

# Engaging inside and outside Informa

To operate, grow and succeed, Informa relies on many different communities and partners inside and outside of the Company.

We actively manage our relationships and engage with the communities most important to the business: our **colleagues**, our **customers** and their communities, the **local communities** we work with, the many **business partners** that help deliver our products and services, and the **Shareholders** whose support provides funding for our operations. The Group also is mindful of its relationship with the **environment** and the use of natural resources.

At all times, Informa aims to participate in and contribute to our key communities in a way that creates a positive impact and supports the business's ongoing growth and success. This section provides examples of how we work with our communities, with Shareholder engagement detailed on page 126.



## Inside Informa: Growing with our colleagues

**Informa is proudly a people business. Each of our 11,000 colleagues brings something different to work; a unique set of abilities, experience, ideas, energy and knowledge, the sum total of which drives Informa's success.**

The Group takes a structured approach to fostering talent focused on three areas: **attracting** the right mix of talent, **supporting** colleagues to progress, develop and be the best they can be, and **engaging** colleagues to create a rich and dynamic culture based on participation and the exchange of views and ideas.

Progress is measured in various ways, including through views given in the regular Inside Informa engagement initiative (see Group KPIs on page 60), exit surveys and informal feedback. The Group's Code of Conduct and suite of 14 global policies continue to govern our ways of working, supported by the whistleblowing service Speak Up for reporting and resolving issues confidentially.

### Attracting the right mix of talent

Attracting colleagues with a diverse range of skills and experience is fundamental to the Group's long-term success, and we aim to remove the potential for any bias at the point of recruitment and beyond. In 2018, unconscious bias training was extended from recruiters to managers in **Academic Publishing** and, following a successful pilot in the European Shared Service Centre, Informa's **UK-based Apprenticeship Scheme** was expanded. There are now approximately 50 apprentices across the Group, 30 of whom began a newly launched management training programme certified by the Chartered Management Institute.

Informa's Graduate Fellowship Scheme continues to attract hundreds of applicants from a broad range of UK universities, and a demanding selection process saw six new Fellows join the Group in 2018. Informa has deliberately made the scheme as flexible as possible so it can be tailored to each graduate's skills, experience and interests and since it launched in 2014, 12 Fellows have taken permanent roles across the Group.





Informa 2018 Graduate Fellows

## Rewarding and sharing in success

Informa invests in colleagues through competitive salaries and flexible benefits, and we are accredited by the Living Wage Foundation for ensuring those based in the UK are paid at least the Living Wage, an independently calculated amount based on the cost of living.

As well as providing benefits packages tailored to each region, the Group now offers two equity/share plans that give colleagues an attractive opportunity to share more directly in Informa's performance. In 2018 and in recognition of our expanded base in the US, a new employee stock purchase plan (ESPP) launched for those based in the country that lets colleagues buy Informa stock at a 15% discount.

ShareMatch remains a popular way for colleagues in Australia, Germany, the Netherlands, Singapore, Sweden, the UAE and the UK to invest in the Group while receiving one free share for every share purchased, and colleagues from UBM will be able to participate in both the ESPP and ShareMatch on an equal basis in 2019.

## Investing in workplaces

Informa's ongoing investment in work spaces is designed to create environments that make work personally enjoyable and professionally stimulating and productive.

In 2018 we opened a new hub office in New York, bringing together over 300 colleagues from **Business Intelligence**, **Global Exhibitions**, **Knowledge & Networking** and **Global Support** into an upgraded, modern and collaborative single base for the first time. New York-based colleagues from UBM will move into the building in 2019.

## Developing our talent

Informa's learning and development programme is based on a mix of role-specific accreditation, internal management and leadership development programmes, and classroom-based and online training courses.

In **Global Exhibitions**, a global training framework was launched in 2018 to align personal development with business

strategy in a standardised way. Learning Councils of subject matter experts met to approve learning needs and offerings for colleagues in sales, marketing and operations roles. This saw over 1,200 colleagues attending one of 200 classroom-based learning sessions. At a cross Group level, 2018 saw the completion of the first Informa Inspire programme, targeted at those reporting to Senior Management teams to support the development of future leaders.

In 2019, following a successful trial in **Global Exhibitions** and **Global Support**, LinkedIn Learning will be expanded to more areas of the business, offering on-demand online access to a wide range of development resources.

## Participating and engaging in work life at Informa

Creating an environment of openness, exchange and dialogue, where all colleagues can equally contribute, be heard and inspired, is at the heart of Informa's culture.

A key area of engagement activity in 2018 was around the combination with UBM. Throughout the process, colleagues were kept informed and engaged via an integrated, visually exciting campaign that included branded newsletters, videos, emails, intranet stories and a dedicated microsite.

Midway through the year, 60% of colleagues gave feedback on the combination via **Inside Informa Pulse**. This is a regular platform for all colleagues to have their say on various aspects of work life as well as providing a measure of overall engagement levels that are used to drive change and action across the Group.

Separately, colleagues were also asked for views on workplace culture as part of a wider project to better understand the brand, culture and purpose of Informa following the combination with UBM. Over 1,800 colleagues gave feedback via an online survey and 250 took part in a series of discussion groups. Responses have helped to inform the Group's new brand rollout in 2019.

Informa uses various internal communication channels to keep colleagues informed on business updates, important news and key activities.

These include monthly CEO blogs, Group-wide town hall webcasts, divisional and local newsletters and regular campaign-based activity.



Informa's new New York office



#### Women in Publishing

### Supporting and celebrating women

Within **Academic Publishing**, the Women in Publishing community is an internal forum, created voluntarily by and for colleagues, that aims to celebrate success and enhance women's professional development.

Women in Publishing ran events in the UK and US in 2018 with a global reach, including a Women in Technology panel, a session on imposter syndrome run by an external coach, a presentation from CEO Annie Callanan on leadership, and workshops on assertiveness. Debate is encouraged and the community has an online forum to share news and inspiration between events and connect colleagues worldwide.

"We set out to encourage dialogue about the challenges and opportunities for women in the workplace, but with a practical approach and focus on making a demonstrable difference to the working lives of our colleagues of all genders. We're proud that Women in Publishing activities grew in scope in 2018 and we have exciting plans for 2019", said Fiona Counsell, Head of Open Access Operations and Policy, and a Women in Publishing committee member.

Senior Managers and Board members also take part in office-based forums around the Group where colleagues can ask questions and provide opinions, and colleagues are also encouraged to organise local forums and groups on topics that interest them.

Informa's intranet and digital workplace **Portal** is an important channel for finding and sharing views and information. Upgrades in 2018 included the launch of a new social conversation tool which lets colleagues start and contribute to discussions on all aspects of work life.

The **Informa Awards** are another major engagement activity, and a popular way to reward and celebrate outstanding colleague achievements throughout the year. There were over 1,000 submissions for the 2018 awards, more than in any previous year.

### Supporting inclusion

**AllInforma** is our approach to promoting a supportive and inclusive working environment and engaging all colleagues on diversity and inclusion, and is reinforced by the Group's Diversity and Inclusion Policy.

Building on 2017 activities, Informa launched **AllInforma Balance** on International Women's Day 2018, a platform for supporting colleagues on matters relating to gender and gender balance, which included new online access to personal development resources.

The **AllInforma Top Women** series of interviews with leading female colleagues are some of the most viewed features on Informa's intranet. Colleagues from the UK have also begun planning for the launch of **AllInforma Rainbow**, a programme that will support and engage colleagues on aspects of LGBTQI issues.

### Supporting values and behaviour

Informa has a framework of policies that help guide and support colleagues to act respectfully, lawfully and with integrity. At its heart is the **Code of Conduct**. Translated into five languages, it offers clear guidance on areas including human rights, modern slavery, and dignity and respect in the workplace.

It is mandatory for colleagues joining the Group, including Board members, to complete Code of Conduct and Anti-Bribery and Corruption training, and non-compliance with the Code of Conduct can result in disciplinary action.

We continue to aim for a 100% completion rate while allowing new joiners 30 days to complete training. As an enlarged Group, our Code of Conduct and key policies are being reviewed and will be relaunched, along with an exercise to align recording and reporting practices.

Following the launch of the EU's General Data Protection Regulation, all colleagues were invited to take Privacy at Work and Data Protection training to ensure widespread awareness of the importance of proper data privacy practices, including how we collect, use, share and store information and data.

Specialist training, endorsed by the Group Finance Director, on how to spot and avoid facilitating tax evasion by third parties was also delivered to around 1,000 colleagues in 2018.

The confidential whistleblowing service **Speak Up** lets anyone report concerns relating to the Group, with no tolerance for retaliation of any form for raising concerns. Investigation training was conducted with HR and Compliance teams in 2018 to further improve the consistency and professionalism of how any breach investigations are run.



# Putting customers first

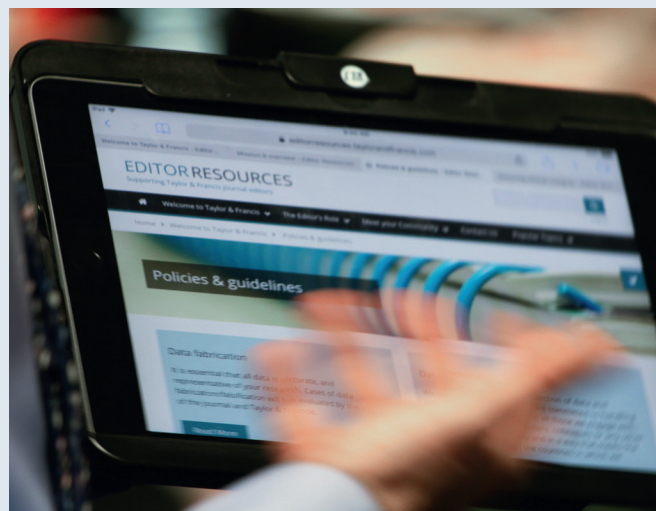
## FAN EXPO

### Year-round fan engagement

FAN EXPO Canada is one of the largest events in our pop culture portfolio; an exciting and vibrant event where comic, film and gaming fans meet actors and creators, come together as a community and find the latest products from our exhibitors.

Away from the show floor, in 2018 we ran a new market research project to understand how the event and brand could better serve fans and deliver an enhanced experience next year. This included several facilitated customer round tables in both the US and Canada, as well as extensive surveys for each show.

Senior Marketing Executive Rija Tariq reported: "The direct feedback from fans led to a number of quick wins, such as fan-led advice sections on social media, in-app shopping categories showcasing local artists and more designated community meetup spaces for cosplayers. Plus, lots of the ideas generated from our research have been fed into long-term plans around how to keep FAN EXPO a premier brand for comic fans in North America and a continued celebration of fandom."



## Academic Publishing

### Helping editors promote research excellence

Our **Academic Publishing** teams support many elements of the research publishing ecosystem, and one of their most recent investments has been in upgrading the resources available to journal editors.

A newly refreshed Editor Resources website launched in November, promoted through a range of vehicles including a new video, community events, social media and direct editor outreach by teams around the world.

The site was designed around editors and the key parts of their role to meet the needs of the community at every stage of their career, with curated information and policies from our teams, best practice guides, and blogs and case studies where editors can share stories with one another.

As Lan Murdock, Communications Manager for Societies and Editors, explained: "Our aim is to support our journal editors more effectively and highlight the important role they play in safeguarding the quality of journals and promoting responsible research. The site has been featured in the European Association of Science Editors blog and online toolkit for journal editors. We've had other good feedback on the content and how easy it is to use, and will keep building on it this year."



## Outside Informa:

Putting customers at the heart of what we do

**Informa operates in many different specialist markets, and a diverse range of customers draws on our data, intelligence and content and engages with our event, exhibition and lead generation services.**

What is common throughout our business is that understanding and staying in step with customers' needs and market trends are critical to our business success.

Colleagues across the Group engage with customers to inform how we should develop our current products and strengthen our brands, to pinpoint which new services we should focus investment towards because they meet customer needs and provide new commercial opportunity, and to understand where we can deepen our relationships for mutual benefit.

Two examples of different customer communities we work with, and the outcome of our engagement activities, can be found in our pop culture events portfolio and in our global journals business in the panel on the previous page.



## Outside Informa:

Partnering for success

**The Group relies on a range of business partners to deliver our products and services, and through open and proactive engagement we aim to establish strong and mutually productive relationships that have a positive effect on the wider supply chain.**

To ensure business partners are aware of the standards we work to and our expectations of them, engagement around Informa's Business Partner Code of Conduct continued to be a focus in 2018. This included a well-received training session for exhibition partners in Egypt.

### Health, safety and security

## Partnering for safe and effective events

From a venue and its operations staff to contractors, exhibitor teams and local authorities, it takes many parties to deliver a safe, effective and successful event.

To ensure awareness of Informa's standards, build on our Business Partner Code of Conduct and play our part in enhancing safety culture, the Group held a free-to-attend Safety Awareness Training Day in Cairo for local contractors and venues.

Informa's Health, Safety and Security team and experts from key suppliers spoke on topics from hazard awareness to safe working best practice and structural safety. The dual language training was recorded so it could be disseminated throughout the business partners' teams.

Health, Safety and Security Manager Gary Buckett said: "Sessions sparked healthy interaction amongst our business partners to raise the local industry's safety standards to international best practices. The safety initiative has been a real success and is a template we can introduce into other markets, to improve the local industry safety culture and help continually improve exhibition standards for everyone involved."



The Business Partner Code of Conduct includes our expectations around the handling of information data, zero tolerance of bribery and corruption, and standards in areas such as employment conditions, child labour and modern slavery. It is available on our website and delivered in five languages, and business partners also have access to the Speak Up whistleblowing line for reporting issues and concerns.

Our support for the principles laid out in the Universal Declaration of Human Rights continues. Within the Group, our major human rights-related risks are focused primarily on colleagues, contractors and our value chain.

A Group-level human rights risk assessment is being conducted to understand our potential human rights impact areas and identify the mitigating actions we take to manage this risk. The assessment, which has included the development of a due diligence process and a new Human Rights Policy, to be launched in 2019, has looked at the enlarged Group, including the new countries in which we now operate.

In the specific area of modern slavery, we extended the training developed in 2017 on how to spot and report issues to more colleagues last year. Our full approach can be found in the Modern Slavery Statement, approved by the Board, on the Informa website.

In 2018 the Group prepared its first report on supplier payment practices and performance for UK-related contracts under new UK regulation. As an enlarged Group, we are aligning systems and practices across the business with the aim of upholding consistent payment practices while providing an effective process for resolving any queries or complaints.



## Outside Informa: Contributing to our local communities

**We are proud to be part of the communities in which we live and operate, including the local communities around our offices and those linked to our events.**

The Group aims to comply with tax laws and regulations everywhere we operate. We believe that a fair and effective tax system benefits society and business, and our approach balances the interests of Shareholders, governments, colleagues and the communities in which we operate. In 2018, the Group's global total tax contribution was over £300m.



Through the hundreds of events Informa produces each year, we support local communities by providing jobs and supporting suppliers and local businesses.

In 2018 Informa piloted a measurement tool to more effectively gauge the positive economic impact our events have on local areas, which will be made available to more of our brands in 2019.

We also take our responsibilities for helping to improve overall event sustainability standards seriously. In 2018, we were part of a group of 20 sustainability leaders from the industry which convened to discuss the future of sustainable events and identify ways to work together on key challenges. The group identified over 25 shared sustainability issues and voted on four core areas to focus and collaborate on.

Many of Informa's events support community organisations that operate in the same market sectors. Support is offered both financially and by additional means such as promotional opportunities at shows and in marketing materials.

At a Group level, Informa's key annual fundraising initiative Walk the World raised £171,000 for local organisations in 2018, with a record 4,000+ colleagues from 85 offices taking part in more than 60 walks and collectively covering over 26,000 miles, further than the length of the Equator.

Some teams used **Walk the World** as an opportunity to form deeper connections with their chosen charity partners: for example, Informa's Paris-based Beauty & Aesthetics team developed a new partnership with Raconte-Moi Un Visage, an association that helps patients with facial disfigurements. The team promoted the partnership and collected donations at its FACE show in London.

The **Taylor & Francis** team in Cape Town partnered with Read to Rise, a non-governmental organisation committed to promoting



youth literacy in South Africa's under-resourced communities. As well as raising funds during Walk the World, several colleagues volunteered at a local school along with members of the Read to Rise team.

Informa's volunteering programme encourages all colleagues globally to use their full allocation of volunteering days to spend time with a charitable organisation of their choice. Opportunities where professional skills can be used and developed are particularly encouraged. Following the combination with UBM, Informa is reviewing its volunteering and charitable donation policies to take the best aspects from both organisations and create consistency across the Group.



### Outside Informa:

Working responsibly with natural resources

**Informa takes its environmental responsibilities seriously and aims to reduce its environmental impact on natural resources wherever possible.**

We take a considered approach to our consumption of natural resources, which mostly relates to sourcing paper and minimising energy and waste in our offices and at our events, and where possible we seek to raise awareness around sustainability issues with suppliers, customers and venue owners.

As an example, last year, a team from the Fashion business partnered with the Mandalay Bay Convention Center in Las Vegas to replace more than 1,000 light fittings with LED lighting, increasing the overall brightness of the interior hall while reducing energy use by 85%. The upgraded system was used for the first time during our MAGIC show.

In terms of paper sourcing, any organisations supplying timber and paper products to Informa are expected to source from FSC or PEFC accredited suppliers as far as possible.

This is set out in Informa's Paper and Timber Sourcing Policy, which aims to ensure that all paper and timber used in our products and services is responsibly sourced from legally harvested, well-managed sources that have due diligence in place to ensure there is no slavery in the supply chain, and we are sourcing more than 90% of our paper from responsible sources now. This policy will become part of an expanded Environmental Policy in 2019, being introduced to bring greater consistency to the range of practices and guidelines that exist across the enlarged Group.



Live Design International

### Building community relationships

Many of Informa's events and brands develop long-lasting relationships with local community organisations, providing both financial and non-financial support.

In 2018, Live Design International (LDI), the event for live entertainment professionals, gave visitors the chance to donate money to six charities upon registration, matching contributions up to \$10,000.

But its support for local communities went further: a partnership with Families for Effective Autism Treatment (FEAT) saw families affected by autism invited to walk the show floor and visit the Live Experience Lounge, an immersive, interactive sensory booth sponsored by exhibitors.

LDI show manager Jessi Cybulski explained: "Light can be used as a form of therapy for children with autism, which means many of the products we design, manufacture, and operate in this industry have a therapeutic effect for children. We hope working with the Nevada chapter of FEAT is just the beginning of what we as an industry can do."