment programme and representatives feedback local issues and initiatives. Over 2007 our UK operations focused risk assessments on areas such as DSE, Asbestos, Legionella, Manual Handling and COSHH. Globally we carried our further sample risk assessments covering a range of Life Safety and Property Safety issues. These assessments are ongoing.

Training for DSE assessments, Manual Handling, Asbestos and Legionella awareness, has been carried throughout 2007 in the UK. IOSH Managing Safely – was provided to facilities co-coordinators where needed.

Accident data for all UK operations has been compiled for trend analysis, with actions in place for 2008 to reduce common trends. Our RIDDOR notifications per 100,000 employees for the UK were 29.4 in 2007.

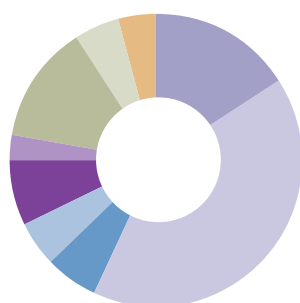
All UK staff accidents by type in 2007.

Slip trip and fall	32%
Moving or falling objects	13%
Walking into fixed or stationary objects	16%
Slip trip and fall from height	0%
Manual handling	11%
Cut	13%
Crushed	0%
Exposure to, or contact with, a harmful substance	0%
Contact with electricity or electrical discharge	0%
Other	16%

Maintaining and improving customer service levels

One of the main challenges we face with the federated structure we operate is how to manage the same customer – typically corporate clients – across multiple levels and products. Our solution has been the Fusion project, which will, for the first time, provide a single integrated operating platform that brings together sales, accounting and other customer information in one place. This will allow us to treat customers as individuals – to understand who they are, what they've bought from us in the past and where we might be able to service their needs in the present and future. It'll also enable us to compare and contrast customers and to get a feel for why, for example, similar companies in the same sector have different purchasing profiles. Finally, we'll be able to capture customer feedback to help us to improve our service and products further. David Gilbertson

Revenue by Sector example from our Performance Improvement businesses



We have a huge variety of customer types including businesses of all sizes from almost all sectors, academic institutions, government departments and the civil service. When it comes to serving these customers we are focused on excellence, driving and developing best practice, and taking advantage of economies of scale whilst at the same time recognising the need for expertise in key specialist areas. Currently, we have two large customer service centres, one in the UK and one in the US.

Sonia Brand (SB) and Vanessa Larkin (VL) manage the events and publishing customer service centre in the UK. Between their departments Sonia and Vanessa's teams manage the customer interactions the UK conferencing and publishing businesses. Here they tell us a little more about the role customer services plays at Informaa.

How important is the customer at Informa?

SB: Keeping our customers satisfied and informed is fundamental to our business success and requires a strong commitment to continual improvement and investment in our customer engagement infrastructure. Although we have shared service centres this does not mean we offer one service for all, because we recognise that our customer needs vary. Therefore our teams are sub divided into the front office divisions, thus retaining experts in their areas and providing a differentiated service offering.

How does Informa ensure that its customer service is of consistent high quality?

SB: We use transparent and accountable processes to make sure that our customer interactions are visible to multiple parties. For example: all calls are recorded; all orders are stored on the system and a percentage feed into our quality assurance (QA) process; all e-mails are visible to the Team Leaders/Mangers with 2% being sent automatically into a QA process; and finally to ensure that customer service agents aren't overloaded, workload volumes are constantly visible allowing us to be able to align resources to workloads in those areas that are constantly changing.

VL: We also provide valuable feedback reports to the divisions, monitor workflow and staffing requirements, and reward the team members for their productivity. We circulate a monthly report outlining key statistics and information for the month.

SB: Internal audit also review our customer service procedures and systems on an annual basis.

How do you improve the customer service levels?

SB: We are always asking for and reviewing customer feedback and all team members are actively encouraged to share customer feedback. Examples of feedback opportunities include evaluation forms at events, questionnaires sent to customers, and website feedback forms. Customer service agents also “complete code” all interactions, with a view to spot trends as they are happening and strategically improve the service provided. For example if 11% of all customers require a resend of information, then we develop a reminder e-mail and improve the letter resending process for agents. If a number of customers are having issues with web, we investigate and fix the relevant website. We also do a little mystery shopping too.

VL: It is imperative that we stay up to date with any changes/developments that would affect our customers or the ability for us to provide excellent customer service – such as personnel changes, product changes, schedules, amended publication dates and so on. We are more than happy to be a first point of contact to offer our colleagues advice on new initiatives, and can point them in the right direction if we cannot help.

How are customers managed outside of the UK?

VL: We have large customer service centres in the US that work in a similar way to ourselves. In addition we have dozens of smaller customer service centres around the world.

So how is an international customer managed consistently across all of the global business?

SB: Informa has spent a lot of time reviewing how it manages data collection, security and storage for its big multinational customers to ensure a consistent approach.

VL: The new customer interaction tool integrated with our new Fusion system will enable us to build our internal customer knowledge across the group and revolutionise our global approach to individual customer service delivery. Each customer will have a unique identifier enabling global tracking and providing an end to end solution for customer management.

How do you motivate customer service staff?

SB: It is one thing to talk the talk, quite another to walk the walk. We have put a lot of time and effort this year into ensuring we recruit and retain the right individuals, for example by: ensuring we have a defined New Starter processes, literature and training to support Fast-Track Development together with structured competency levels and clear guidelines of how to progress and we have implemented more training, coaching and mentoring initiatives to ensure we have highly motivated individuals who can not only see the vision of Customer Excellence, but feel, empowered, confident and equipped to deliver it via systems and processes that work.

VL: Of course, and consistent with Informa’s group’s staff development strategy, we also give our agents assistance in furthering their careers within Informa and outside of our customer service department.

Finally is there anything else you would like to tell any colleagues reading this report?

VL: I think it’s important that people have an understanding of the volumes of customers we deal with. For example, between January and October 2007, our UK publishing customer service department enjoyed over 185,000 customer interactions. It’s also important for our colleagues to understand that complaints make up only 0.1% of our customer interactions and are nearly always remedied swiftly.

Customer Security and Privacy

In January 2007, F&C Investments, one of our institutional shareholders, published a report into Access, Security, and Privacy management in the Technology, Media, and Communications sector. The report suggested that there is real concern that although many companies in the sector are reacting well to the challenges, they need to work harder to keep up with the pace and scale of the difficulties faced. Specifically, security and privacy were defined as the ability of an organisation to protect customers, data, and systems from outside interference, make them available to only authorised personnel, and the ability to protect or safeguard personal information and confidentiality.

At Informa the global application of any policy is not taken lightly as it stands in stark contrast to our value of being non-bureaucratic, a value which we are vehement to retain as we grow. That said, the risks to our customers and then ultimately our business for not keeping information private and secure are very real and so in 2005 we appointed our first Global Chief Security Officer & Director of Technology Risk, Mary Ballard.

Mary sits on the Risk Committee, which ensures that the issue is at the forefront of senior level decision making and actively debated a minimum of four times per year. She also works with all of the various IT departments to make sure that they are abreast of the latest standards and trends throughout the world, which is particularly challenging as various governments develop their own (often non-aligned) regulations governing privacy and security restrictions.

Whilst the bureaucracy has been kept to a minimum there are two areas that every Informa company must adhere to. These are the application of our best practice Corporate Information Security Policy & Standards (aligned with ISO 17799 & BS 7799), and the Request for Information from IT Vendors that may potentially be handling sensitive information.

The standards help to ensure that we observe best practice in the following areas:

- Access Control Systems & Methodology. e.g. secure customer access and security administration.
- Telecommunications & Network Security. e.g. around the use of encryption and safe remote access.
- Security Management. e.g. how to classify information and the management of software change.
- Applications & Systems Development Security. e.g. protecting databases and managing patches.
- Operations Security. e.g. backing up data and disaster recovery.
- Physical Security. e.g. ensuring secure access control to our various facilities.
- Payment Card & E-Commerce. e.g. protecting Confidential / Private customer information.

The application of such high standards must also apply to those companies managing various aspects of our IT infrastructure on our behalf. We therefore also request that all Informa companies capture and analyze relevant information about a prospective vendor's security program and their ability to perform or provide a contracted service or product in accordance with our own standards.

Mary will be continuing to train Informa employees in the use of the standards and vendor questionnaire throughout 2008 using all of Informa's training platforms and is also available as a central resource to all Informa companies that require specific help and advice.

The F&C report went on to describe good practice identified in the three areas. Here are some examples of how Informa performs against these:



For investors in the TMC sector, these challenges present a serious concern, as these developments may affect the very core of these companies' business models, which are based on the ability to exchange information freely via technology. A proactive response to managing these issues is vital in order to safeguard the sector's license to operate, avoid obstructive regulation, and to maintain customer trust.

F&C Investments,
January 2007



Access Good Practice	How Informa performs
Categorise content: develop clear internal categories for illegal and sensitive content in each operating environment.	We use the CIS-301 classification standard and do not identify the handling of "illegal" information as it is against Policy to be in receipt of illegal data.
Develop and deploy tools to manage content: these should restrict distribution of illegal content or dangerous technical programmes like viruses.	We have a Standard for Acceptable Use (CIS-303) for all of our employees as well as a Patch Management (CIS-407) and Virus Protection (CIS-404) Standards.
Clearly disclose terms of use: if content must be filtered or access denied, clearly disclose to customers that freedom of information has been limited.	Being implemented in 2008.
Security Good Practice	How Informa performs
Develop multi-disciplinary teams to evaluate and test security management across the business, to mitigate internal weakness and respond to external security threats. Best practice includes board-level oversight of key findings.	This is done via the Risk Committee as well as a dotted line to the CEO. Security and Internal Audit also partner together to check various security measures across the organisation.
Establish, distribute, and regularly test business continuity plans in case of physical security risk.	Our Incident Response Program requires that each organisation/site have an Emergency Response, Business Continuity, and Disaster Recovery Plan. Testing of the plans is required twice a year.
Conduct annual staff training on security procedures that includes a segment on physical security and data Security.	We are just beginning to do this. Awareness and training is done at the local level and we are creating information for dissemination.
Privacy Good Practice	How Informa performs
Develop systems for incorporating privacy standards into product development and information architecture. Privacy protection features need to be evaluated as a differentiating product criterion.	This is incorporated in our Systems Development Lifecycle Standard (CIS-406).
Educate users about privacy standards by way of user-friendly layered privacy notices.	We do this.

By the end of 2007 five major international hotel chains, 240 individual venues and 85 event specific services had been put through appropriate health and safety checks by the Health and Safety department and were cleared for use. A current list of cleared suppliers and assessment questionnaires can be found on the intranet together with a list of suppliers and venues not to be used.



Keeping our Customers Safe

As an organiser and manager of conferences and exhibitions it is our policy to run events that maintain high standards of safety for our conference delegates, exhibitors and others such as contractors or the general public who are working at or visiting our events.

As a provider of technical, legal, environmental, medical and health and safety information it is also our policy to take all reasonably practicable steps to ensure that the information we provide is accurate so as to ensure that our customers who are taking risk based decisions have appropriate information, are made aware of the limitations of the information provided and are informed of the sources of further information.

We check that our contractors have arrangements to comply with the health and safety requirements placed upon them, including procedures for risk assessment. We will also remind exhibitors that they are required to conduct risk assessments and

that they should inform us, as organisers, of any risks which cannot be adequately controlled or eliminated. For medium and large events involving an exhibition, we will provide a risk assessment template for exhibitors and, where there could be hazardous materials, equipment or structures brought into an exhibition, or where it is required by the venue operator, we will require that copies of these completed risk assessment forms are returned to us prior to an event.

At an event, all delegates are provided with information on the venue's fire and emergency procedures, which will usually be distributed in the delegate pack. In addition, a chairperson's announcement at the beginning of conference sessions will confirm the fire and emergency procedures applicable to the conference room.

In 2008 our event Health and Safety training will be made available online to all global events teams who will then be able to participate in each of the immersive online training modules created.

Monitoring and managing our operational and product related environmental impacts

As an information services provider, our strength lies in the ability to educate and inspire debate. We are committed to educating both our employees and the markets we serve about environmental issues and possible solutions.

We strongly believe that our best route to environmental improvement is through globally supported local empowerment and we actively support and promote the importance of our employees incorporating environmental considerations into all of their daily operations and business plans. We do this through environmental education, communications and work with human resources.

The Informa Environmental Policy and management plan was first written in 2005 and is available on the corporate website. Peter Rigby takes senior level responsibility for the implementation of this policy.

A summary of Informa's environmental impacts

We impact the environment via our day to business operations and through our product and service footprint. In running our operations we consume resources including energy, materials and water and produce waste. Through our products and services we do these things too but we also have the ability to shape and facilitate debate on key environmental issues and engage proactively with our suppliers, partners and customers. One such example is the work we have initiated with our favoured print suppliers to develop an internal green supplier index. This enables our staff to choose their suppliers based on an annual cumulative green score.

Our 12,000 or more annual events can be quite resource intensive with impacts ranging from the production of waste (from stands, merchandising and carpet use) to delegate travel, catering and accommodation energy use. Whilst most of our events are designed to be as close to the relevant market as possible delegate travel, and often flights, are an essential component of the events we offer. We have begun to roll-out a

carbon offset scheme with some events to help to compensate for the delegate travel impacts and are supportive of the new British Standard 8901 for the planning and management of sustainable events. We will be reviewing this in the context of our events business in 2008.

The environmental impacts of the paper and publishing industry are well documented and result from paper sourcing, pulp and paper manufacture and the printing process. We now have extensive guides to these issues and best practice recommendations on the environment section of our intranet. With over 2,000 subscription-based information products and over 45,000 books Informa does have a responsibility and role to play in improving these environmental aspects and our approach is to share best practice around the group, train key staff, offer incentives to suppliers to improve and to take advantage of new technologies when they improve process efficiency.

Highlights from 2007

- We ran environment workshops with key facilities managers; and facilitated discussions with international facilities teams in order to gather best practice and identify skills shortages.
- We published module one of an intended series of 'Office Operations: Environmental Management Best Practice Guides' focused on how to effectively manage and reduce energy consumption. The guide was launched globally at our international HR Directors conference and promoted on the intranet. In December 2007, each participating site submitted its own individual energy management plan which will be monitored throughout 2008.
- We commissioned carbon audits from the Carbon Trust of three very different office locations in the UK. The results are being used to formulate energy efficiency plans for each of these sites which we will implement in 2008.
- We have developed My Environment, our global environmental intranet pages due to go live in 2008.

2007 Atlantic storm season overview

SCOTT VINCENT reviews the six land-falling storms of the 2007 Atlantic hurricane season, which spaced US coasters major issues for another year

Lorenzo: little warning, no loss
Lorenzo was the first of the 2007 Atlantic season, hitting the US coast on September 15. It was a category one storm, but it was a very fast mover, reaching the coast in just 18 hours. It caused minimal damage, with only a few trees down and some power outages. It was a relief for the US coast, as it was the only storm to hit the coast in the month of September.

Number 10: US's first hit in 2007
Number 10 was the first of the 2007 Atlantic season to hit the US coast. It was a category one storm, but it was a very fast mover, reaching the coast in just 18 hours. It caused minimal damage, with only a few trees down and some power outages. It was a relief for the US coast, as it was the only storm to hit the coast in the month of September.

Moet: season's deadliest storm
Moet was the deadliest storm of the 2007 Atlantic season. It was a category five storm, which caused significant damage and loss of life. It was a very fast mover, reaching the coast in just 18 hours. It caused significant damage, with many trees down and some power outages. It was a relief for the US coast, as it was the only storm to hit the coast in the month of September.

Eric: energy fears unfounded
Eric was a category one storm, which caused significant damage and loss of life. It was a very fast mover, reaching the coast in just 18 hours. It caused significant damage, with many trees down and some power outages. It was a relief for the US coast, as it was the only storm to hit the coast in the month of September.

Felix: 2007's second category 5
Felix was the second of the 2007 Atlantic season to hit the US coast. It was a category five storm, which caused significant damage and loss of life. It was a very fast mover, reaching the coast in just 18 hours. It caused significant damage, with many trees down and some power outages. It was a relief for the US coast, as it was the only storm to hit the coast in the month of September.

Dean: echoes of Andrew in 1992
Dean was a category one storm, which caused significant damage and loss of life. It was a very fast mover, reaching the coast in just 18 hours. It caused significant damage, with many trees down and some power outages. It was a relief for the US coast, as it was the only storm to hit the coast in the month of September.

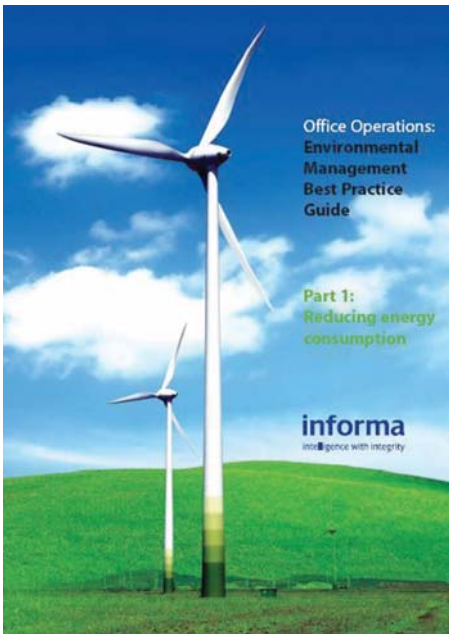
INSURANCE DAY

Industry fights back after media criticism
ABI proposes 'robot' defence to Channel 4's Dispatches: British under aster

Bali talks focus on carbon limits
Bali talks focus on carbon limits

US faces season's first winter storm
US faces season's first winter storm

Strong winds lash UK but claims low
Strong winds lash UK but claims low



APPENDIX 2:
SITE ENERGY INVENTORY

Name	Y/N	Comm.
Are the windows double or triple glazed?		
Are the windows draught proofed?		
Is there insulation in external walls (chasing in place)?		
Are there radiators above doors?		
Are there draught hollows in floors?		
Is there adequate roof insulation?		
Is there adequate wall insulation?		

Lighting

Key Fact: The energy used to light an office building can be up to 40% of all energy consumed.

Lighting is a fundamental part of any business operation. It is used to create a safe and productive working environment, to ensure that employees can see and work safely, and to provide a pleasant and healthy environment for all staff members. The energy used to light an office building can be a significant proportion of your total energy bill. It is also one of the most visible signs of your environmental performance and can be a key area for improvement.

WAYS TO SAVE ENERGY FROM LIGHTING MANAGEMENT:

Good housekeeping and people issues

Always report any problem with a lighting system straight away to your facilities manager.

- 1. Turn off lights when not needed.** Lighting is not needed when people are not in the room. Encourage staff to turn off lights when they leave a room. This is a simple but effective way to reduce energy consumption.
- 2. Use energy efficient lighting.** Replace old incandescent bulbs with energy efficient LED or CFL bulbs. These use up to 80% less energy than incandescent bulbs and last up to 10 times longer.
- 3. Use natural light.** Position desks and workstations to take advantage of natural light. Use blinds to control light levels and reduce glare.
- 4. Use daylight harvesting.** Use sensors to automatically dim or turn off lights when there is enough natural light.

Our best Practice Energy Guide helps our managers to set sensible targets, create energy management plans, prioritise energy efficiency considerations, stay up to date with best practice, analyse energy data and understand energy procurement. For more information go to the intranet site or email environment@informa.com

Climate Change
Accountability and Litigation

Thursday 16 & Friday 17 August 2007
Radisson Plaza Hotel Sydney

"If there is one issue that is forcing most businesses to think seriously about the future it is climate change"
The Age 1/5/07

This is your opportunity to get up to speed with how climate change will affect your business.

- The risk for big business arising out of climate change - How damaging could litigation and multinationals' climate change lawsuits be?
- Assessing your carbon footprint - How accountable are you really?
- Director's responsibilities, investors' considerations and insurance risks arising from climate change
- Incorporating effective climate change action in business plans as well as in assessing and developing development proposals
- The potential future pricing carbon scenarios - How will these affect your company?

informa
TO REGISTER

- We introduced "user chooser" mixed recycling facilities in our UK offices ranging from local recycling points to desk based systems. We also now recycle toner cartridges, light bulbs and electronic equipment.
- Our UK stationery provider now produces a bespoke 'green catalogue' for Informa and businesses have been encouraged to adopt this for their stationery and paper sourcing.
- Our UK employees can buy a folding commuter bike as part of their benefits package and we also offer a loan scheme for the purchase of annual season tickets.
- The Informa Maritime & Transport division now have a fleet of bio-fuel and hybrid cars. We have also introduced car-share schemes in some of our offices.

My Environment

My Environment provides detailed advice on how our events, operations and publications functions impact the environment, tips on how to reduce these impacts and action plans to help manage environmental improvement. In addition, the site has download centres, discussion forums, all the latest green press releases and information on the Informa environmental programme. Further developments of this site are planned in 2008 including environmental tips on reducing energy at home and the launch of an environment email bulletin.

Events

In June 2007, Informa rolled out its CarbonNeutral events scheme in partnership with the CarbonNeutral Company. The scheme helps each events team to calculate an event's carbon footprint, i.e. from travel, energy use and waste production, and then offset this by contributing to high-value carbon offset projects around the world. This service has also been bundled up into a green sponsorship package which allows our corporate sponsors to demonstrate environmental leadership at our events and differentiate themselves. All supporting information can be found on the My Environment homepage.

Among the events that have committed to offsetting their emissions this year are Legal IT Forum, Flame, Green Ship Technology, Climate Change and, in its third year of offsetting, The Monaco Boat Show. In total for 2007, Informa has offset 3,455 tonnes of carbon dioxide equivalent (CO₂e) via this method.

One of the offset project we use is the Rhine-Ruhr Waste Gas Power Project: this project focuses on capturing escaping methane from three closed mines located in the Rhine and

Ruhr valleys, Germany and uses it to generate Combined Heat and Power units that feed electricity into the grid and heat a local district heating system. Estimated CO₂ emission reductions: 385,500.

In anticipation of the BS8901 sustainable events standard, Informa produced its own downloadable sustainable events guide available on the My Environment homepage. This document details the best environmental practices in the events business with regards to transportation, catering and hospitality, accommodation, merchandise and brochure usage and carpet usage and waste.

The 9th Annual Legal IT Forum Goes CarbonNeutral

In 2007 Legal IT Forum went CarbonNeutral for the first time. The decision to do so was, according to Jason Hulme, Research and Events Director, a natural one as "we had noticed that a number of The City of London's leading law firms were offsetting their carbon footprint and were impressed with suppliers who were doing the same. We also felt that as the flagship event for Informa Professional it was our responsibility to set a new standard of quality for the events we run. By our event being both commercially successful and environmentally responsible it gave our team the added motivation needed to ensure we exceeded market expectations".

Was the result worth it? "Definitely", according to Jason, "the market reaction has been overwhelming with many attendees taking time to call or sit down with our team to discuss the finer details of offsetting. We really felt that the move gave Informa a better competitive position in the Legal/IT market".

Legal IT Forum will be going CarbonNeutral again next year and is aiming to offer a Green Sponsorship Package to help fund the initiative.

Publications

The My Environment intranet site now includes a guide entitled "Reducing the Environmental Impact of Publishing". The guide covers paper sourcing, print and bind, warehousing and distribution, how to use carbon offset and labelling and communication.

One way to reduce the environmental impacts of printed publications is not to use paper or print at all and some of our publications are really pushing technologies to offer our readers a highly experiential online reading environment. Despite this not all customers are ready and many are now demanding both digital and print simultaneously.

Lloyd's List turns over a green leaf in 2007

As of June 2007, Lloyd's List newspaper moved to the Guardian Print Centre in London, the state-of-the-art plant opened less than two years ago to print The Guardian and its sister Sunday newspaper The Observer in their "Berliner" format. The Guardian's brand new press technology enables Lloyd's List to be printed in full colour on every page, and on 100% recycled newsprint.

Following this Lloyd's List unveiled the ePaper <<http://epaper.lloydslist.com>> a fully featured digital edition, available to subscribers and new readers on a 'pay as you go' basis.

"This innovative new service combines web-based delivery with the look and feel of the maritime industry's leading newspaper," said Informa Maritime & Transport's head of digital content, Mark Warner.

The ePaper replicates traditional newspaper pages, allowing subscribers to get the same experience as when reading the newspaper edition whilst also offering additional functionality, including the ability to email and print stories and to save clippings. It also enables readers to compile their own archive of Lloyd's List content. Subscribers can also choose to print just the clippings that they are interested in.

"We think the design and ease of use of our new service provides an improved platform for both subscribers and advertisers," said Mr Warner. "The ePaper is the first of a number of initiatives that will keep Lloyd's List at the forefront of digital publishing."

The Informa Green Printer Rating

For those publications and books that we still need to print we have been piloting a centralised green printer rating. This uses a self assessment questionnaire to rank print suppliers based on their overall environmental management, approaches to specific environmental concerns within the printing industry and change their environmental data. This calculates the proportion of each printer's carbon footprint Informa is responsible for on an annual basis and provide each printer with a green score. Evidence supporting the completed questionnaires is also uploaded to an FTP site and made available for audit. We will be continuing work on this in 2008.

Just in time printing

Wherever possible we use local just in time printing to ensure that we only print the

number of books and journals we need. In addition we also try to split our print runs and print nearer to the markets we serve thus reducing 'book miles' or CO₂ emissions from freight.

Paper Sourcing at Taylor and Francis and FSC certification

In 2006, Taylor & Francis (our books and journals publishers) set themselves a target of sourcing 95% of materials used in their products from FSC sources in 2007. This involved liaison with their paper merchants, paper mills and printers to ensure a chain of custody was created so that each link in the paper's life cycle was accredited. By the end of the first quarter in 2008 it is anticipated that T&F will have permission to use the FSC logo on their products and on their website.

T&F now use FSC certified stock paper and cover board on 95% of their journals (the remainder using paper from "sustainable" sources) and all our print suppliers carry the environmental accreditation stamp of ISO 14001.

As a result, 65% of Informa's total published materials are now produced using FSC certified paper.

Performance Improvement

Informa moves into Energy Management

Robbins-Gioia one of Informa's management consulting businesses has extended its range of management solutions to include a best in class suite of management assessment and strategic energy planning services.

The services were developed in partnership with Ameresco Energy Services among others and include: defining the present energy management approach; benchmarking performance against industry best practice, outlining optimal future plans; creating gap analyses and developing implementation and management roadmaps.

Informa Group will be considering the use of these new services for the company as a whole in 2008 in order to help to improve the accuracy of its direct energy consumption information and its energy management approach.



Taylor & Francis
Taylor & Francis Group

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Giving back to the communities where we operate

We know that for business and society as a whole, to progress and to innovate (one of our brand value) we need to research new ideas and new solutions. This is why, in looking at how we could support the community, we choose funding and furthering research as one of our primary objectives. Research supports our brand values of innovation and quality, builds on research as our business differentiator and is a natural fit with one of our three divisions: Scientific and Academic.



Using our products to help the community at large

The Map of Medicine is a web-based visual representation of evidence-based patient care journeys covering 28 medical specialties and 387 pathways. As healthcare provision becomes much more specialised the need to plan and then benchmark clinical practice against national standards whilst incorporating local intricacies is key.

In early 2007 Informa agreed with the WHO that it would contribute to project SHIPD (Sharing Health IP for Development) by making the Map available through the WHO free of charge to developing regions in Africa. This would help the WHO meet it's Millennium Development Goals of reducing AIDS, malaria, tuberculosis and death in childbirth in Africa by providing up-to-date, accessible clinical information. The Map team will work with WHO and charitable foundations to deliver specialist rural pathways using appropriate technology and also to ensure that training and awareness is organised to maximise the benefits.

So far, activity around the localisation of the pathways and implementing the Map of Medicine in the pilot organisations has been very positive. Initial findings from the SHIPD project were presented to the WHO in Geneva.

The project will launch in May 2008 with one of the main objectives being to focus on the localisation of pathways for HIV/AIDS, Malaria and TB; as well as to understand the challenges of implementing the Map of Medicine in these countries.

Charity Partnerships

In 2007 we joined forces with the World Cancer Research Fund, a global organisation leading a unified network of cancer charities dedicated to the prevention and control of cancer, 'Stopping Cancer before it starts' through research and education. www.wcrf.org. Together we led two major fundraising efforts, in April a Beat the Banana

global fun run day and in October Informa went 'Pink on Purpose' around the globe, which included turning our internal and external websites pink too!

Many of our businesses undertake charitable activity within their local communities. Where this activity involves fundraising and falls in line with our corporate community imperatives of research or literacy/education, then we will match fund our colleague's efforts.

Pink on Purpose

On October 26th, Informa hosted Pink events worldwide to raise money for WCRF and other global cancer charities. People wore pink; the intranet went pink; offices held pink cake sales, pink champagne receptions and pink raffles. Our target was to raise £20,000. We raised £21,606, £10,000 of which was donated by the company

Events near our places of work

Informa Investment Solutions and Habitat for Humanity.

On Wednesday the 9th of May, 14 of our staff from Informa Investment Solutions spent the day helping to fix the homes of families unable to afford or perform much needed repair work to their house. The team spent the day painting and waterproofing the siding, blocking and fascia work. Leno Toich, one of our Managing Directors also joined in. The project was run in partnership with Habitat for Humanity. Habitat invites people of all backgrounds, races and religions to build houses together in partnership with families in need. Habitat has built more than 225,000 houses around the world, providing more than 1 million people in more than 3,000 communities with safe, decent, affordable shelter.



The 16th Annual New York Cares Day

On Saturday, October 20th along with 8,000 other volunteers T&F New York helped revitalise over 100 New York City public schools. Together, we added bright new line games to playgrounds, painted murals and classrooms, re-organised libraries and storage closets and lots more. More than 80,000 children arrived at schools that have been magically transformed into wonderful, vibrant places to learn and grow.

Informa and IIR Australia and the Australian Cancer Research Foundation

Now in its third year, Informa and IIR Australia held a fundraising event for the ACRF. On Friday 13th July they held a Texas Holdem poker tournament with the entry fee going to charity, followed by a 2km fun-run to the indoor sports centre which was where the afternoon Sportsathon was held. Leading up to the event, a committee randomly split staff members into 8 teams of 12 people who were assigned a team colour. Teams held meetings deciding on everything from team outfits and war cries to team strategies. \$2,740 (AUS) was raised for the Australian Cancer Research Foundation, Informa match funded on this event.

Product related donations

Of course we also use the reach of our products and services to help communities too. An example of this is at Informa Maritime and Transport which includes Lloyd's List. The company supports the Mission to Seafarers (www.missiontoseafarers.org), and along with direct donations of £2,138 in 2007, it also carries the Mission's advertising free of charge.

2.7 Million Euros Raised At The Monaco Yacht Show For Duchenne Muscular Dystrophy

On September 20th, Prince Albert II of Monaco opened the ultimate event of the Only Watch 2007 world tour. Leading auctioneers, Antiquorum, auctioned 35 exceptional watches donated by the world's most prestigious watchmakers from Audemars Piguet to Van Cleef & Arpels and Zenith. Each of the 35 watches is unique, either a prototype or the first in a limited series. On-line and telephone bidders joined the attendees in the Parvis Piscine to push up the bidding. The highest bid was for a Patek Philippe.

Duchenne Muscular Dystrophy (DMD) is a rare genetic illness affecting 1 in 3500 children. It is a severely degenerating disease characterised by a progressive weakening of muscles and leading to pulmonary and cardiac complications that can, in adult life, cause vital organic failure. Children affected by DMD are progressively dependent upon constant help and treatment.

The goal of the Association Monegasque contre les Myopathies (AMM) is to encourage the integration of the children with DMD, to promote and persuade scientific and medical research to find therapies and to collect funds to finance research and provide children with a better quality of life.

At the end of the evening, Prince Albert was able to announce that a staggering 2.7 million Euros had been raised for Duchenne Muscular Dystrophy.



	2007
Cash donated by the company excluding match funding	£27,500
Company donations due to match funding	£35,536
Money / resources leveraged by products/events	£1,987,004
Cash raised by employees	£57,848
Total	£2,107,888

Summary Data Table

Business Performance Summary Data	2007	2006
Global Turnover £m	1,130	1,039
Operating Profit £m	261	128
Dividend Per Share (p)	16.9	12.2
Global Headcount	9,394	7,593
Human Resources Summary Data	2007	2006
Head Count Divisional Split		
Academic and Scientific	2,208	1,779
Commercial	4,005	2,893
Professional	3,180	2,921
Geographical spread		
USA	37%	–
UK	35%	–
Germany	5%	–
India	5%	–
Rest of the world	18%	–
Head Count Gender Split (UK and USA only)		
Male	42%	–
Female	58%	–
Promotion Gender Split (UK and USA only)		
Male Promotions	38%	–
Female Promotions	62%	–
Length of Service (UK and USA only)		
Under 2 Years	41%	–
2-5 Years	24%	–
5 -10 Years	21%	–
Over 10 Years	14%	–
Staff Turnover (UK and USA only)		
Staff Turnover For All Departments	23%	–
Employee Survey		
Average No. Of Respondents Per Question	1,899	–
Average Innovation Score (out of 4)	2.39	–
Employee Health and Safety (UK only)		
Number of Employees Receiving Health and Safety Training	182	–
Non-Compliances / Enforcement Notices Issued	1	–
No of Internal Compliance Audits	5	–
No. Incident / Accident Reports Submitted	33	–
No. of Accidents	38	–
Total No. of RIDDOR Notifications	1	–
No. Of RIDDOR Notifications Per 100,000 Employees	29.4	–

Customer Summary Data	2007	2006
UK Energy Consumption for our 9 Largest Sites (12 months)		
No. Incident / Accident Reports submitted	2	–
No. Incidents Investigated	1	–
No. of Accidents	2	–
No. of Assistance Requests from Customers	1	–
Environment Summary Data	2007	2006
Million kWh	6.79	–
US Energy Consumption for our 9 Largest Sites (12 months)		
Million kWh	1.0	–
CO₂ from Energy Usage (UK and USA only)		
CO ₂ tonnes	3,223	–
Products Printed on FSC stock		
Estimated Percentage	65%	–
Community Giving Summary Data	2007	2006
Cash donated by the company excluding match funding	£27,500	£0
Company donations due to match funding	£35,536	£20,400
Money / resources leveraged by products/events	£1,987,004	£74,118
Cash raised by employees	£57,848	£61,298
Total	£2,107,888	£155,816

Summary Objectives and Targets

2006 Target		Comment
Maintaining trust and integrity in our product range		
To map the Group's product assortment and relationships with third parties	✓	Mapping took the form of testing the effectiveness of controls to prevent non-compliance with CR criteria. Fusion project is intended to fill most of the gaps found with ethical supply chain standards forming a separate component.
To align Customer, Supplier and Health and Safety Charters across the group	✓X	Customer, Supplier and Health and Safety Charters aligned for UK businesses only. Going forward this will evolve into Project Fusion a global, end to end product and customer interaction platform
Providing a rewarding, fair and inspiring workplace for our staff and fostering innovation		
To perform a global staff satisfaction survey	✓	Took place in the US and the UK businesses
To harmonise our equal opportunities policies	✓	
To review our competency framework within Transformed Careers with a view to integrating appropriate CR competencies	✓	The framework was still under development at the end of 2006. This is targetted for 2008
To explore a number of key global community partnerships opportunities matched to Informa's business competencies and requirements	✓	Seven organisations met. Global partnership brokered with World Cancer Research Fund
To agree a global Health and Safety Policy	✓	
To perform a global Health Safety survey	✓	
Maintaining and improving customer service levels		
To perform a full review of the Venue Approval process to include H&S criteria	✓	
To launch Events Health and Safety section on the intranet	✓	Now found within the HR section on MyInforma
Monitoring and managing our operational and product related environmental impacts		
To obtain accurate environmental data for our main UK operations	✓X	UK large site data only
To collect data relating to the amount of paper we use to produce our commercial products	✓X	UK data only (the majority of the publishing business)
To set environmental performance targets for the business	X	Data confidence not good enough
Giving back to the communities where we operate		
To develop a global community initiative and charitable giving policy	✓	Policy produced and communicated. To be reviewed in 2008
To create a global community committee	✓	A network of global community representatives was formed
To increase participation in the annual Informa fundraising event	✓	Managed a 500% increase over 2005

2007 Target		Comment	2008 Target
Maintaining trust and integrity in our product range			
To consider the development of a baseline editorial standard for the group consistent with Informa's brand values	✓	Editorial Code developed and communicated to group by CEO	To consider extending our content codes to cover our events and performance improvement businesses, and to ensure that group standards are also communicated to freelancers
To review the way we deal with social, ethical and environmental issues in the supply chain	X	Environmental issues with print suppliers became the main focus for 2007 and is due for expansion in 2008	To review the way we deal with social, ethical and environmental issues in the supply chain (print and venue suppliers)
			To source 15% of written content from emerging markets by 2010
Providing a rewarding, fair and inspiring workplace for our staff and fostering innovation			
To conduct another global employee satisfaction survey in order to show demonstrable changes in employee satisfaction	✓	Survey undertaken and included a new corporate responsibility section	To improve the Innovation score of the 2008 employee survey
To introduce a SAP HR system in the UK and the US by the end of 2007 as a basis for improving our HR data coverage	✓	This was achieved and in addition we have included the pay roll system in SAP HR	To roll out SAP HR globally
To expand Transformed Careers to include the US businesses by the end of 2007	✓	Achieved and launched using Second Life	To provide a global web-based training session on Transformed Careers
To conduct a review of relevant HR policies to ensure they meet current stakeholder expectations	✓	Policies revised and have been given to external consultants who are due to report back in March 2008	To develop a quarterly reporting system for corporate responsibility related HR KPIs
To consolidate Informa's Occupational Health policies	✓X	Occupational health is now offered across the UK network and it is a priority in 2008 to consolidate this across all operations	To roll out our occupational health scheme across the UK
To make our Health and Safety training programmes available to all our staff in electronic format	✓	All modules have been completed and a trial will begin in Q1 2008. DSE modules are also being added	To improve the data collection of key health and safety performance improvement
To perform Health and Safety training needs assessments for all Informa departments in the UK	✓	Complete	To introduce a new global talent management programme
Maintaining and improving customer service levels			
To roll-out best practice processes across all divisions worldwide in the following areas: Marketing; Sales; Customer Care	X	Development of this platform continued throughout 2007	To pilot our end to end customer solution in the Australian integrated market in 2008
To launch a global policy and standards for best practice Corporate Information Security	✓		To assess another 200 venues for health and safety approval
			To establish a top level programme of health and safety monitoring across the events teams globally
Monitoring and managing our operational and product related environmental impacts			
To expand environmental data collection to include the US	✓	Partly achieved. A great deal of our environmental information is hidden in rental charges in the US	Review the breadth and depth of the environmental committee and terms of reference
To introduce a regular staff environmental communication encouraging good behaviour	✓	MyEnvironment Intranet finalised at the end of 2007	To hold our first global environmental awareness day
To set achievable targets and initiatives for reducing UK energy consumption	X	We are setting a notional target of 5% reduction based on improved housekeeping but the data accuracy is not accurate to within 5%	To launch an international waste reduction programme
For the 95% of the Taylor and Francis book division's journals to be using FSC stock by the end of 2007	✓	We now use FSC certified stock paper and cover board on 95% of the journals published by Taylor and Francis	To implement the recommendations from the Carbon Trust on our three UK sites that went through a carbon audit
To develop a system that enables all of our conferencing businesses to be able to integrate carbon offsetting with their conferences where appropriate	✓	A system has been rolled out around the business and green conferencing packages are being offered to clients	To review the use of the new Sustainable Events standard BS 8901
Giving back to the communities where we operate			
To grow participation in our major annual fundraising event by a further 50% percent	✓	Increased amount raised from £65,000 to £90,685 through two events	To increase our staff fundraising by 20% and our corporate contribution by no less than our business growth
To develop a staff volunteering policy and have this approved by the board	✓	Staff may now volunteer with any organisation after their line manager has approved the time out	To review our match funding capping policy & to make information about this easier to find via the Intranet
To develop a payroll giving campaign to increase the take up of the service	X	On hold until new payroll system in place. A small internal communication did run	To develop a robust system for collating all community activity data from initiatives around the group



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Thank you to our colleagues for donating their photos for the front cover.
From left to right these were taken by **Mark de Leeuw, Euroforum Netherlands BV • Alex Spargo, Telecoms & Media • Fabio Venni, ISG**

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