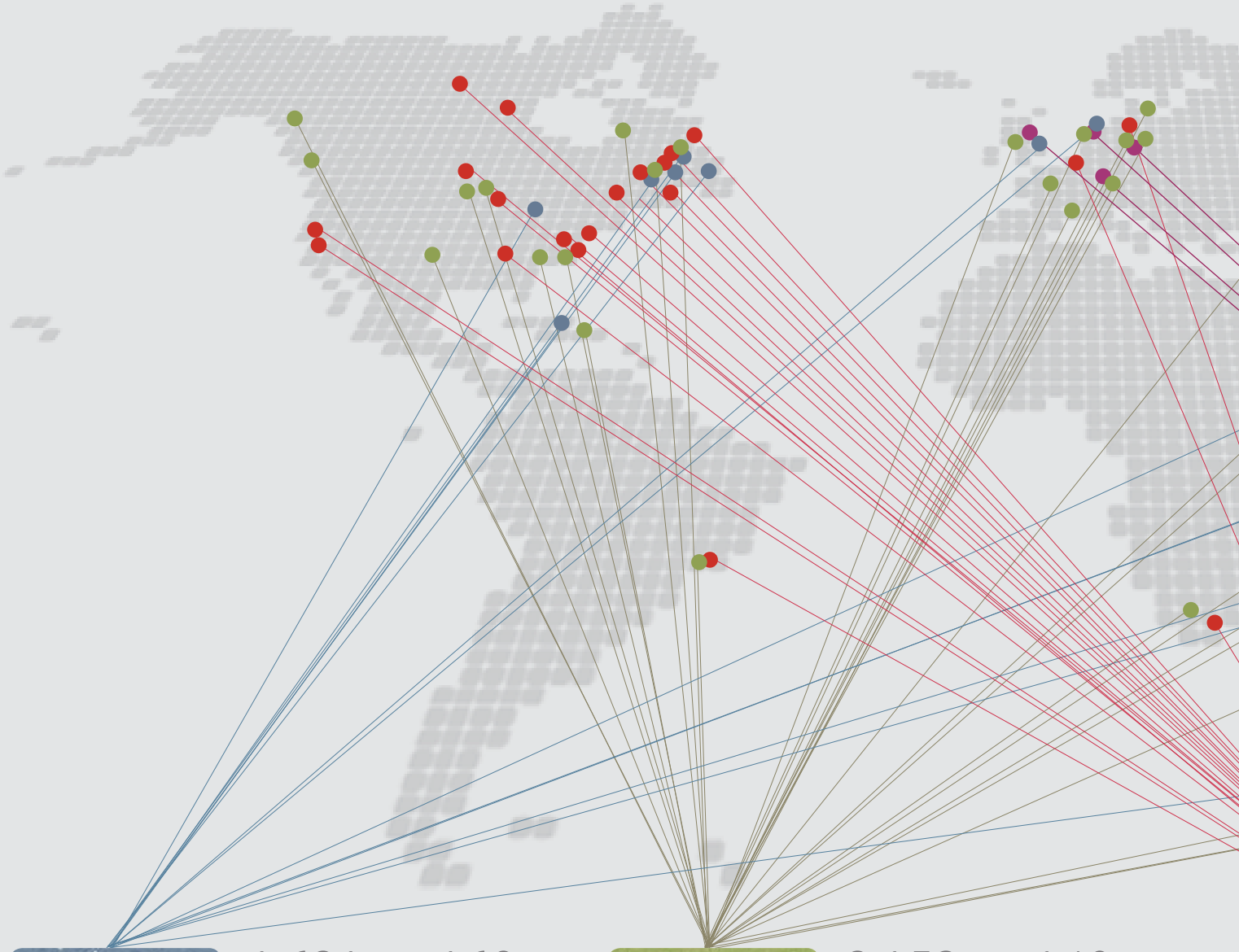
Where we operate



Academic Publishing

1,621 NUMBER OF STAFF

169 NUMBER OF COUNTRIES AP SELLS INTO

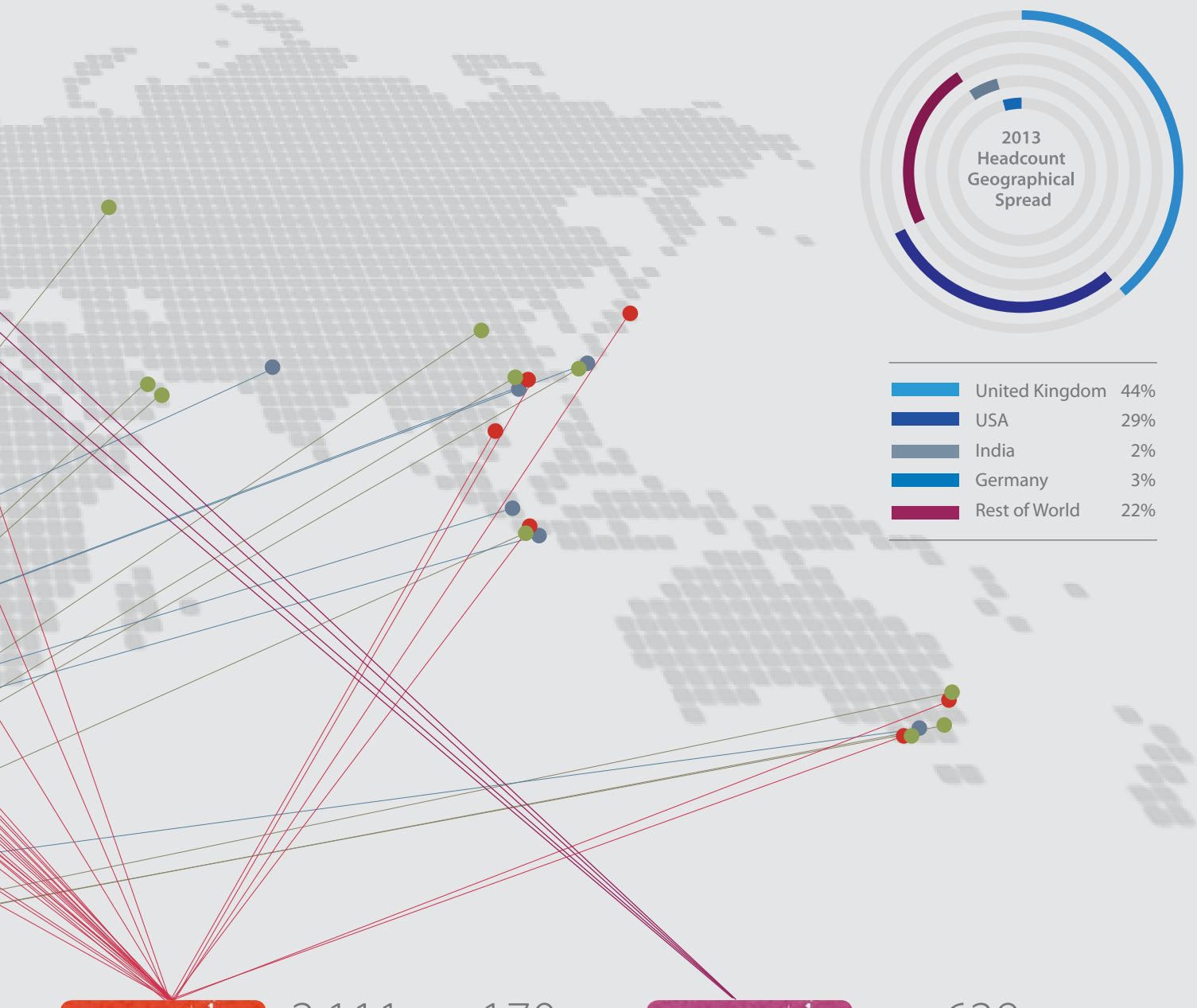
Global Events

2,153 NUMBER OF STAFF

140 NUMBER OF COUNTRIES GE SELLS INTO

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

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



United Kingdom	44%
USA	29%
India	2%
Germany	3%
Rest of World	22%

Business Intelligence

2,111
NUMBER OF STAFF

170
NUMBER OF COUNTRIES BI SELLS INTO

Informa's Business Intelligence division serves the industry intelligence needs of corporations and governments. Its product platforms include structured databases, subscription based services, real-time news, books and journals. The division incorporates brands such as Lloyd's List, eBenchmarkers, Citeline and Informa Telecoms & Media.

Lloyd's List
eBenchmarkers
citeline
informa telecoms & media

Global Support

629
NUMBER OF STAFF

Informa's Global Support includes Finance, IT, Legal, HR and Shared Services and support all of Informa's businesses globally.

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"Informa is a powerhouse within the knowledge economy, providing value through our culture of insight, intelligence and innovation."

Our Sustainability Programme has gone from strength to strength over the past three years, and is well positioned with lots of ideas to expand upon.

Informa is a powerhouse within the knowledge economy, providing value through our culture of insight, intelligence and innovation. We bring this talent, alongside a sense of can-do, commitment and energy, to our partners in the sustainability space. As a company, the sense of fun, informality and commitment is palpable, and never more obvious than when working towards a shared goal.

A major focus throughout the business this year is Operational Fitness, including encouraging growth, improving yield, product refresh and operational simplification. This same approach can be applied to our CSR programme; aligning our sustainability activities with our corporate strategy will lend itself to improved efficiency and enable us to scale up our impact.

At its heart, our business is one of communities: Academic, Business, the myriad of people, interests and industries of our Events Division, and those we operate in all around the world. Informa values being part of the wider global community, and understands that when we look outside of our own world there is much to listen and learn from.

This report illustrates how we successfully managed our wider responsibilities during 2013, and this is a secure platform for continued success through the coming year.

Stephen Carter
Group Chief Executive

Our People

Giving our people the freedom to succeed

We work hard to make our culture one where learning and development is ongoing, passion for expertise is nurtured and strong support is given for innovation. 'Freedom to succeed' is a defining principle of our workplace. We pride ourselves on maintaining an entrepreneurial mind-set and avoiding bureaucracy where we can. We are also supporters of the UK Government's 'Think, Act, Report' scheme to promote gender equality in the workforce, particularly in relation to recruitment, retention, promotion and pay. In 2013, we were ranked in 5th place in the 'large company category' of Britain's Top Employers, being recognised for providing excellent employee conditions and nurturing and developing talent at all levels. Informa Middle East also received the 'Employer of the Year' award at the 2013 Middle East Event Awards. The award recognises employers offering a stimulating and supportive workplace with well-motivated employees.

Informa Exhibitions' Beijing Operations team celebrate jointly winning 2013's Informa Award for Best Customer Services Team

Creating an informed workplace

We continued the roll-out of our digital workplace programme in 2013. Initiated in 2012, the digital workplace now incorporates elements such as enhanced internal search functionality, live chat and video capability. Migration to the cloud will start in 2014, allowing employees access to the workplace regardless of their location and the devices they use.

Flexible working is supported around the Group. We have had a flexi-time working policy in place since 2006 and 2013 saw one of our major London offices commit to supporting all employees to work flexibly. Workshops were run to help colleagues work effectively in a variety of locations while providing them with complete flexibility. Between 2012 and 2013, the proportion of Informa employees working part time increased from 7.5% to 8.6%.

To realise the potential of new flexible working forms, we continue to experiment with the social and technical fabric that makes up our workplace. Informa Business Information (IBI) ran an all-staff conference for the first time in 2013, bringing together 800 employees under the topic of 'Progressing Together'. A similar event is planned for 2014.

Taylor & Francis (T&F) brought together marketing teams from 10 regions to learn, interact and experiment to unify sales, product and library marketing objectives. The results were outstanding and saw significantly increased usage of T&F's content in areas as geographically spread as the UK, South Africa and Vietnam.

Fostering learning and development

Employees attend management skills training

Informa Academy, our in-house learning resource, grew by 15% in 2013, both in terms of employees attending courses and the investment committed to training. More courses were run onsite in the US, Middle East and APAC regions than in 2012, with attendance now more closely matching the geographical spread of our staff.

Our divisions also run their own learning and development (L&D) programmes to provide further relevant opportunities. A significant new focus in 2013 and 2014 has been and will be leadership and management training, e.g. T&F's Global Development Programme. Based on individual capability assessments, attendants receive tailored training on areas such as coaching, recruitment, managing underperformance and development. 200 of T&F's 420 managers worldwide have received this training to date and we plan to roll it out to all T&F employees.

Learning and development can obviously also often take place outside of traditional training formats. IBI launched a mentoring scheme in 2013, whereby any employee globally can take the opportunity to be matched with a more senior individual in line with their professional aspirations. 67 employees took part in 2013 and we will continue the scheme in 2014. Our volunteering programme has also created avenues for staff development, an area we intend to develop further as part of our L&D strategy.

New starters at Taylor & Francis attend an "Introduction to Journals' Finance" workshop. New starter programmes covering all areas of a book's and journal's lifecycle will be launched in 2014

Promoting wellbeing

We believe that wellbeing in the workplace translates into good business. During 2013, we ran the inaugural, company-wide fitness challenge, 'February Fitness', which saw 100 teams from across the world competing to support their favourite charity. Just over 50,000 miles were covered by employees over the month through running/walking, swimming or cycling. We also extended our wellness activities with the launch of '21 Days of Nutrition', helping our employees make the best dietary choices. Our individual businesses also run a number of local activities that employees can opt to take part in, including sports teams, exercise classes and stress management workshops.

It is estimated that approximately 450 million people worldwide have a mental health problem and that one in four British adults experience at least one diagnosable mental health problem in any one year. Any challenge of such a scale is also a business issue. In 2013, we became more focused on the issue of mental health in the workplace and we are pleased to have started discussions on formalising our approach to the mental health of our employees.

2014 will see Mental Health in the Workplace Training for Informa's UK HR Directors, a dedicated resource centre on our global intranet to support the physical and mental well-being of our staff; and Senior HR Staff in our Business Intelligence business IBI will become Mental Health First Aid accredited in the UK.

100 teams from around the world took part in our February Fitness challenge. Team iPOT, pictured, won our fun award for best team picture

Health and safety

Providing a safe and healthy work environment for employees remains a priority across Informa. This is particularly the case for our Global Events division, whose events attract thousands of contractors, delegates and visitors. In 2013, a continuing programme of audits on the UK events teams saw the average audit score increase from 80% to 83%. In 2014, the audit will be extended to all overseas divisions and will look at event and exhibition safety across a range of our events internationally.

In addition, following the launch of a global health and safety (H&S) minimum standard framework in 2013, all events logistics teams will be mandated to ensure that a minimum standard of H&S governance is met at all of our events. We are working on H&S initiatives across the business to aid the implementation of this framework while also taking into account local considerations.

People Performance

	KPI	2013	2012	2011
Headcount	Total headcount	6514	7,531	8,275
Gender split	Employees gender split	59%	56% female	55% female
	Management gender split	49% female	47% female	47% female
	Senior Management gender split	36% female	Not reported	Not reported
	Directors' gender split	33% female	Not reported	Not reported
Staff turnover	Staff turnover for all departments	26%	30%	28%
	Voluntary staff turnover	19%	21%	19%
Training	Training days / employee	0.7	Not reported	Not reported
	Spend on training	£1,647,323	Not reported	Not reported
Absenteeism	Average days absence per employee	2.1	2.52	2.82

Our Environment

Managing our energy impacts

Arguably, our biggest environmental impact relates to the greenhouse gas (GHG) emissions stemming from the electricity and gas we consume at our offices. GHG emissions contribute to climate change and, in response, we seek to understand and minimise our energy usage. Achieving energy efficiency is fast becoming business as usual and demands for transparency are greater than ever. Following the introduction of mandatory GHG reporting in the UK, we put in place a new approach to collecting energy data and sharing our performance. For 2013, we collected data covering a record 86% of our employees, giving us a robust baseline against which to measure our future performance.

As we have over 140 offices in 24 countries, it remains a challenge to put in place Group-wide energy reduction programmes and targets, especially as we do not control the energy bill for a large proportion of these. We will focus our efforts on reducing the energy usage of 10 of our biggest offices by 10% from the base-line of this year to the end of 2015. Namely, those offices where we are able to accurately measure, and have some control over, energy usage. Between them, the 10 offices represent just over 50% of our employees.

Printing what we need

We deliver more and more of our content through digital platforms. Doing so enables us to provide clients with more targeted, richer and relevant information. In some cases, we now only produce an online version, but for many of our publications we continue to offer clients both physical and digital versions. In 2013, IBI alone printed almost 400,000 copies of journals, and CRC Press printed almost a million books.

We continue to grow our print on demand (POD) capability across our books business. New titles usually have an initial print run and then move to either a micro-replenishment model – new copies are printed in small print runs to maintain stocks – or additional copies are printed digitally to order. More than 60,000 T&F book titles are now available as POD. In the US, 78% of T&F's journal titles are now available on a POD basis.

In the UK, T&F has piloted POD for our journals business but has not yet found a commercially viable model. To help ensure print runs match demand, T&F UK reforecasts journal print runs each month using the latest customer data. This has had a highly positive effect on stock levels, with journal stock write-offs (due to pulping) in the UK falling by 25% in 2013.

We continue to work towards reducing print overruns through more accurate forecasting and print on demand

We continue to be a significant publisher of journals on behalf of learned societies. Traditionally, these societies have required us to maintain certain levels of stock, sometimes as high as 50% of the initial print run. In the US, T&F has been engaging with our society partners to explain how they can move to a replenishment model rather than hold on to large stocks.

Printing closer to home

We continue to implement measures enabling us to print as close to the demand for our publications as possible. We now have print hubs in Singapore, UK, USA and Australia, each printing for their local regions. Combined with the growth in titles available under POD, this means we can reduce our stock levels and minimise the need for storage space. It also reduces transportation emissions, distribution costs and, ultimately, waste from having to pulp unused copies. As this model has shown itself to be cost effective and environmentally friendly, we are currently considering setting up additional print hubs in other locations.

We have print hubs in Singapore, UK, USA and Australia and are considering further locations

Selecting the right materials

We continue to send out our journals in wrapping made of biodegradable materials and have also experimented with distributing journals without a protective package. We refer to this as 'self-packaging' and we will continue to trial this with a number of our titles throughout 2014.

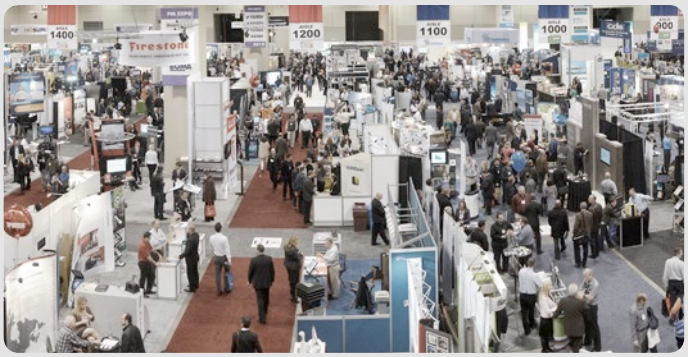
We have a paper sourcing policy in place that requires our printers to use paper that is either certified (FSC or PEFC) or recycled. For our journals businesses we use stock paper types for the initial print runs, all of which are certified. On the books side, in the UK, 100% of our books are printed on certified paper while in the US, we estimate the number to be 90%. In 2013, we also managed to reduce the weight of our stock cover paper for our UK journals, following a similar reduction in the weight of the text paper in 2012.

We have experimented with the use of recycled paper but have yet to use this more widely. One of the problems we face with using recycled paper is our increasing use of inkjet printing which places restrictions on paper types.

Understanding the waste stream at our events

We recognise that our major events are a potential source of large amounts of waste. This year we conducted waste mapping exercises at two events – one in the UK and the other in Dubai – to better understand how that waste is being generated and managed. We found that Informa has control over the communal areas of an event and any 'hardware' that we provide, e.g. stands. Therefore, our ability to reuse and recycle waste depends, to a great extent, on the facilities provided by the venue. In some regions, recycling infrastructure remains undeveloped which poses a serious challenge to us. Another variable is the capability of exhibition service providers we work with to stage our events. For example, our UK exhibition partners, GES, use removable carpets which can be reused or recycled, while others are less advanced.

In summary, this means we have to evaluate the best approach to managing waste on a venue-by-venue basis. Our Canadian events business has achieved zero waste at its events for a number of years, setting the environmental bar high and providing useful lessons for the rest of our business.



'Construct Canada' is Canada's largest construction, design and real estate exposition and conference. It is run by Informa as a zero waste event

Inspiring our employees

We continue to involve our employees in making our workplace and products greener. For several years we have held a Green Week across Informa. During this week we hold competitions, talks and events to raise environmental awareness and build the business case for sustainability. This year we launched the Big Green Idea, a competition to come up with a new Informa product or service with strong sustainability credentials. Participants had to submit their ideas and a business plan, and the shortlisted entries were then presented to a panel of our senior business leaders. The winning idea was a cross-divisional concept involving expertise right across Informa's businesses. Phase I of the new product will be launched in 2014.

Shared Services employees in Florida take part in International Coastal Cleanup during Green Week

Environment Performance

	KPIs	2013	2012	2011
Waste	Stock write-off (units)	968,076	1,142,805	Not reported
	Books available as POD (titles)	70,060	57,830	46,846
Green house gas emissions (tonnes CO2e)	Scope 1: Fuel oil, gas & car mileage	2,997.99	Not reported	Not reported
	Scope 2: Electricity & steam	8,470.30	Not reported	Not reported
(tonnes CO2e)	Total scope 1 & 2	11,468.29	Not reported	Not reported
	Emissions/capita	1.76	Not reported	Not reported

Our Community

As a business, we create a positive, lasting social impact through our operations globally; by providing employment, driving economic progress and fostering social development. The community strand of 'Louder than Words' complements our core business impacts and increasingly we look for synergies between the two.

Supporting community partners

As a global knowledge provider, we impact and interact with many different communities worldwide, both through our operations and through our content. We are keen to forge links and develop partnerships with community partners, locally and internationally, and we offer all employees one day a year to volunteer.

Where possible, we seek to help our community partners deliver on their strategic objectives using our professional skills and resources. Some examples from 2013 include:

- Our continued support of the Prince's Trust. Informa employees used their business acumen and contacts to set up two mini enterprises with the goal of each raising £10,000 for the Million Makers scheme. We also welcomed Prince's Trust students into our London offices, seeking to match up placements with their interests.
- T&F continued the partnership with BookAid International, a charity working in partnership with libraries in Africa, providing books resources and promoting lifelong learning. We donated over 4,500 books in the past year.
- T&F also worked together with AuthorAid, contributing time and skills to become mentors to academic authors from developing countries. In 2014, this partnership will additionally involve co-hosting writing workshops in Ethiopia and Kenya.
- Euroforum developed its partnership with four German schools further by sharing skills through a variety of mechanisms such as economics lessons, CV and interview skills workshops and internships.

7% of our employees volunteered in 2013, a drop from 12% in 2012. We aim to increase the number in 2014.

We launched a volunteering survey in 2013 to better understand the value of the volunteering programme; to our business, to the volunteers and to the community partners. We will review the findings and take action on the lessons learned. We also intend to increase the number of hours made available to employees to volunteer in 2014.

"It was a fantastic opportunity to work with new people outside Informa and learn more about how our content can be accessed in the global South."

In my day-to-day job, I look at external data sources to understand our journals, competitors and markets. Last year, I was fortunate enough to put these skills to good use in helping INASP (International Network for the Availability of Scientific Publications). INASP is an international development charity working with a global network of partners to improve access, production and use of research information, so that countries are equipped to solve their development challenges. I talked to them about social media and how they can measure the reach of their communications with the goal of improving their understanding of their networks and engagement. For me, it was a fantastic opportunity to work with new people outside of Informa and learn more about how our content can be accessed in the global south. Speaking at their conference provided amazing insights into the life of librarians, the use of research, and the importance of tea as a tool to meet with stakeholders in Ghana. On the downside there is now a video of me on YouTube which I haven't dared watch. T&F has had a long and productive partnership with INASP and continuing to support them is important to us.

James Hardcastle, Research Manager at Taylor & Francis

Having fun fundraising

Go Bananas is our annual worldwide fundraising event, bringing together all Informa employees to raise money for our charity partner, World Cancer Research Fund (WCRF). Employees take part in a variety of activities, including fun runs. Our CEO bravely dons a banana suit for the London run, with employees challenged to 'Beat the banana'. 2013 saw us raise over **£83,000** through employee fundraising and corporate donations for WCRF's cancer prevention work. Informa employees also enjoy fundraising throughout the year for more local causes, raising a total of over **£106,000** in 2013, matched by Informa cash donations to the value of **£356,560**. Our biannual charity watch auction at the Monaco Yacht Show, in aid of research on Duchenne Muscular Dystrophy, raised more than **£4,200,000**.

London employees volunteer with the homelessness charity, Providence Row

Colleagues in New York join together for Go Bananas, our annual worldwide fundraising event for World Cancer Research Fund

Understanding our impacts

In 2012, we conducted a pilot study to map the social and economic impacts of one of our major events, Fispal in Brazil. This year, we developed the methodology further and expanded the research to cover another three of our major events, namely Africa Com (South Africa), Arab Health (Dubai) and AUSRail (Australia). For each of these events, we have gathered information about direct and indirect spend as well as direct and indirect employment. We are still in the process of receiving data and analysing the findings. However, what we do understand at this stage is that the multiplier effect is consistently significant, especially the ratio between direct employment and indirect employment. Direct employment refers to the people on our payroll while indirect employment refers to the jobs created further down the value chain, e.g. to produce materials for the event, manage the stands and deliver other services. For example, for every person employed directly to deliver Africa Com in Cape Town, more than twelve were employed in the value chain. We also found that for this event alone, just under £2.4 million was spent on hotels by delegates attending from out of town. Once our dataset and analysis are complete, we will release the findings and draw out lessons about how we can manage the impacts of our events to the best effect for our business and local communities.

The anatomy of Africa Com's direct economic footprint (£7.5m)

Protecting human rights

We support the principles laid out in the Universal Declaration of Human Rights and continue to assess the impacts we have on communities and individuals through our direct operations and indirectly.

Our approach to maintaining high labour and environmental standards in the supply chain is guided by our membership of PRELIMS, a collaboration between 13 leading UK and US publishers. Together with our peers in the sector, we have developed a code of conduct, setting out the standards we expect our suppliers to adhere to. Suppliers may be asked to undertake an audit against the code and can then share the audit results with as many members of PRELIMS as relevant. This prevents suppliers from having to do multiple, similar audits for individual members as was common practice in the past.

Community Performance

	KPI	2013	2012	2011
Fundraising	Employee fundraising	**£106,139**	£91,387	£155,659
Company contributions	Company donations (cash)	**£356,560**	£301,136	£283,520
	Volunteer programme costs (£)	**£83,097**	£97,644	£105,054
	Gifts in kind (£)	**£189,953**	£140,780	£100,902
	Total company donations (cash and in kind)	**£629,610**	£539,560	£489,476
Exceptional Item: Monaco Yacht Show	Total raised at auction (£)	**£4,210,773**		£3,811,548
Volunteering	% of staff volunteering	7%	12%	8%

Our performance at a glance

Content Performance

	KPI	2013	2012	2011
Open access	Journals with an open access option	94.7%	96.5%	40.9%
Reach	Proportion of book titles available digitally	55.2%	50.6%	47.3%
	Proportion of group revenue derived from outside Europe and USA	30%	30%	27%

People Performance

	KPI	2013	2012	2011
Headcount	Total headcount	6514	7,531	8,275
Gender split	Employees gender split	59%	56% female	55% female
	Management gender split	49% female	47% female	47% female
	Senior Management gender split	36% female	Not reported	Not reported
	Directors' gender split	33% female	Not reported	Not reported
Staff turnover	Staff turnover for all departments	26%	30%	28%
	Voluntary staff turnover	19%	21%	19%
Training	Training days / employee	0.7	Not reported	Not reported
	Spend on training	£1,647,323	Not reported	Not reported
Absenteeism	Average days absence per employee	2.1	2.52	2.82

Environment Performance

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How we are organised

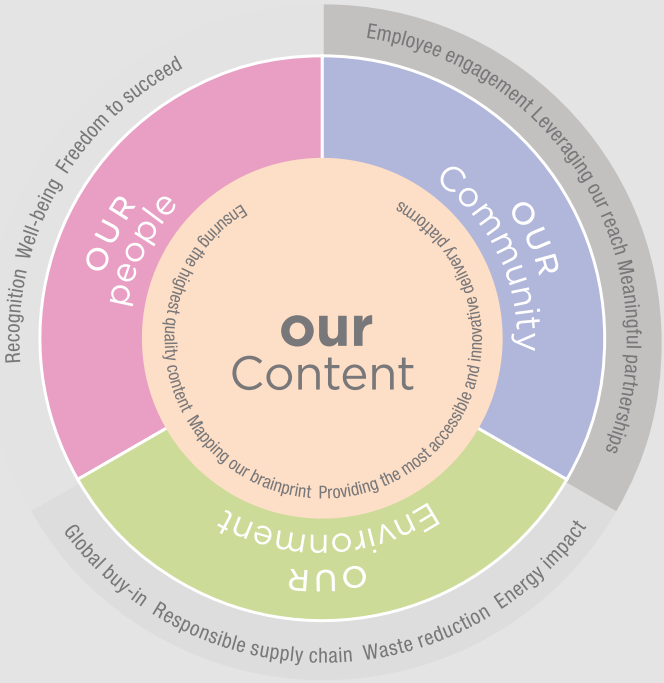
Managing our issues

We refer to our Corporate Responsibility ("CR") activities as "Louder than Words" and our strategy rests on four priorities. Three of our priorities stand for responsibilities we share with other industries, namely People, Community and Environment. However, our key priority – Content – relates uniquely to our role as a trusted provider of knowledge. Summarised briefly, our priorities are as follows:

- Our Content refers to our ability to deliver knowledge that is always professionally produced, rigorously researched and properly disseminated;
- Our People refers to creating a flexible, inclusive workplace, developing the skills and passion of employees;
- Our Environment refers to managing our key environmental impacts across our operations;
- Our Community refers to our direct and indirect community impacts.

"Louder than Words" is headed up by Emma Blaney, Group HR Director and Head of Corporate Responsibility, with support from a small dedicated CR team and external advisers. The CR team reports directly into the Chief Executive. Local ownership of "Louder than Words" is located with a network of 21 CR leaders from across the Group with whom the CR team engage regularly. The CR team also works closely with Group Marketing, Human Resources, Investor Relations and Facilities Managers across the Group.

"Louder than Words" is fully aligned with the Group's strategic priorities and we disclose relevant information to our stakeholders, both through our own reporting and third party initiatives such as FTSE4Good, Dow Jones Sustainability Indices ("DJSI") and CDP.



louder than words
informa sustainability strategy

Working in partnership

We believe strongly in the power of partnerships. At Group level we are active members of the Media CSR Forum. In the past year, we worked with our peers to conduct a comprehensive materiality analysis for the media sector and we also took part in research into the social and environmental impacts of media content. Several of our senior managers shared our experiences at Forum events, including our Head of Investor Relations and our Group Compliance Director.

Individual businesses within the Group continue to pursue their own meaningful relationships with stakeholders, as suited to their markets and priorities. Several of these have been mentioned on the previous pages but many more exist – and thrive – across the business.

Media CSR Forum

FTSE4Good

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