



**RELX Group** is a world-leading provider of information and analytics for professional and business customers across industries.

We help scientists make new discoveries, lawyers win cases, doctors save lives and insurance companies offer customers lower prices. We save taxpayers and consumers money by preventing fraud and help executives forge commercial relationships with their clients.

In short, we enable our customers to make better decisions, get better results and be more productive.

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# Statement from Chief Executive Officer



Erik Engstrom  
Chief Executive Officer

**“What we do impacts the world. Our products and services shed light on some of the most pressing global issues. We must pursue the highest levels of corporate responsibility to benefit our stakeholders and ensure our long-term sustainability.”**

We facilitate the exchange of information that drives forward science and better health; reduces risk and fraud for industry, governments and civil society; promotes the rule of law and justice; and fosters communities across diverse sectors. These unique contributions map to the United Nations Sustainable Development Goals (SDGs), which aim to protect the planet and improve the lives of the world's most vulnerable. To support their launch, in 2015 we produced Sustainability Science in a Global Landscape, a first-of-its-kind, free resource to explore the state of research underpinning the SDGs. The report highlights opportunities for greater collaboration between the global north and south, and among developing countries. It also shows areas, like justice, where research output could be increased. During the year, we also worked with the UN Global Compact (UNGC) on Business for the Rule of Law, new guidance to help companies go beyond legal minimums to strengthen the frameworks necessary for development. It was a tangible way we demonstrated our commitment to the UNGC's 10 principles – encompassing human rights, labour, the environment and anti-bribery – which form the basis of the ethics documents that underpin our business and our relationships with suppliers.

So if what we do impacts the world, how we do it matters too. We heard from our people, investors and government in the year on the issues they feel are most material to our business. We set relevant objectives and made progress on governance, including enhancing trade sanctions and export controls compliance; people, mapping internal practice against the UN's Women's Empowerment Principles; customers, conducting more than 20 Quality First risk assessments to ensure the excellence of our content and services; community, encouraging nearly 80% of staff to participate in RE Cares Month volunteering around the globe; supply chain, conducting 77 comprehensive workplace conditions assessment audits; and environment, securing half of our electricity needs from renewable energy or Renewable Energy Certificates.

We know we can do more and in the year ahead, for the first time, we will set objectives for each of our unique contributions, and share our longer-term vision, including creation of a new SDG Resource Centre to aid scientific communities and the public. To address our key impact areas in 2016, we will develop a compliance plan for new EU data protection regulations, expand diversity and inclusion employee resource groups, broaden our Quality First Principles to cover more areas such as customer support, involve at least 60% of staff in our new global fundraising partnership, strive to increase the number of core suppliers as signatories to our Supplier Code and get started on reaching our new five-year environmental targets.

We will need the support of all our stakeholders to help us achieve RELX Group's collective goals in the year ahead.

**Erik Engstrom**  
Chief Executive Officer

# Our business

## Market segments\*

	Segment Position
<b>Scientific, Technical &amp; Medical</b> helps customers advance science and improve healthcare by providing world-class information and analytical solutions that enable them to make critical decisions, enhance productivity and improve outcomes.	<b>Global #1</b>
<b>Risk &amp; Business Analytics</b> provides solutions and decision tools that combine public and industry-specific content with advanced technology and analytics. These solutions assist business and government customers in evaluating and predicting risk, making more informed decisions, reducing fraud and enhancing operational efficiency.	<b>Key verticals #1</b>
<b>Legal</b> is a leading provider of information and analytics to professionals in legal, corporate, government and non-profit organisations.	<b>US #2 Outside US #1 or 2</b>
<b>Exhibitions</b> organises more than 500 exhibitions a year, attracting more than 7m attendees. The events, and information tools provided, help exhibitors generate billions of dollars of revenues while boosting the local economies where the events are hosted.	<b>Global #1</b>

\* For additional information regarding revenue from our business activities and geographic markets, see the business review in the 2015 Annual Reports and Financial Statements.

RELX PLC is a London listed holding company which owns 52.9% of RELX Group. RELX NV is the Amsterdam listed holding company which owns 47.1% of RELX Group.

approximately  
**30,000**  
full-time employees...



with offices in about  
**40**  
countries...



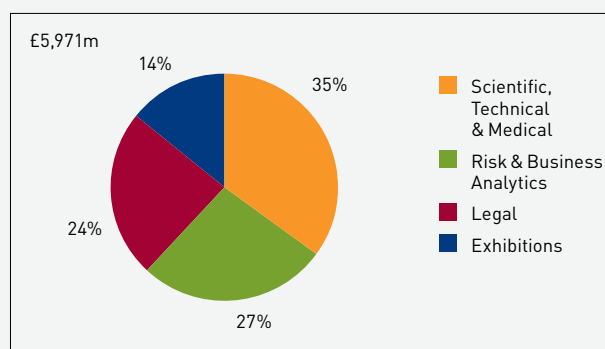
across  
**6**  
continents...



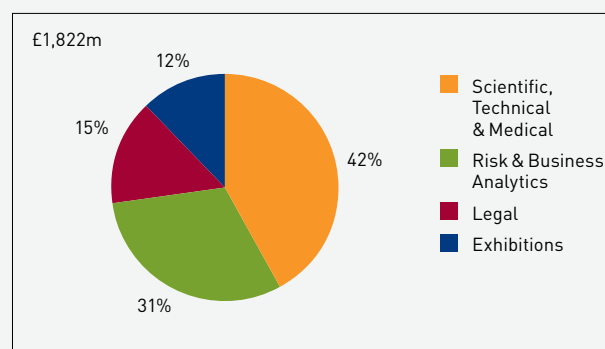
serving customers in  
**180+**  
countries worldwide



### REVENUE



### ADJUSTED OPERATING PROFIT





Dr Márcia Balisciano  
Director, Corporate Responsibility

**“Ethical business is good business – good for people, products, profit and the planet.”**

## Our approach to corporate responsibility

Our vision is to be a world-leading provider of information solutions that improve outcomes for our professional customers and benefit society. To achieve this, we must exercise the full extent of our corporate responsibility (CR), performing to the highest ethical standards and channelling our knowledge and strengths as a global leader in our industry to make a difference.

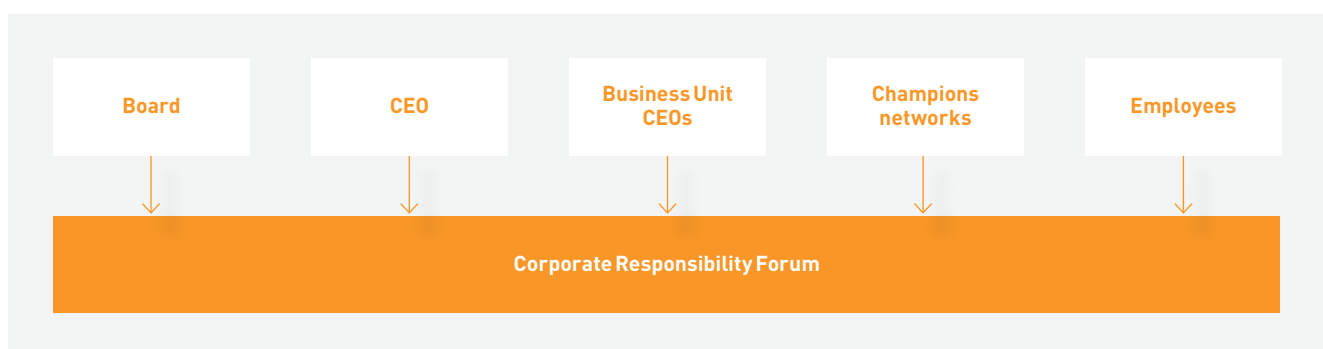
At RELX Group, CR is not a programme or prescriptive set of activities, it is how we do what we do on a daily basis – working to maximise our positive impact, while minimising any negative consequences of conducting our business. This focus adds to our competitive advantage by building good relations with current and future employees, customers and investors, as well as governments, non-governmental organisations (NGOs) and the communities in which we live and work.

CR underpins our business strategy to deliver improved outcomes for our customers by combining content and data with analytics and technology across global platforms. It helps us build leading positions in our markets by leveraging our skills and assets.

Our principal risks, outlined in our 2015 Annual Report and Financial Statements, encompass CR priorities such as meeting customer needs, the importance of our people, ethical supply chain practice and the environment. We map the CR impacts of our identified risks in order to ensure appropriate mitigation. For example, a strategic risk is customer product acceptance: our businesses are dependent on the continued acceptance by our customers of our products and services and the value placed on them. We must therefore ensure they are high quality and reliable through measures like the RELX Group Quality First Principles and access initiatives to ensure all who could benefit from them can, otherwise we risk damage to our reputation and financial loss.

The Boards, senior management and the CR Forum (chaired by a senior leader and involving individuals who represent all key functions and business units) oversee CR objectives and monitor performance against them. The CEO has responsibility to the Boards for CR. The CR Director engages with the senior management team and also provides formal updates to the Boards. Senior leaders have CR-related Key Performance Objectives, see p 79 in the Annual Report.

This report reflects the priority we place on relevant, comprehensive reporting (see Appendix 3 for how we align with the indicators of the Global Reporting Initiative). We also include CR as an integral part of our Strategic Report in the RELX Group Annual Report, and the Chairman, CEO and CFO make reference to relevant CR issues in their statements within the Annual Report.



We focus on our unique contributions as a business where we make a positive impact through our knowledge, resources and skills, including universal sustainable access to information, advance of science and health, protection of society, promotion of the rule of law and justice, and fostering communities. Elsevier contributes to advancing human welfare and economic progress through its science and health information. Risk & Business Analytics provides essential insight to aid people, industry and society. LexisNexis Legal & Professional promotes justice through its legal information. Reed Exhibitions fosters communities, enhancing productivity and efficiency.

We also concentrate on good management of issues that affect all companies, focusing on the areas within governance, people, customers, community, supply chain and environment that are important to our business. Our thinking is informed by extensive internal and external engagement, including our 2015 Stakeholder Consultation described below.

## Internal engagement


We involve some 750 colleagues throughout the Group in our CR activities through networks such as the Accessibility Working Group; CR as a Sales Tool Working Group; Diversity and Inclusion Advisory Group and Working Group; Editorial Policy Working Group; Environmental Champions Network; Health and Safety Champions; Quality First Principles Working Group; RE Cares Champions; and the Socially Responsible Supplier Group, among others. They reach thousands of people across the company. Our internal audit function provides regular reviews of our CR governance, reporting and supply chain activities, highlighting areas where we are performing well, along with suggestions for improvement.

During 2015, we undertook a global Employee Opinion Survey, and also conducted pulse surveys to understand and respond to employee views. We offered CR-related activities to all staff including the annual Fit2Win wellness competition, and held an annual Global Book Drive during RE Cares Month in September. Local-level Green Teams organised environmental events throughout the year, in addition to special activities for World Environment Day, which was highlighted in a communication sent to all employees by the CFO. We promoted CR as a Sales Tool, a resource on our global intranet, on the benefits of discussing CR issues with clients.

## External engagement

We engage with external stakeholders who inform our thinking on CR objectives, risks and opportunities and best practice.

In 2015, our CR Forum Stakeholder Session focused on data privacy. Participants included RELX Group's VP of Information Security and Data Protection; a corporate peer responsible for data protection and privacy at Sky; the Managing Director of LexisNexis Risk Solutions UK insurance business; and the Managing Director of consumer research firm, Verve Ventures. The session was webcast to a live audience and then made available on the corporate intranet for all employees. See the Customers section for more on data protection and privacy.






We have considered the OECD Guidelines for Multinational Enterprises and believe we adhere in general terms to the framework.  See why it matters in the People section.

### Our vision

Our vision is to be a world-leading provider of information solutions that improve outcomes for our professional customers and benefit society.

### Our contribution

Our unique contributions are the positive impact we make on society through our knowledge, resources and skills:

-  Universal, sustainable access to information
-  Advance of science and health
-  Protection of society
-  Promotion of the rule of law and access to justice
-  Fostering communities


### Determining what's material

To understand which issues we should focus on, we consider our business priorities and engage regularly with stakeholders, setting objectives accordingly (see engagement examples on page 8). In 2015, we asked CR consultancy Carnstone to test our ranking of 13 issues we consider material. 143 people (employees, suppliers, NGOs, customers and peers) agreed that all were material, but ranked issues important for the company differently to those important for society. There was consensus that our focus on data privacy and security should be listed as a separate impact area; see the Customers section.

### Impacts ranked by score\*

	Impacts on RELX Group		Impacts on society
1	People	1	Unique contributions
2	Customer needs	2	Environmental impacts
3	Governance	3	Communities
4	Editorial standards	4	Supply chain
5	Access to information	5	Governance
6	Health, safety & wellbeing	6	Access to information
7	Unique contributions	7	Health, safety & wellbeing
8	Supply chain	8	Editorial standards
9	Environmental impacts	9	Customer needs
10	Reporting	10	People
11	Diversity	11	Diversity
12	Communities	12	Reporting
13	Tax, pensions, investments	13	Tax, pensions, investments

\* All issues scored above the halfway mark; each issue in the chart is linked to where it appears in the report

We provide CR-related products and services such as Elsevier's journal Current Opinion in Environmental Sustainability; Risk & Business Analytics' Community Care; LexisNexis Legal & Professional's Rule of Law Resource Center; and Reed Exhibitions' World Future Energy Summit.  See a sampling of CR products across the business. We communicated about CR through our intranet, and corporate and business unit websites. We provide an annual CR case study to The Times 100, a free educational resource for students.

## 2015 stakeholder engagement examples

Stakeholder group	Importance	Engagement
Employees	Our people are essential to our success; we must attract, retain and develop the best employees; hearing directly from them is an important driver for improvement	Undertook employee surveys; involved colleagues throughout the business in CR-related groups (see internal engagement above); held town halls with senior leaders; conducted one-to-one meetings for all employees with their managers through the Performance Development Process; provided blog and online feedback opportunities
Investors	Regular engagement helps investors understand the CR issues that affect our business and how we address them	Direct meetings on CR with institutional investors; completed numerous CR-related surveys and information requests, including CDP, Dow Jones Sustainability Index and VBDO
Customers	The growth and future of our company relies on our ability to deliver sustainable, essential information and services to customers and their willingness to accept the value placed on them	Surveyed more than 475,000 customers through Net Promoter Score (measuring customer advocacy) and business dashboard programmes; involved customers in user-centred design; provided customers with details on our CR activities in response to requests for information; involved customer-facing staff through CR as a Sales Tool activities
Government	Governments set the external environment in which we operate, not least through laws, regulation and advice; engagement allows us to follow important developments and share our company perspective	One-to-one communication with governments as well as through networks such as the European Network for Sustainable Business; the UK Aldersgate Group; the UK All Party Parliamentary Corporate Responsibility Group; the responsible business section of the International Chamber of Commerce; and the Business Tax Forum, a UK HM Revenue and Customs committee
Suppliers	We must ensure our suppliers meet the same ethical standards we set for our corporate behaviour	We engaged with approximately 400 key suppliers through our Socially Responsible Supplier programme, encompassing Supplier Code of Conduct awareness activities, training, audits, remediation and surveys; further embedded US Supplier Diversity programme, identifying and inviting tenders from diverse suppliers and providing feedback
Non-governmental organisations (NGOs)	NGOs have expert knowledge in a range of areas and can inform best practice performance	Collaborated on key issues and projects with NGOs such as the Alliance for Water Stewardship, International Rescue Committee and Oxfam; provided support for NGOs through RE Cares central donations programme, skills-based volunteering and other in-kind contributions
CR networks	CR networks allow us to gain insight from sector and other corporate peers	Actively contributed to networks such as the Media CSR Forum, Business in the Community, Publishers' Database for Responsible Environmental Paper Sourcing, Publishing Industry Product Safety Forum and the Uptime Institute; spoke at/ participated in CR meetings, including the Mercer Responsible Employment Forum and KPMG Environment Roundtable
Communities	Our 'licence to operate' depends on good relations with communities around the world	Through our global community programme, RE Cares, 37% of staff volunteered with charities; centrally we engaged with more than 80 organisations as a donor



COMMUNICATION ON PROGRESS

## Commitment to the United Nations Global Compact

The United Nations Global Compact (UNGC) links businesses around the world with UN agencies, labour and civil society in support of 10 principles encompassing human rights, labour, the environment and anti-corruption. Since becoming a signatory, we continually work to further UNGC principles within RELX Group and beyond. We demonstrated leadership in 2015 by serving on the UNGC Advisory Group for the UK, the UNGC Supply Chain Advisory Group and the Caring for Climate Steering Group. We played a leadership role in the UNGC's launch of Business for the Rule of Law and the Guide for General Counsel on Corporate Sustainability and took part in the UNGC's 15th anniversary events.

LexisNexis Legal & Professional General Counsel Ian McDougall served on a legal committee contributing to the development of the UN Sustainable Development Goals. On behalf of the UNGC CEO Water Mandate, we serve on the board of the Alliance for Water Stewardship, assisting with the development of an international standard for water stewardship and supported the Caring for Climate Business Forum. In the year, UK peers judged our 2014 Communication on Progress, a report required of signatories each year, to have attained Advanced level. For how we put the 10 principles in practice over the past year, see our [2015 Communication on Progress](#).



## Awards for excellence

Our employees, products and shows regularly receive awards for excellence. In 2015, for example:

### Scientific, Technical & Medical



Elsevier won President's Choice Award and six first prizes at the 2015 British Medical Association's Medical Book Awards



Elsevier's Michelle Troseth was honoured with the Nursing Informatics Leadership Award from the Healthcare Information and Management Systems Society

### Risk & Business Analytics



New Scientist's Physical Sciences News Editor, Lisa Grossman, won the Award for Physics Journalism from the Institute of Physics for her article Quasicrystal quest: The unreal rock that nature made



In addition to winning three awards for products such as Farmers Weekly, Reed Business Information was named Business Digital Publishing Company of the Year at the PPA Digital Awards based on the strength of all its entries

### Legal



Victoria Cashman received the Robert B. Yegge Award posthumously from the American Bar Association for her outstanding contribution in the field of judicial administration



Lexis Advance was named Best Online Legal Research Provider in the annual The Legal Intelligencer "Best of" survey


### Exhibitions



Bernadette Neumann, Event Director for ReedPOP in Australia, was presented with her industry's highest honour for her contribution to Australian gaming and her positive influence on her peers



Reed Exhibitions Australia won several awards from the Exhibition & Event Association of Australasia Awards for Excellence 2015, including "The Best Australian Show" for the PAX Australia gaming exhibition

 [READ MORE ABOUT OUR AWARDS FOR EXCELLENCE](#)

## 2015 investor and other recognition



**Business in the Community CR Index**  
– included



**Dow Jones Sustainability Indices**  
– included



**CDP**  
– score: 98 (B); Forest programme sector leader



**Green Power Leader, US EPA**



**FTSE4Good**  
**FTSE4Good Index**  
– included



**Carbon Clear FTSE 100 rankings**  
– top 10



**National Business Awards**  
– Sustainability Award finalist



**Four Euronext Vigeo indices**  
– UK 20 – Benelux 20  
– Eurozone 120 – Europe 120



**RE100**  
– member



**ISO 14001**  
– certified



**STOXX Global ESG Leaders Indices**  
– included



**ECPI Indices**  
– included

## 2015 key CR data

	2015	2014	2013	2012	2011
<b>Revenue (£m)</b>	<b>5,971</b>	5,773	6,035	6,116	6,002
<b>People</b>					
Number of full time equivalent employees (year end)	<b>30,000</b>	28,500	28,200	30,400	30,500
Percentage of female employees (%)	<b>52</b>	53	53	53	54
Percentage of female managers (%)	<b>44</b>	44	44	44	45
Percentage of female senior operational managers (%) <sup>1</sup>	<b>31</b>	29	30		
<b>Community</b>					
Total cash and in-kind donations (products, services and time) (£m)	<b>6.1</b>	6.0	5.6	5.3	7.9
Market value of cash and in-kind donations (£m)	<b>13.7</b>	13.5	13.2	11.8	13.7
Percentage of staff volunteering (%) <sup>2</sup>	<b>37</b>	32	31	30	34
Total number of days volunteered in company time	<b>10,525</b>	9,610	10,165	9,024	9,959
<b>Health and safety (lost time)<sup>3</sup></b>					
Incident rate (cases per 1,000 employees) <sup>4</sup>	<b>0.93</b>	0.99	1.10	1.34	1.71
Frequency rate (cases per 200,000 hours worked) <sup>4</sup>	<b>0.11</b>	0.11	0.12	0.15	0.19
Severity rate (lost days per 200,000 hours worked) <sup>4</sup>	<b>2.03</b>	4.90	1.81	1.20	3.37
Number of lost time incidents (>1 day) <sup>4</sup>	<b>26</b>	25	31	35	51
<b>Socially Responsible Suppliers (SRS)</b>					
Number of key suppliers on SRS database <sup>4</sup>	<b>399</b>	499	613	477	457
Number of independent external audits	<b>86</b>	56	56	56*	41
Percentage signing Supplier Code of Conduct (%)	<b>88</b>	84	79	75	64
<b>Environment</b>					
Total energy (MWh) <sup>4</sup>	<b>207,093</b>	222,658	239,187	252,004	265,128
Office energy (MWh) <sup>5</sup> ^	<b>101,228</b>	113,232	124,790	129,149	141,665
Data centre average Power Usage Effectiveness (PUE) <sup>4</sup>	<b>1.65</b>	1.65	1.68	1.70	1.72
Percentage of electricity from renewable sources (%) <sup>6</sup> ^	<b>50</b>	46	38	33	23
Water usage (m <sup>3</sup> ) <sup>4</sup>	<b>337,645</b>	343,661	401,788	439,847	445,128
<b>Climate change (tCO<sub>2</sub>e)</b>					
Scope 1 (direct emissions) <sup>4</sup>	<b>7,446</b>	8,932	11,602	10,899	11,607
Scope 2 (gross electricity and heat) <sup>4</sup>	<b>95,947</b>	109,129	113,691	123,587	132,130
Scope 3 (business flights) <sup>7</sup> ^	<b>54,958</b>	50,191	56,492	59,806	34,395
Gross emissions <sup>4</sup>	<b>158,351</b>	168,253	181,784	194,291	178,132
Renewable energy <sup>4</sup> ^	<b>49,961</b>	52,469	45,664	42,098	29,724
Net emissions <sup>4</sup>	<b>108,390</b>	115,784	136,120	152,193	148,409
<b>Waste</b>					
Total waste (t) <sup>4</sup>	<b>7,604</b>	9,860	10,262	10,383	11,452
Percentage of waste recycled (%) <sup>4</sup>	<b>70</b>	64	66	64	66
Percentage of waste diverted from landfill (%) <sup>4</sup>	<b>75</b>	70	69	66	68
<b>Paper</b>					
Production paper (t) <sup>4</sup>	<b>51,285</b>	52,163	49,410	52,601	58,279
Sustainable content (%) <sup>8</sup> ^	<b>100</b>	100	100	100	100

<sup>1</sup> Senior operational managers are defined as those managers up to and including three reporting lines from the CEO; we began capturing this information on a global basis in 2013

<sup>2</sup> All Group employees can take up to two days off per year (co-ordinated with line managers) to work on community projects that matter to them. Number of staff volunteering reflects the number of staff using their Two Days, as well as those who participated in other Group-sponsored volunteer activities

<sup>3</sup> Accident reporting covers 93% of employees. 2014 figures restated due to late reporting on two accidents

<sup>4</sup> We continue to refine our supplier classification and hierarchy data, contributing to changes in the number of suppliers we track year on year

<sup>5</sup> Data for 2010 to 2014 has been restated to account for the reclassification of one site from a data centre to an office

<sup>6</sup> We purchase renewable electricity on green tariffs at key locations in the UK, Austria, Germany and the Netherlands. In the US, we also purchase and retire Green-e certified Renewable Energy Certificates (RECs)

<sup>7</sup> Data collected from 90% of the Group by revenue. 2012–2015 data uses the new Department for Environment, Food & Rural Affairs (Defra) radiative forcing (RF) emission factors for air travel; 2011 data uses Defra's non-RF emissions factors; for Scope 3 Other, please see Climate change in the Environment section

<sup>8</sup> All paper we graded in 2015 – 91% of total production stock – was graded PREPS grade 3 or 5 (known and responsible sources). See Paper in the Environment section for full details


^ Data assured by EY. See Appendix 2 for EY assurance statement 2015



\* Includes four carried over from 2011

See our [reporting guidelines and methodology](#) for more details.




## 2015–2016 CR objectives

We set meaningful targets and measure progress against them.

Material issues	2015 objectives	Achievement	2016 objectives	Our five-year vision
<b>Unique contributions</b>  See page 14 for more information	Support the development and release of Business for the Rule of Law framework	<ul style="list-style-type: none"> <li>Launched at United Nations Global Compact in June 2015</li> <li>Led 11 global consultations, including in South Africa, Uganda, the UK and the US</li> <li>Co-ordinated World Bank briefing on the framework</li> </ul>	<ul style="list-style-type: none"> <li>Universal, sustainable access to information: Establish process to ensure relief and other agencies gain access to relevant information during disasters and emergencies</li> <li>Advance of science and health: Launch of Innovations in Health Information programme</li> <li>Protection of society: Assist United Nations Global Compact in promoting awareness and support for Business for the Rule of Law</li> </ul>	Use our products and expertise to advance the Sustainable Development Goals (SDGs), including: <ul style="list-style-type: none"> <li>SDG3: Good health and well-being</li> <li>SDG4: Quality education</li> <li>SDG10: Reduced inequalities</li> <li>SDG13: Climate action</li> <li>SDG16: Peace, justice and strong institutions</li> </ul>
	Power of Research: 5th year Environmental Challenge collaboration project	<ul style="list-style-type: none"> <li>Two new projects under way between past winners: SMS campaign for community health workers in Zambia and an app for tracking use of Ecofiltro water filters in Guatemala</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of the rule of law and access to justice: New tools and support in the search for missing children with key partners National Center for Missing and Exploited Children, Missing People and Amber Alert Europe</li> </ul>	Create an SDG Resource Centre
	Big Data for Good: explore project to find missing children in Europe	<ul style="list-style-type: none"> <li>Scoping work with Missing People and Amber Alert Europe</li> <li>Joined UK National Crime Agency's Child Rescue Alert Development Board to promote missing child text alert service for citizens and law enforcement agencies</li> </ul>	<ul style="list-style-type: none"> <li>Fostering communities: Expand reach of World Travel Market's World Responsible Tourism Day</li> </ul>	
<b>Governance</b>  See page 22 for more information	Establish common approach to development and management of corporate policies	<ul style="list-style-type: none"> <li>Established standard approach for development and issuance of compliance and data privacy policies</li> <li>Improved intranet posting of compliance policies for easier access to all translated versions</li> </ul>	<ul style="list-style-type: none"> <li>Develop compliance plan for impending EU General Data Protection Regulations</li> <li>Implement enhanced email retention policy for improved consistency and efficiency</li> <li>Expand network of global compliance investigators</li> </ul>	Undertake consistent actions that reinforce excellence in corporate governance and compliance with all applicable legislation and our principles and policies
	New communication campaigns to supplement formal compliance training	<ul style="list-style-type: none"> <li>New weekly emails and regular articles have increased readership of compliance and governance materials</li> <li>Issued third series of entertaining security awareness videos, Restricted Intelligence</li> </ul>		
	Continue to enhance trade sanctions and export controls compliance procedures and tools	<ul style="list-style-type: none"> <li>Issued global policy and various related compliance tools and communications to increase employee awareness and simplify compliance efforts</li> </ul>		

Material issues	2015 objectives	Achievement	2016 objectives	Our five-year vision
<b>People</b>  See page 27 for more information	Map internal practice against the UN Women's Empowerment Principles	<ul style="list-style-type: none"> <li>▪ Cross-business review; pursuit of EDGE gender certification programme</li> <li>▪ Shared our mapping tool with WEPs leadership at the UNGC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand diversity and inclusion employee resource groups</li> <li>▪ Develop pilot mentoring programme</li> <li>▪ Increase awareness of mental health at work</li> </ul>	Focus on talent development, diversity and inclusion, and well-being, to ensure a high-performing and satisfied workforce
	Embed inclusive leadership as a core management competency	<ul style="list-style-type: none"> <li>▪ Cross-business input into inclusive leadership definition</li> <li>▪ Engagement of talent managers on inclusion in competency frameworks and business leadership programmes</li> <li>▪ Insight from experts, including Columbia Business School</li> </ul>		
	Targeted wellness campaign focused on avoiding/managing diabetes	<ul style="list-style-type: none"> <li>▪ Focus on prevention of type 2 diabetes, primarily at locations where risk is higher</li> <li>▪ Campaign focused on small lifestyle changes with big impact</li> <li>▪ Global activities on World Diabetes Day in November</li> </ul>		
<b>Customers</b>  See page 36 for more information	Conduct 10 Quality First Principle (QFP) risk assessments	<ul style="list-style-type: none"> <li>▪ 23 QFP risk assessments completed</li> <li>▪ Reviewed Principles and assessment criteria</li> <li>▪ Network of QFP business unit contacts named</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand QFPs beyond content and data to other areas such as customer support</li> <li>▪ New CR as a Sales Tool offerings, including video content</li> <li>▪ Hold 15 accessibility feedback sessions to engage people with disabilities</li> </ul>	Increase our customer base across our four business units through active listening and engagement, and a focus on editorial and quality standards, and accessibility
	Customer engagement: sharing our CR expertise webinar series	<ul style="list-style-type: none"> <li>▪ CR as a Sales Tool Working Group widened</li> <li>▪ Presentations for customers, including legal students and law firms</li> </ul>		
	Develop baseline tool to determine accessibility requirements for new and existing sites	<ul style="list-style-type: none"> <li>▪ Tiered product model for accessibility rolled out and championed by chief technology officers</li> <li>▪ Developed several new compliance templates, including for WCAG 2.0</li> </ul>		



Material issues	2015 objectives	Achievement	2016 objectives	Our five-year vision
<b>Community</b>  See page 43 for more information	60% of locations taking part in RE Cares Month	<ul style="list-style-type: none"> <li>80% of locations took part</li> </ul>	<ul style="list-style-type: none"> <li>60% of RE Cares Champions supporting new global fundraising partner</li> </ul>	Use our unique contributions to advance education for disadvantaged young people; track the impact of community investment activities
	Develop RE Cares impact measurement tool	<ul style="list-style-type: none"> <li>Adapted LBG project assessment template to track impact criteria</li> <li>Consultations with RE Cares Champions and community partners</li> </ul>	<ul style="list-style-type: none"> <li>Deploy project assessment template to gain feedback on key central initiatives</li> </ul>	
<b>Supply chain</b>  See page 49 for more information	Increase core suppliers as signatories to the Supplier Code	<ul style="list-style-type: none"> <li>95% of core suppliers as Code signatories</li> </ul>	<ul style="list-style-type: none"> <li>Increase core suppliers as signatories to the Supplier Code</li> </ul>	Reduce risk by ensuring adherence to our Supplier Code through training, auditing and remediation, and strengthening supplier relationships through partnerships
	Enhance Workplace Conditions Assessment tool with external review of Corrective Action Plan fulfilment	<ul style="list-style-type: none"> <li>86 audits completed</li> </ul>	<ul style="list-style-type: none"> <li>Use Corrective and Preventative Actions tool to ensure continuous improvement in audit results</li> </ul>	
	Advance US Supplier Diversity programme	<ul style="list-style-type: none"> <li>\$23.6m increase in spend with diverse suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Continue to advance US Supplier Diversity programme</li> </ul>	
<b>Environment</b>  See page 54 for more information	Consultation on new environmental targets with key stakeholders	<ul style="list-style-type: none"> <li>Online survey to gather feedback from employees, suppliers, government, investors and NGOs</li> <li>In-depth interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Embed new environmental targets with key stakeholders</li> <li>Purchase renewable electricity equal to 60% of global consumption</li> </ul>	Meet our five-year environmental targets, which will contribute to keeping global average climate warming to below two degrees Celsius; help others do so through our environmental content and services
	50% of electricity from renewable energy or Renewable Energy Certificates	<ul style="list-style-type: none"> <li>Achieved through purchase of European green tariff and US Green-e certified Renewable Energy Certificates</li> </ul>	<ul style="list-style-type: none"> <li>25% of locations to achieve five or more new Group Environmental Standards</li> </ul>	
	75% of key locations to achieve five or more Group Environmental Standards	<ul style="list-style-type: none"> <li>78% of key locations achieved five or more Group Environmental Standards</li> </ul>		

Corporate Citizenship assured our community data methodology; see Appendix 1. We worked with EY on assurance of our 2015 environmental and health and safety data. EY's conclusions are in Appendix 2, with observations from its assurance activities in the People and Environment sections of this report.

# Our unique contributions

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# Our unique contributions



Haywood Talcove  
Chairman & CEO, LexisNexis Special Services Inc.

**“Our data, technology and identity analytics impact people’s lives. Whether it is helping police officers stay safe or helping governments fight fraud, we are making a difference.”**

## Why it matters

We believe we have the most significant impact when we apply our expertise to areas such as universal, sustainable access to information, advancing of science and health, protection of society, promotion of the rule of law and access to justice, and fostering communities. In focusing on our unique contributions, we benefit others and add value to RELX Group by building trust with internal and external stakeholders and creating new opportunities.

## Sharing our unique contributions

### Scientific, Technical & Medical

Elsevier, the world’s leading provider of scientific, technical and medical information, plays an important role in advancing human welfare and economic progress through its science and health information, which spurs knowledge and enables critical decision making. To ensure access to this information, Elsevier supports key programmes in places where resources are often scarce. Among them is Research4Life which, in partnership with UN agencies and approximately 200 publishers, provides researchers in more than 100 developing countries with free or low-cost access to core and cutting-edge scientific information.

As a founding partner, we contribute more than a quarter of the 68,000 peer-reviewed resources in Research4Life, encompassing Scopus and ScienceDirect, including approximately 2,500 Elsevier journals and 18,900 e-books. In the year, there were over 5m Research4Life article downloads from Elsevier’s ScienceDirect, an increase of 28% over 2014. We also provide technical and communications expertise to advance Research4Life, and have committed to the programme through 2020.



In addition to support for ongoing projects, the  Elsevier Foundation committed nearly \$1m in 2015 to support initiatives including libraries in developing countries, women scientists and nursing facilities. The Elsevier Foundation’s New Scholars Program supports projects to help early-career women scientists balance family responsibilities with academic careers and addresses the attrition rate of women scientists in developed and developing countries. The Elsevier Foundation also continued to support scientific publishing through Publishers without Borders, which allows Elsevier publishing specialists to spend a month working with researchers in Tanzania to increase their capabilities;  read about the experience of the four colleagues who took part in 2015.

## Sustainability Science in a Global Landscape: benchmarking countries, collaboration and research areas

**In September 2015, Elsevier produced a report, Sustainability Science in a Global Landscape to coincide with the release of the UN Sustainable Development Goals (SDGs) during the 70th UN General Assembly. Freely available, it provides critical insight into global research underpinning the SDGs, including research output, citation impact, collaboration and interdisciplinary research. The report enables a more informed dialogue between academics, civil society and policy makers on the best ways forward.**

Elsevier collaborated with SciDev.Net – which provides news and analysis about science and technology for global development – on launching the report, which explores the six SDG themes, Dignity, People, Prosperity, Planet, Justice and Partnership. Independent experts helped determine the most relevant keywords for extracting content from Elsevier's Scopus, the largest abstract and citation database of peer-reviewed literature, encompassing scientific journals, books and conference proceedings. Quantitative analysis was supplemented by interviews with subject matter specialists.

A key finding is that while sustainability science is expanding at an annual growth rate of nearly 8%, twice the world average growth rate, and attracts 30% more citations than other research fields, it comprises only 3% of global research output. The top five countries in sustainability science research are, in output order: the US, UK, China, Germany and Australia.

More north-south collaboration is needed: 76% of research is produced by high-income countries, while only 2% comes from low-income countries, those on the front lines of famine, drought, inequality and pollution. There is a need to strengthen the research infrastructure of developing countries. More could also be done to support south-south collaboration.



The biggest share of sustainability research is Planet, but the fastest-growing area is Prosperity. In China, the third largest contributor to sustainability science, research concentrates on Planet. In the UK and the US, People, Planet and Justice dominate the agenda. Research in sustainability science is less interdisciplinary than the world average. Such gaps give researchers, funders and policy makers tactical information to better direct resources to improve policy design and impact.

Sustainability Science in a Global Landscape was debated at United Nations University in Tokyo, featuring, among others, Professor Takako Izumi of Tohoku University, an expert who contributed to the report.

[Read the report.](#)



## Risk & Business Analytics

Risk & Business Analytics' tools and resources help protect society, including by detecting and preventing fraud across a range of business sectors and at the US federal, state and local government levels. In 2015, Risk & Business Analytics was selected as the Washington DC Police Foundation Public Safety Business Partner of the Year for helping to keep the capital region safe through its data analytics, data fusion and linking capabilities that enhance crime investigation and prevention. Risk & Business Analytics has saved five US states an estimated \$500m since June 2014 through fraud prevention services using its contributory database solutions to stop participation in more than one state's Supplemental

Nutrition Assistance (food stamps) programmes. Its Tax Refund Investigative Solution has averted approximately \$500m in fraudulent tax refunds in 10 US states since its 2012 inception.

Risk & Business Analytics also uses the power of its brands to aid communities. During 2015, Risk & Business Analytics' Community Care launched a knowledge and practice hub on Inform Children to help social workers tackle child neglect through detailed research. It provides in-depth information on key topics, with research, advice and interactive tools, addressing the need for greater resources amid cuts in social care spending.

## ADAM: bringing home missing children



Using our technology, missing child posters are distributed quickly

**The terrible reality of child abduction led a team of Risk & Business Analytics employees to develop the Automated Delivery of Alerts on Missing Children (ADAM) programme, which assists in the safe recovery of missing children. The programme's name remembers a six-year-old boy, Adam Walsh, who was kidnapped and murdered in 1981.**

ADAM examines a database of all possible recipients of a missing child poster within a specific geographical search area and, within minutes, circulates the posters – more than 1.6m in 2015 – to police, news media, schools, businesses, medical centres and other recipients. Since launching in 2000, 155 children have been located, including 13 in 2015. ADAM is designated for use by the National Center for Missing & Exploited Children (NCMEC) in the US.

The colleagues behind ADAM exemplify RELX Group values such as innovation, boundarylessness and valuing people.

Among children located last year was a 15-year-old boy who went missing in Michigan on 25 July 2015. ADAM alert posters were distributed to neighbouring cities. Notified of the search by a friend who saw a poster in a local fast food restaurant, he decided to return home to his family.

ADAM alert posters are distributed as soon as a report of a missing child is relayed to NCMEC; posters continue to be circulated in the months following if the child is not found. After a 16-year-old girl was last seen at her home in Georgia on 17 February 2015, ADAM alert posters initially targeted the local area. After several months, the child's social worker indicated she might have travelled to north-east Alabama and posters were directed there. On 21 April 2015, deputies in Calhoun County located the child in Alabama after a citizen saw a poster and provided the information to social services and law enforcement agencies, leading to the safe recovery of the child.

## Myanmar Law School Programme: tools and training to support legal education



LexisNexis Legal & Professional 2015 training for librarians and faculty at Yangon Law School

### LexisNexis Legal & Professional Southeast Asia has been partnering with Electronic Information for Libraries to provide its online legal research solutions to Myanmar's Yangon Law School and Mandalay Law School.

In April 2015, colleagues from Malaysia and Singapore toured both law schools' facilities and met with faculty members and librarians. They provided training on LexisNexis Legal & Professional tools and

discussed how to help create a sustainable structure for legal education in Myanmar. The company will continue providing access to resources, including law books and training.

The Southeast Asia team will facilitate a visit by the Philippine Group of Law Librarians to the Yangon Law School Library in early 2016. They will provide training for the School's librarians and faculty members on leveraging library resources, managing data and finding effective ways to support legal research and education. The aim is to help Yangon Law School strengthen the legal infrastructure of Myanmar.

## Legal

LexisNexis Legal & Professional promotes the rule of law through its products and services that enable customers to excel in the practice and business of law, helping justice systems, governments and other businesses to function more effectively and efficiently. It supports transparent legal systems as a fundamental element of a healthy society and growing economy, and clear laws that are easily accessible to all. LexisNexis Legal & Professional further promotes the rule of law through outreach and advocacy, educational forums and free dissemination of, and training on, its legal solutions.

Working with the International Bar Association, LexisNexis Legal & Professional helped launch eyeWitness to Atrocities in 2015 – an app that allows citizens to securely and verifiably report human rights atrocities so that the information can serve as evidence in law courts. Now, anyone with an Android-enabled smartphone – from journalists and investigators to affected citizens – can download the free app and help bring perpetrators to account for crimes against humanity, including torture and war crimes. eyeWitness utilises the same technology LexisNexis Legal & Professional deploys to safeguard sensitive and confidential material for its clients.

In the year, LexisNexis Legal & Professional partnered with the Attorney General's Office in the Maldives to consolidate, translate and publish the laws of the Maldives and make them available in both printed and online format to citizens and the international community. The Maldives government, lacking the necessary resources, had been struggling with the project: to print laws up to 2015 in the country's national language, Dhivehi, and then translate these into English and create a bilingual online legal research website to make the laws easy to access, understand and apply. Colleagues from the Kuala Lumpur office provided a series of training and knowledge-sharing workshops for the Maldives Attorney General's Office on legislation consolidation and structure to ensure sustainable maintenance of the country's legislation beyond 2015. The team also facilitated introductions between the Maldives Attorney General's Office and the Malaysian Attorney General's Chambers, parliamentary representatives and the judiciary. As a result, partnerships were formed that will support future legislative drafting in the Maldives.

## Exhibitions

Reed Exhibitions' events foster communities and provide platforms for supporting our CR focus areas. Over the past 10 years, World Travel Market London, the global forum for the travel industry, has featured the Responsible Tourism Programme over the show's four days with events available to all 50,000 attendees on topics such as poverty reduction and wildlife protection. On World Responsible Tourism Day 2015, the largest of its kind, the focus was on climate change in the lead-up to the United Nations COP21 climate talks in Paris. In addition to expert speakers, including Professor of Energy and Climate Change at the University of Manchester, Kevin Anderson, the day featured a senior industry debate on the travel industry's role in limiting carbon emissions.

New York Comic Con, which attracted 167,000 attendees in 2015, supports the Comic Book Legal Defense Fund, a non-profit

organisation protecting the rights of comics artists, publishers, retailers, librarians and fans. The show featured sessions on fighting censorship.

During the year, to support the development of the event management industry in China, Reed Exhibitions once again ran the Reed Exhibitions Greater China Scholarship Program, which awarded grants to 38 students seeking to develop careers in China's meetings, incentives and exhibitions industry.

Also during the year, Reed Exhibitions helped launch the new Promotional Product Service Institute (PSI) Sustainability Awards to evaluate PSI members' in-house initiatives, products and campaigns for their positive economic, environmental and social impact.

## World Future Energy Summit: driving practical solutions to the world's energy challenges



Outreach to young people at World Future Energy Summit

**The 2015 World Future Energy Summit (WFES), held in Abu Dhabi, United Arab Emirates (UAE), attracted more than 32,000 attendees from 170 countries; it is the centrepiece of Abu Dhabi Sustainability Week, hosted by Masdar, a UAE company focused on sustainable development.**

Featuring over 120 speakers, WFES aims to increase awareness and market opportunities for renewable energy. Some 650 exhibiting companies from 40 countries showcased the latest solutions in energy efficiency, solar thermal energy, advanced transportation and more, marked by nearly 100 new product launches.

Now in its eighth year, WFES included a Green Career Fair to help young people develop their professional networks; a Project & Finance Village which brought together developers,

entrepreneurs and investors; and TechTalk, which allowed exhibitors and attendees to debate new technologies and potential projects.

Co-located with WFES are EcoWASTE, an exhibition dedicated to waste management and sustainable development, and the International Water Summit, an exhibition and conference to accelerate development of new water technologies for arid regions.

Reed Exhibitions also organised the Global Leaders' Summit, a key fixture in the Abu Dhabi Sustainability Week calendar. Showcasing insights from 20 high-level policy makers, diplomats and experts, it was attended by more than 1,000 delegates and focused on environmental protection, energy-efficient growth and the role of renewable energy in global energy saving.



## Across RELX Group

We draw on expertise across the Group to advance initiatives aligned with our unique contributions. In 2015, we supported the launch of Business for the Rule of Law, a global initiative led by the UN Global Compact, which highlights the essential relationship between the rule of law and sustainable development. We hosted 11 consultations, including in Australia, Canada, India, Malaysia, Myanmar, South Africa, Uganda, the UK and the US. The new framework provides a guide to businesses around the world in taking proactive, voluntary actions to support the rule of law in their everyday operations and relationships. It encourages businesses to go beyond compliance with minimum legal requirements. LexisNexis Legal & Professional, along with the Atlantic Council, provided the seeds of the initiative, introduced in September 2013 by United Nations Secretary-General, Ban Ki-moon.

Missing People is a UK charity focused on bringing missing children and adults back together with their families. The organisation uses Risk & Business Analytics tools, including

Tracesmart, to help in the search. In the year, we joined the UK National Crime Agency's Child Rescue Alert Development Board – supported by partners such as Missing People and Amber Alert Europe, which works across 14 European countries to protect endangered missing children – to help spread awareness of a new mobile text service that notifies police forces and members of the public when a child goes missing in a certain location. We have been exploring with Missing People and Amber Alert Europe how our big data expertise can further their work, including by adapting the poster alert service used in the US-based ADAM programme.

In the year, we continued to support Oxfam's Raising Her Voice project in Nepal, encompassing some 90 community discussion groups across districts in the country's mid-west region. The discussion groups aim to empower women, helping them develop action plans to address personal, family and community challenges, while training for men aims to create better awareness of gender equality.

## Environmental Challenge: five years of advancing access to safe water and sanitation

**The RELX Group Environmental Challenge advances sustainable access to safe water and sanitation. It prioritises projects that are innovative, scalable, involve local communities and address issues such as health, education and non-discrimination. We received 135 applications from 45 countries in 2015, and offered free access to relevant environmental products to all registrants.**

Our media partner, the Guardian, published an article on the 2015 \$50,000 first prize winner, Alternative Indigenous Development Foundation (AIDFI). A Philippines-based social enterprise that provides reliable drinking water to upland rural areas using an energy efficient hydraulic ram pump, it will use the prize to fund a pilot application of the technology in Mexico.

The \$25,000 second prize winner was Project Salino, focused on converting sea water into drinking water using a new, five-step process, powered by solar energy. Aimed at India's semi-arid and arid zones, Salino will target 50 homes; data from the pilot will be used to scale implementation.

2015 marked the fifth year of the RELX Group Environmental Challenge and, in addition to awarding two new prizes, past winners were invited to develop collaboration projects. Among them, CAWST, a 2012 winner for its project removing arsenic from drinking water in Nepal, will be partnering with Text to Change, which received funding in 2013 to allow citizens in Uganda to use their mobile phones to notify water utilities of faulty water points. They will collaborate on a year-long SMS campaign to disseminate useful information from CAWST's water and sanitation training centre in Zambia to community health workers throughout the region.

[Read more about the Environmental Challenge.](#)



2015 first prize winner AIDFI's ram pump transports water to upland communities



2015 objectives	Progress	2016 objectives	Our five-year vision
Support the development and release of Business for the Rule of Law framework	<ul style="list-style-type: none"> <li>Launched at United Nations Global Compact in June 2015</li> <li>Led 11 global consultations, including in South Africa, Uganda, the UK and the US</li> <li>Co-ordinated World Bank briefing on the framework</li> </ul>	<ul style="list-style-type: none"> <li>Universal, sustainable access to information: Establish process to ensure relief and other agencies gain access to relevant information during disasters and emergencies</li> <li>Advance of science and health: Launch of Innovations in Health Information programme</li> <li>Protection of society: Assist United Nations Global Compact in promoting awareness and support for Business for the Rule of Law</li> <li>Promotion of the rule of law and access to justice: New tools and support in the search for missing children with key partners NCMEC, Missing People and Amber Alert Europe</li> <li>Fostering communities: Expand reach of World Travel Market's World Responsible Tourism Day</li> </ul>	<p>Use our products and expertise to advance the Sustainable Development Goals (SDGs), including:</p> <ul style="list-style-type: none"> <li>SDG3: Good health and well-being</li> <li>SDG4: Quality education</li> <li>SDG10: Reduced inequalities</li> <li>SDG13: Climate action</li> <li>SDG16: Peace, justice and strong institutions</li> </ul> <p>Create an SDG Resource Centre</p>
Power of Research: 5th year Environmental Challenge collaboration project	<ul style="list-style-type: none"> <li>Two new projects under way between past winners: SMS campaign for community health workers in Zambia and an app for tracking use of Ecofiltro water filters in Guatemala</li> </ul>		
Big Data for Good: explore project to find missing children in Europe	<ul style="list-style-type: none"> <li>Scoping work with Missing People and Amber Alert Europe</li> <li>Joined UK National Crime Agency's Child Rescue Alert Development Board to promote missing child text alert service for citizens and law enforcement agencies</li> </ul>		

# Governance

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# Governance



Deborah Hart-Klein  
Chief Compliance Officer, RELX Group

**“Compliance is not just a legal requirement. It is a manifestation of our integrity, which is essential to our business, the confidence of our stakeholders, employee morale and public trust.”**

## Why it matters

**Good governance matters because it provides the structure for all we do.**

We support the principles and provisions of corporate governance contained in the UK Corporate Governance Code 2014 (the UK Code) and the Dutch Corporate Governance Code (the Dutch Code).

## Governance and reporting

RELX PLC, which has its primary listing on the London Stock Exchange, and RELX NV, which has its primary listing on the Euronext Amsterdam Stock Exchange, have complied throughout 2015 with the UK Code. RELX NV, subject to limited exceptions as explained in the RELX NV Corporate Governance Statement, has applied the best practice provisions of the Dutch Code. RELX PLC and RELX NV have implemented standards of corporate governance and disclosure policies applicable to companies listed on the stock exchanges of the UK, the Netherlands and the US. The effect is that a standard applying to one will also be observed, where not in conflict, by the other. Information and documents detailing our governance procedures are available to stakeholders online at [www.relx.com](http://www.relx.com).

The RELX Group consolidated financial statements and the financial statements of the two parent companies, RELX PLC and RELX NV, are prepared in accordance with International Financial Reporting Standards. [Read more about the Group's corporate structure.](#)

We include a [Strategic Report](#) as an integral part of our Annual Report, incorporating information on CR and forward-looking statements on the outlook for the Group and key business risks.

## Our values



Five values underpin our activities: Customer focus, Valuing our people, Passion for winning, Innovation and Boundarylessness. [Learn more about the values.](#)


We monitor the progress of each business in embedding the values, and all employees are evaluated on how well they live them as part of the annual Performance Development Process. The Values section of the corporate intranet enables employees to discover the five values from the perspective of people across the organisation.

Our leaders work to reinforce the values. In 2015, Reed Exhibitions' Worldwide Board awarded 10 employees, from Japan, Singapore, UK, Brazil, Italy and France, Worldwide Board Awards for best exemplifying our values and their contributions to the business. Winners will attend a 2016 presentation dinner.

We produce products and services on corporate governance for our customers. These include: Bridger Insight XG; Butterworths Company Law Handbook; Compliance 360; Due Diligence and Corporate Governance; LexisNexis Guide to FATCA Compliance; and State Net.

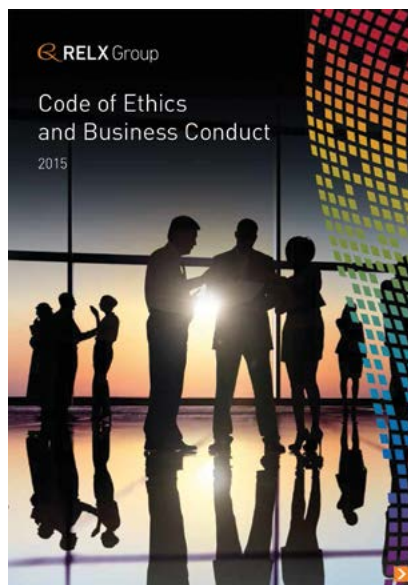
## Key issues

### Ensuring the highest ethical standards

The  Code of Ethics and Business Conduct (the Code), disseminated to every employee and publicly available at [www.relx.com](http://www.relx.com), sets the standard for our corporate and individual behaviour. It incorporates the 10 principles of the UN Global Compact, stressing our commitment to respecting human rights, supporting fair labour standards, protecting the environment and preventing corruption. The Code begins with a message from our CEO, making clear its importance to our business. It describes our standards on key ethics and compliance matters, including: safeguarding company interests and assets; protecting data privacy; relationships with business partners, customers, suppliers and competitors; dealings with governments; respecting colleagues and communities; and employees' responsibilities to report wrongdoing. The Code is available in 14 languages to ensure that all employees understand it.

In 2015, we revised the Code to describe our social media policy, include learning aids, increase interactivity and streamline wording. All employees completed required training on the 2015 Code, and its key elements were reinforced throughout the year with regular emails and articles for all employees, and targeted messages for specific audiences.

The Code is supplemented by other policies to further assist employees in complying with laws in key areas, such as anti-bribery, competition, data privacy and security, trade sanctions and workplace harassment. Like the Code, these



policies are reinforced through frequent communications, periodic mandatory training, and a popular security awareness video series. We achieve 100% completion rates for all courses.

We also provide in-depth in-person and webinar sessions on key compliance topics to employees for whom the topics are particularly relevant. This includes, for example, privacy training for employees with access to personal or regulated data, and preventing bribery and competition law training for employees in higher risk positions and geographies.

## The secret to compliance: compelling communications

**Employee compliance with RELX Group policies and guidance documents is a cornerstone of our focus on good governance. Even with mandatory training, to help employees understand how policies apply in practice requires more engagement. In 2014 we created a dedicated role for compliance communications. Rick Sellers, an 18-year veteran of the company with training and communications expertise, was just the person for the job.**

As Rick says, "It's important to give everyone the information they need to make good decisions about what conduct is appropriate. Compliance communications help make challenging and complex topics more accessible, and illustrate how our policies apply in practice. They also reinforce the connection between governance and business success."

All staff receive a RELX Group Friday Update with news from across the Group, which has proven an ideal place to share compliance news and key messages. There are also direct messages from senior leadership about individual policies or initiatives, such as one from the RELX Group CEO to all employees in 2015 launching the revised Code. We also send messages to targeted audiences to address specific issues, for example to managers to help them meet their compliance responsibilities.



The focus on communication is having an impact: 95% of employees responding to 2015 training surveys agreed or strongly agreed with the following statements:

- I know and understand the policies in the RELX Group Code of Ethics and Business Conduct
- If I became aware of a law or policy violation I would report it

Another example of the effectiveness of the new communications campaigns is that average weekly views of compliance pages on the global intranet, The Wire, more than doubled in 2015.



## Employee feedback on 2015 compliance courses

- "Great summary of topics and excellent questions"
- "Scenarios that required engagement and were thought provoking"
- "Narration clear, each topic brief but effective. Quiz options also interesting and thought provoking"
- "Bravo. It was brilliant"

The Code and a related supplemental policy also address political contributions, which are strictly prohibited except in the US, where such contributions and activities are permitted in certain states within allowable limits if they comply with stringent reporting and disclosure regulations. Employees must obtain senior management approval for any proposed corporate political contributions; all corporate contributions are reported as required by law. Our companies in the US contributed \$82,300 to political parties and candidates in 2015. There were no donations made in the European Union for political purposes.

In 2015, we remained diligent in our approach to compliance with applicable bribery and sanctions laws. We released a RELX Group-wide global Electronic Workplace Policy, expanding on the Code and replacing individual business policies to more fully address appropriate use of our systems. We also redesigned our intranet posting of policies for easier access to translated versions.

We continue to maintain compliance committees for all parts of RELX Group. Employees are expected to report suspected violations of the Code or law to their manager, a human resources representative, a company lawyer or the appropriate compliance committee. We also offer employees a confidential reporting line, managed by an independent third party, which is accessible by telephone or online 24 hours a day, 365 days a year. As allowed under applicable law, employees may submit reports to the Confidential Line anonymously. Reports of violations of the Code or related policies are promptly investigated, with careful tracking and monitoring of violations and related mitigation and remediation efforts by our Compliance Group. We train investigators to conduct employee relations, data security, financial misconduct and other relevant matters. The Code stipulates protection against retaliation if a suspected violation of the Code or law is reported. Substantiated Code breaches are subject to disciplinary action, up to and including termination of employment.

## Tax, pensions and investments

We operate in accordance with our [Tax Principles](#). Tax is an important part of our economic contribution to the countries where we do business. Over the past 10 years, the Group's payments of corporate income tax have averaged more than 24% of reported annual profits. In addition, we paid or collected an even greater amount of VAT, employment-related, sales, and other transactional taxes.

In 2015, the Group's global business paid £343m in corporate income taxes. This represents about 26% of reported profits for the year. Cash tax payments in the UK and Netherlands (where our Group headquarters are located) are broadly in line with the statutory rates.

RELX Group aims to ensure compliance with all tax laws and relevant regulations in the countries in which it operates, and makes full and timely disclosures in tax returns, reports and documents submitted to tax authorities. The Group does not enter into artificial tax planning transactions or structures, and does not use its commercial bargaining power in any country or region to obtain tax advantages that are not available to all market participants, or which are otherwise not part of properly legislated statute.

RELX Group maintains an open and positive working relationship with fiscal authorities and tax policy makers, and actively engages with policy makers, tax administrators, industry bodies and international institutions. In the UK, the Head of Group Taxation is also a member of the Business Tax Forum, a joint business/HM Revenue and Customs committee, focused on the operational aspects of the tax system. We also participate in consultations with the Organisation for Economic Co-operation and Development (OECD), including on country-by-country tax reporting, and supports the OECD Business & Industry Advisory Committee Statement of Tax Principles for International Business, which sets out widely agreed principles on tax planning and transparency.

The Statement of Investment Principles for the Reed Elsevier Pension Scheme indicates that the extent to which social, environmental or ethical issues may have a financial impact on the portfolio, or may have a detrimental effect on the strength of the employer covenant, is taken into account when making investment decisions.

CR issues are relevant to other investment decisions we make; for example, we review an investee's social and economic stability. Among our sustainable investments is Healthline, which helps more than 35m consumers every month to find, understand and manage healthcare information, with access to over 1bn web pages.

2015 objectives	Progress	2016 objectives	Our five-year vision
Establish common approach to development and management of corporate policies	<ul style="list-style-type: none"> <li>Established standard approach for development and issuance of compliance and data privacy policies</li> <li>Improved intranet posting of compliance policies for easier access to all translated versions</li> </ul>	<ul style="list-style-type: none"> <li>Develop compliance plan for impending EU General Data Protection Regulations</li> <li>Implement enhanced email retention policy for improved consistency and efficiency</li> <li>Expand network of global compliance investigators</li> </ul>	Undertake consistent actions that reinforce excellence in corporate governance and compliance with all applicable legislation and our principles and policies
New communication campaigns to supplement formal compliance training	<ul style="list-style-type: none"> <li>New weekly emails and regular articles have increased readership of compliance and governance materials</li> <li>Issued third series of entertaining security awareness videos, Restricted Intelligence</li> </ul>		
Continue to enhance trade sanctions and export controls compliance procedures and tools	<ul style="list-style-type: none"> <li>Issued global policy and various related compliance tools and communications to increase employee awareness and simplify compliance efforts</li> </ul>		

# People

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# People



Lawrence Mitchell  
Marketing Director, Risk & Business Analytics, UK

**“People are at the heart of our business; the company’s focus on well-being enables us to perform well and deliver exceptional value to our customers.”**

## Why it matters

As we state in the [Our people](#) section of [www.relx.com](http://www.relx.com), “Our success is due to the talented employees who make RELX Group the trusted organisation it is today: people like researchers, developers, editors, event managers, designers, publishers, lawyers and many more besides. We depend on them and they, quite rightly, depend on us to create a fair, challenging, rewarding and supportive work environment where they can achieve their potential.”

RELX Group is committed to the protection of human rights. We are guided by the Universal Declaration of Human Rights, the UN Global Compact’s Human Rights Principles, the Women’s Empowerment Principles, the OECD Guidelines and the UN Guiding Principles on Business and Human Rights. We have considered where and how we operate and have concluded that there is low human rights risk in our direct employment activities. See the Supply chain section for more information on human rights.



Valuing our approximately 30,000 people means being an employer of choice, known for best practice in retaining and recruiting the best staff. Only by attracting and keeping good people – and being acknowledged as a company where they can do their best work – will we be able to achieve our objectives and meet the expectations of our customers and other shareholders.

We ensure our labour and employment policies and practices are compliant with the principles of the [UN Global Compact](#) regarding fair and non-discriminatory labour activities. We work closely with our staff/works councils in Europe, the US and elsewhere to engender positive employer/labour relations. We are an equal opportunity employer and are committed to freedom of association and treating all employees and applicants with respect and dignity. In the year, we made presentations on CR to our European Works Council, among others.

We are included in the FTSE100/FTSE250 Human Capital Management Organizational Maturity Rating (OMR) Index, scoring a BB+. The OMR Index incorporates human capital into an assessment of an organisation’s ability to create maximum value from its entire asset and resource base.



## Our workforce

The Group's workforce is highly skilled, and a large proportion hold advanced degrees.

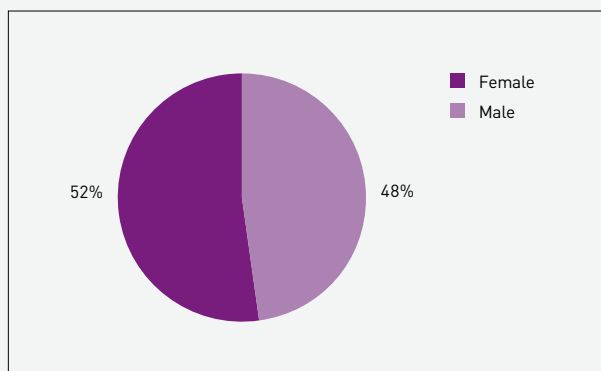
	Female		Male	
Board of directors	3	30%	7	70%
Senior operational managers*	137	31%	304	69%
All employees**	15,600	52%	14,400	48%

\* Senior operational managers are defined as those managers up to and including three reporting lines from the CEO

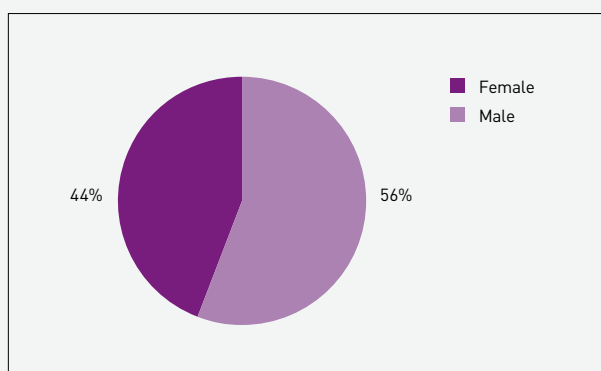
\*\* Full time equivalent

In 2015, our workforce was 52% female, based on a sampling of greater than 85% of our employees; 44% of managers were women as were 31% of all senior operational managers. The joint Nominations Committee of RELX PLC and RELX NV considers the knowledge, experience and background of individual board directors. At year end 2015, women made up 30% of the members of the boards of RELX PLC and RELX NV: Linda Sanford, Lisa Hook and Marike van Lier Lels are non-executive directors.

EMPLOYEE GENDER SPLIT



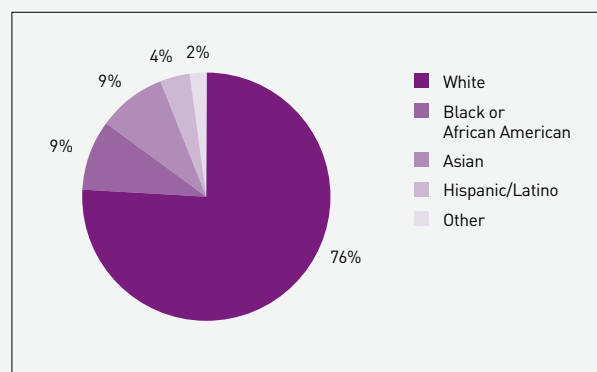
MANAGER GENDER SPLIT



We recognise that employees of different ages contribute unique perspectives to our endeavours. In 2015, 23% of our employees were 30 years of age or younger, 57% were between 31 and 50 years of age and 20% were 51 and older. Our oldest employee is aged 89 and our youngest is aged 16. The average length of service is eight years. We also know people of different backgrounds contribute to a rich exchange of ideas.

The majority of our workforce is based in the US, and we provide a breakdown of employees by ethnicity each year to the US Department of Labor.

ETHNICITY OF US WORKFORCE



To help our customers facing challenging conditions, we must continuously adapt our cost structure. We aim to minimise the effect of any restructuring activities, necessary for all businesses as processes or markets change, but which may be more prevalent in times of economic disruption. We do not take decisions regarding employee redundancies lightly, but where it is necessary, those decisions are always based on a factual assessment of the needs of our customers and we explore all possible alternatives, including internal transfers, to avoid having to take such actions. To help affected employees, we provide career advice and, where possible, retraining assistance.

We produce products and services that advance understanding of people and health and safety issues for our customers. Among them in 2015, we published Elsevier Performance Manager; Health and Safety at Work Magazine; Health and Safety Bulletin; Occupational Health and Industrial Medicine; Pay and Benefits; Personnel Today; Safety and Health at Work; and XpertHR; and we organised exhibitions such as Safety First Conference & Expo.

## Key issues

### Listening

Hearing directly from our people is an important driver for improvement. In 2015, we undertook a global Employee Opinion Survey (EOS) to help us understand staff views. In launching the survey to staff, LexisNexis Legal & Professional CEO Mike Walsh stated it was a “quick and effective way...to provide honest, anonymous feedback about your experience at the company. The survey...is one of the most critical feedback sources we use to invest in our people and shape plans within the organisation.” At Elsevier, Adriaan Roosen, Executive Vice President in Operations, explained how major initiatives had been driven by past EOS results, including an “Employability Initiative, which focused on skill-development and knowledge sharing.” We donated \$1 to global fundraising partner International Rescue Committee for each completed survey, netting nearly \$12,000 for the charity.

CEO Erik Engstrom noted in sharing the results that “we take the survey seriously and clearly so do you. I am pleased to report that an unprecedented 85% of all employees globally shared their views, with participation rates up across all areas of the business. This is the highest response rate we have ever achieved and is a world class performance.” He detailed that combined results across the Group showed excellent progress since the last survey in 2012, with increases in employee engagement, an increased net promoter score (indicating an increased likelihood employees would recommend working for the company), an increase in confidence about the quality of our products and services, and innovation. Where results showed areas for improvement, he said they would be shared with and addressed “department by department, team by team and location by location.” 84% of staff said RELX Group is a company that treats them with respect and fairness.

We offer the Leaders’ Toolkit, a customised site in partnership with Harvard Business Publishing, to all employees. Among the resources are worksheets, video clips and articles to foster good listening skills and tips for giving and receiving feedback. We encourage managers, through 360 degree appraisals, to understand what their employees really think; when appropriate, we suggest they share results with their teams.

### Best in class employer? Outside opinion

We strive to be an employer of choice and appreciate outside review of how we are doing. Among 2015 awards was recognition of LexisNexis Legal & Professional as a top employer. In partnership with Statista.com, Forbes asked more than 20,000 American workers at large US companies, not-for-profit institutions such as hospitals, government agencies, and US divisions of multinationals how likely they would be to recommend their employer or other employers in their industry. A list was compiled of the top 500 across 25 industries, where according to Forbes, “workers like their jobs enough to spread the word.” LexisNexis Legal & Professional ranked 174 among all industries.

### Promoting diversity

As stated in our Code of Ethics and Business Conduct, “We prohibit discrimination. We recruit, hire, develop, promote, discipline and provide other conditions of employment without regard to race, colour, religion, national origin, gender, sexual orientation, marital status, age, disability, or any other category protected by law. This includes accommodating employees’ disabilities or religious beliefs or practices.” Consistent with this policy, we prohibit discrimination or harassment of any kind.

We are committed to building a workforce that reflects the diversity of our customers and communities. Our [Diversity and Inclusion \(D&I\) Statement](#) articulates our commitment to a diverse workforce and an environment that respects all individuals and their contributions. The Statement is supported by our D&I Strategy, which indicates, “Diversity and inclusion are not just aspirational social concepts. Rather, they are a cornerstone of a successful global business.” Among its commitments is maintaining a D&I Advisory Group comprised of a senior business and HR leader from each business unit, supported by a broader D&I Working Group. Commitments include understanding the state of D&I across the Group, with plans to address areas for improvement.

We offer an online D&I course that all employees can take at their leisure, and are members of Business in the Community’s Opportunity Now in order to tap into additional D&I expertise. During 2015, we continued to take steps to embed inclusive leadership as a core management competency, engaging our heads of talent on a common definition and reviewing our competency frameworks across the company. We have also sought advice from outside experts, including at Columbia Business School.



CEO Erik Engstrom signed the [Women’s Empowerment Principles](#), a joint initiative of the UN Global Compact and UN Women, which aim to help companies empower women and promote gender equality. In the year, we mapped our existing practices relative to the WEPS. Accordingly, Elsevier began working toward EDGE gender equality certification, which involved employee surveys across eight countries and external review of policies and procedures.

## Free to be who you are at work: recognition for Elsevier's Dr Michiel Kolman

**In 2015, Elsevier Senior Vice President Dr Michiel Kolman was recognised for a second year in the Top 100 OUTstanding & Financial Times Leading LGBT Executives List – a ranking of successful Lesbian, Gay, Bisexual and Transgender (LGBT) business leaders by UK-based OUTstanding, a nonprofit group that campaigns for LGBT rights in the workplace, and the Financial Times.**

OUTstanding CEO and founder Suki Sandhu said, "Dr Kolman is a true role model, proving that you can be openly LGBT in business and be a huge success. I'm certain he will provide inspiration to anyone who fears that they may have to be closeted at work, and waste valuable effort muting their authentic selves. He deserves credit for the leadership...in welcoming people of all backgrounds, sexual orientations and gender identities."

As Senior Vice President of Global Academic Relations, Michiel runs a global team responsible for developing Elsevier's relationships with academic and government stakeholders. As he notes, "I'm indeed very committed to contributing to a more LGBT-friendly workplace, first of all because I believe in this great cause but also because I feel I owe it to my company. Ever since I started working at Elsevier, I've encountered nothing but support, both in my own career and in promoting diversity. I feel privileged that I'm in a position to create an environment in which everyone feels accepted, welcome and valued irrespective of their sexual orientation. ...What really counts though is that it draws attention to a cause worth fighting for."

In 2012, he led a group of Elsevier employees in launching Elsevier Pride Netherlands which organises educational events about creating and sustaining a positive environment for LGBT



employees, undertakes fundraising activities for local LGBT initiatives such as HIV/AIDS outreach and takes part in the annual Amsterdam Pride event.

Michiel ensured the company signed the Declaration of Amsterdam in 2014, a call to action for employers, unions and governments to implement concrete actions to progress LGBT equality.

In 2015, colleagues in Philadelphia supported #DiscriminationExists, an education campaign highlighting the need for US states to update their laws to protect LGBT people from discrimination, part of a week-long campaign launched by Equality Pennsylvania, alongside 30 LGBT groups across Pennsylvania.

We promote Employee Resource Groups, which allow diversity to be expressed in meaningful ways. They are independent, voluntary networks of employees who share common interests. The groups help drive diversity initiatives and community involvement and promote career development through mentoring, workshops, leader presentations, and external networking. The Elsevier Women's Network, which began at the close of 2008 with five women, had more than 550 members and 12 active chapters at the close of 2015. LexisNexis Legal & Professional has Women Connected chapters in the US and UK. [Read about some of their activities in 2015.](#)

We provide one-to-one coaching and sponsorship; for example, we are working with several senior women in the Group to support their interest in serving as non-executive directors outside the company. In 2015, Risk & Business Analytics' Estates Gazette launched REWIRE, a network for women in the built environment to, in the words of Samantha McClary, Head of Content/Deputy Editor, "help more women, particularly those new to the industry, to harness their knowledge and talents." In 2015, RELX Group Board member Linda Sanford spoke to staff about her journey as a woman in technology.

Other D&I highlights in the year include LexisNexis Legal & Professional UK's choice in 2015 of Stonewall as its Halsbury

Legal Awards charity partner for a second year. The Halsbury Legal Awards celebrate the exceptional achievements of individuals, law firms, chambers and organisations across the legal sector. On the night, Stonewall, a leading UK LGBT charity, raised funds and increased awareness of its work on equality in the workplace. LexisNexis Legal & Professional UK completed Stonewall's Workplace Equality Index to benchmark its diversity and inclusion performance with other firms for the first time in 2014, and in 2015 placed in the top 250 of participating companies. In the year, LexisNexis Legal & Professional also conducted a D&I monitoring survey and found that 77% of colleagues feel that their manager actively encourages D&I, a 5% increase on the previous year.

Risk & Business Analytics' XpertHR benchmarking tool provides an interactive resource of D&I and other HR information for its users, including data on setting targets and action plans, along with guidance on adjustments for disabled workers. It was enhanced in 2015 with more than 30 XpertHR benchmarking survey datasets, covering areas such as absence rates and costs, labour turnover, maternity pay, recruitment trends and benefits. LexisNexis Legal & Professional UK's Lexis PSL Practice Management module provides law firms with guidance on D&I policies and monitoring.

## Boundarylessness

We promote the value Boundarylessness, working across geographic and functional boundaries with the support of our HR Management Council, led by the Group Director of HR. The Council undertakes an annual Organisation Talent Review to identify staff advancement opportunities across the Group.

Our Job Board, available from the corporate intranet, allows staff to view and apply for any available opening around the world. Candidates can complete an online employment profile to specify their preferred work criteria so they can be notified about future openings that match their interests.

## Training

Every employee in the Group takes part in the annual Performance Development Process (PDP), which reviews skills and performance and identifies opportunities for recognition and advancement. The PDP is also the primary tool for assessing and planning employee training. In 2015, we invested nearly \$20m in training (including courses, seminars, one-to-one instruction and tuition reimbursement) to develop the capabilities and future potential of our people.

Our intranet-based global Learning Centre provides tools to further employee professional development, including Harvard ManageMentor, with a range of management topics from business basics to strategy execution by business leaders and

subject experts. We also provide employees with a comprehensive range of e-learning courses through Skillssoft, covering hundreds of subjects in 15 languages. Another online offering is Cultural Navigator, which highlights how cultural preferences can affect the way we work. In 2015, Elsevier launched a new manager programme which helped over 175 new leaders gain the skills and tools needed to effectively manage with confidence. Sessions took place around the world, including Australia, China, India, the Netherlands, Singapore, the UK and the US with a focus on listening and bringing out the best in each of the people on their teams.

By the close of 2015, approximately 200 of the Group's top executives had either completed the Management Development Process (MDP) or had their existing development plan revisited. Each MDP leads to precise actions for attaining present and future career objectives; provides an insightful view of the individual; and encourages openness, as sensitive issues are addressed in a spirit of confidentiality and respect. The MDP involves in-depth interviews to assess strengths and development areas; agreeing an action plan with the individual and their manager on present role, skills/knowledge; and discussing future career aspirations. Plans may include gaining international experience, focused coaching and engagement outside the Group, including charity placements with Pilotlight to share expertise in new areas. Progress against development plans is regularly checked and updated.

## No borders, big benefits: Reed Exhibitions Talent Exchange Programme

**In 2015, 11 Reed Exhibitions employees participated in the International Talent Exchange Programme, giving them the chance to work in another Reed Exhibitions international location – without the need to relocate. Participants expanded their networks and skills base, and the company gained through an exchange of knowledge, central to motivation and growth.**

Each exchange lasted two weeks, among them:

- Rohit Dewan, Research Manager for Reed Exhibitions India, travelled to the US to gain deeper insight into research implementation and analysis, acquiring new skills to benefit his work in India
- Yeda Monteiro, a Show Manager for Reed Exhibitions Brazil, visited Reed Expositions France during Batimat, the construction industry's number one trade event, to observe the team in action and gain insight into customer relations, marketing, operations and finance
- Christine Flanagan, a Senior Operations Director for Reed Exhibitions North America, travelled to China to meet her Operations colleagues, learn about their methods and practices, and to facilitate cross-border collaboration
- Sian O'Neill, a Conference Manager for UK Aerospace, visited Reed Exhibitions Australia Medical Portfolio, which runs the biggest industry conference in the country, in order to review the conference set-up and its education programme
- Amanda Wang, e-Marketing and Product Manager at Reed Exhibitions Greater China, travelled to France to learn about best eBusiness practice from Reed MIDEM, a Reed Exhibitions Centre of Excellence for Digital
- Christian Poell travelled from Reed Exhibitions Germany to Reed Exhibitions US to support the launch of the first Insulation Expo USA show and to build his network with the aim of growing IEX Europe



Amanda Wang, Reed Exhibitions Greater China, visited Reed MIDEM, France



## Support and recognition

We believe flexible working can increase staff motivation, promote work/life balance, reduce employee stress and improve performance and productivity. We offer a variety of flexible work options, including part-time and flexitime working, job sharing, home working, time off to care for children or other family members and career breaks.

We offer employee assistance programmes, including in the UK a free confidential helpline and counselling agency with a number of services, including personal, legal, financial, tax and relationship advice. The service operates 24 hours a day throughout the year and is available to all employees and their immediate families. In the US, the Work-Life Assistance Program helps employees and their family members with issues such as stress, alcohol and substance abuse, and child and elder care needs. We recognise the contributions of our people through numerous internal award programmes.

## Health and safety

The importance of employee health and safety is emphasised in the Code of Ethics and Business Conduct and also in the [Health and Safety Policy](#). These documents commit us to providing a healthy and safe workplace for all employees, as well as safe products and services for clients. The CEO is responsible for health and safety on behalf of the board. Good practice is reinforced through a network of Health and Safety Champions reporting to business unit CEOs. They receive support from health and safety managers and other colleagues in the business, encompassing bi-monthly calls, a Health Resources intranet site and an annual Health and Safety Champions meeting. We consult with employees globally on health and safety through staff and works councils. Adopting a risk-based approach, we have dedicated safety committees at key locations that meet monthly (or as needed) to review safety concerns and any incidents.

We provide tailored health and safety training to employees at higher risk of injury in the workplace, including warehouse, facilities and sales staff who regularly lift or carry products. In the US, we engage a third-party specialist to inspect locations that had high incident rates in the previous year. We also concentrate on safety at our exhibitions, where risks include working at height – particularly during the build and breakdown phases of a show – heavy lifting and forklifts. For example, Reed Exhibitions UK runs accredited health and safety management training for operational staff, as well as two exercises a year to ensure operational teams can appropriately respond to any incident.

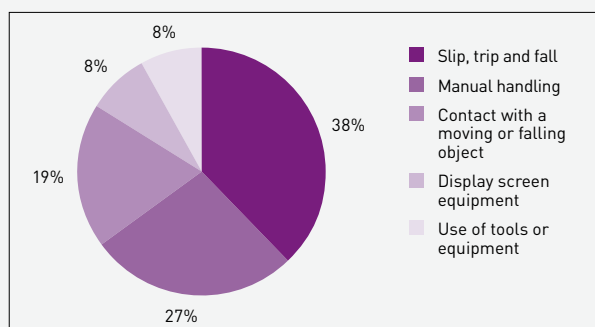
During 2015, the Health and Safety Manager, accredited by the Institution of Occupational Safety and Health, delivered Managing Safely courses to event organisers and facilities managers at major UK locations.

In addition to the Global Health and Safety Policy, Risk & Business Analytics in the UK has a Health and Safety Management System certified to the OHSAS 18001 standard which evaluates workplace risk reduction efforts.

Working across many different countries where health and safety standards vary is a challenge for the events industry. Together with peers, Reed Exhibitions supports g-Guide, outlining standards to safeguard the health and safety of persons working at or visiting an event or exhibition, with cartoons to reinforce key points and overcome language barriers.

In 2015, Reed Exhibitions Australia launched a new conference and exhibition for the workplace health and safety sector. Safety First Conference & Expo was held over four days in Melbourne with an audience of health and safety professionals from manufacturing, construction, mining, agriculture, transport and logistics, healthcare, education and public administration. A dedicated exhibition showcased the latest technologies, products and services to improve standards and compliance, covering, among other areas, machine safety; electrical, fire and life safety; workplace health and wellness; and information and communications technology for safety. It included a free Safety First conference featuring experts on safety best practice, legislation and financial liability.

**2015 HEALTH AND SAFETY PERFORMANCE  
LOST TIME CASES BY TYPE**



## Performance

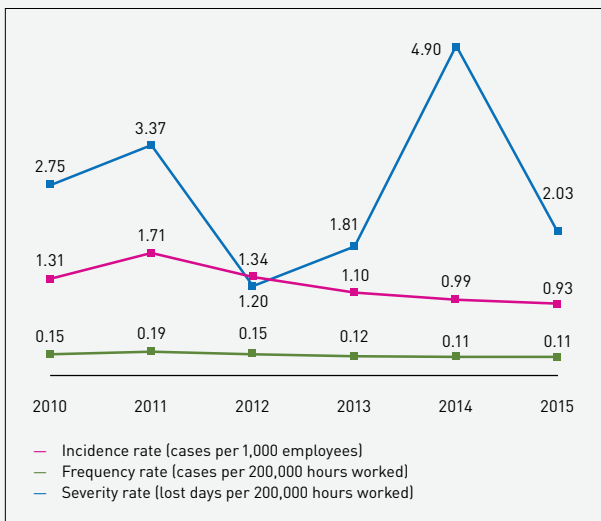
All parts of the business are covered by the Global Health and Safety Policy. In 2015, 93% of the business reported accident data, which is assured by EY. Health and safety performance data covers all reported work-related accidents that result in more than one day of lost time from work (we use an average of 220, eight-hour work days a year to calculate total hours worked). Locations outside the US must follow local regulatory frameworks, and we continue to harmonise local reporting with our global group health and safety reporting guidelines. Read the EY assurance statement.

### Comment from EY

RELX Group has continued to target a complete set of accident data. We have seen evidence of RELX Group requesting the collection of H&S data on a more frequent basis. However, although there have been improvements in coverage, more can be done to improve the accuracy, completeness and timely reporting of information relating to incidents. We would encourage RELX Group to enhance its H&S reporting by requiring more frequent, formal reporting to RELX Group. This should allow the central team to use this information more actively, identify incident trends more readily and provide greater confidence to internal stakeholders that H&S risks are being effectively managed across the Group.

As a primarily office-based organisation, the majority of incidents are related to slips, trips and falls or manual handling. The number of lost time reportable accidents increased in the year (26 in 2015 vs 25 in 2014). There was a reduction in the incidence and severity rates primarily due to a reduction in time lost to slip, trip and fall incidents. There were no fatalities reported in the year.

2015 HEALTH AND SAFETY PERFORMANCE (LOST TIME)



Rates based on accident reports covering 93% of the business by employee number.

We provide employee support following any incident. For example, in the US, we work with a third-party resource to assign a nurse case manager to each complex or severe claim. The nurse case manager works with the employer, employee and treating physician to get an employee back to health and work in the shortest possible time.

Absence

Our global HR information system covers more than 85% of our workforce, helping us better understand absence. In the UK and the Netherlands, there was an absence rate of 1.72% (number of unscheduled absent days out of total days worked) for reasons such as sick, compassionate and unpaid leave. In the US, there were 1,150 cases under the US Family Medical Leave Act,

which provides up to 12 weeks of unpaid job protection in a 12-month period, for such purposes as the birth or adoption of a child, to care for a family member with a serious medical condition, or for an employee's own serious health condition.

Well-being

In 2015, we continued our efforts to promote work/life balance through our CareConnect and REACH well-being programmes. Designated REACH co-ordinators and Onsite Well-Being Specialists offer employees options for healthy eating, weight loss support, fitness activities, and exercise tips. We also offer employees financial incentives to improve their health through health risk assessments and biometric screenings. Testing can help employees seek early treatment and allows them to make healthy lifestyle adjustments.

CareConnect provides 12,794 active and retired US employees and their families access to a health coach or nurse at any time, and who answer medical or well-being questions and set objectives that can help individuals meet their health goals. In 2015, several thousand calls were fielded by CareConnect, and nearly 3,000 employees enrolled in personal health programmes for assistance with weight loss, diabetes prevention, exercise and smoking cessation.

Health and well-being programmes are now available to more than 24,000 employees around the world, equating to 80% of our employees. In the UK, we have an ongoing programme of occupational health workstation assessments, engaging with employees to redesign workspaces to meet their needs and increase comfort and productivity.

In November 2015, we held a global, week-long diabetes campaign featuring screenings, webinars, posters and special events. A total of 70 offices, covering 22,000 employees, took part.

Fit2Win: health with a purpose

**Our annual global well-being competition, Fit2Win, encourages employees to establish fitness teams to compete for cash prizes for the charity of their choice. Teams compete in four categories: walking, running, cycling and swimming.**

Live leader boards spur competition, and discussion boards spark exchanges between participants on fitness topics. In 2015, 95 teams ran, walked, cycled and swam a total of 111,711 miles/179,781 km, a 25% increase in the total distance and 20% increase in the number of teams over 2014.

The Elsevier team Holey Walkamolies won the walking prize and donated \$1,000 to Robin Hood; Debbie and the Gents from LexisNexis Legal & Professional won the running prize for a second year and donated \$1,000 to the St Patrick School cross-country team; BON COURAGE!, a combined team from LexisNexis Legal & Professional and Reed Technology Information Services, won the cycling prize and donated \$1,000 to Doctors without Borders; and Perpetually Injured, a combined team from Elsevier, RELX Group and Reed Elsevier Technology Services, won the swimming prize and donated \$1,000 to Ochre.





Risk & Business Analytics staff get involved in 2015 Living Well activities.

Following internal and external consultation, colleagues developed the Risk & Business Analytics Living Well Philosophy with five well-being pillars. There were talks, fitness classes, awards and Living Well fairs involving 1,800 staff across the Group. They introduced interactive health kiosks, giving employees personalised insight into their blood pressure, weight, BMI and heart age, and also promoted Deskercise for those with desk-based work, linking activities with RE Cares and Green Team initiatives. Another feature was the 50 Days of Well-being social media campaign; more than 300 employees made a well-being pledge: 83% completed their pledge, 51% said they were fitter as a result and 57% said they would “absolutely” continue their activity long term.

2015 objectives	Progress	2016 objectives	Our five-year vision
Map internal practice against the UN Women's Empowerment Principles	<ul style="list-style-type: none"> <li>▪ Cross-business review; pursuit of EDGE gender certification programme</li> <li>▪ Shared our mapping tool with WEPs leadership at the UNGC</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expand diversity and inclusion employee resource groups</li> <li>▪ Develop pilot mentoring programme</li> </ul>	Focus on talent development, diversity and inclusion, and well-being, to ensure a high-performing and satisfied workforce
Embed inclusive leadership as a core management competency	<ul style="list-style-type: none"> <li>▪ Cross-business input into inclusive leadership definition</li> <li>▪ Engagement of talent managers on inclusion in competency frameworks and business leadership programmes</li> <li>▪ Insight from experts, including Columbia Business School</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase awareness of mental health at work</li> </ul>	
Targeted wellness campaign focused on avoiding/managing diabetes	<ul style="list-style-type: none"> <li>▪ Focus on prevention of type 2 diabetes, primarily at locations where risk is higher</li> <li>▪ Campaign focused on small lifestyle changes with big impact</li> <li>▪ Global activities on World Diabetes Day in November</li> </ul>		

# Customers

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# Customers



Anna Gebicka  
Business Process Manager, Global Book Production, Elsevier

**“Quality matters. It is critical to our customers who rely on our products and services to be successful. It is also a source of pride to our people.”**

## Why it matters

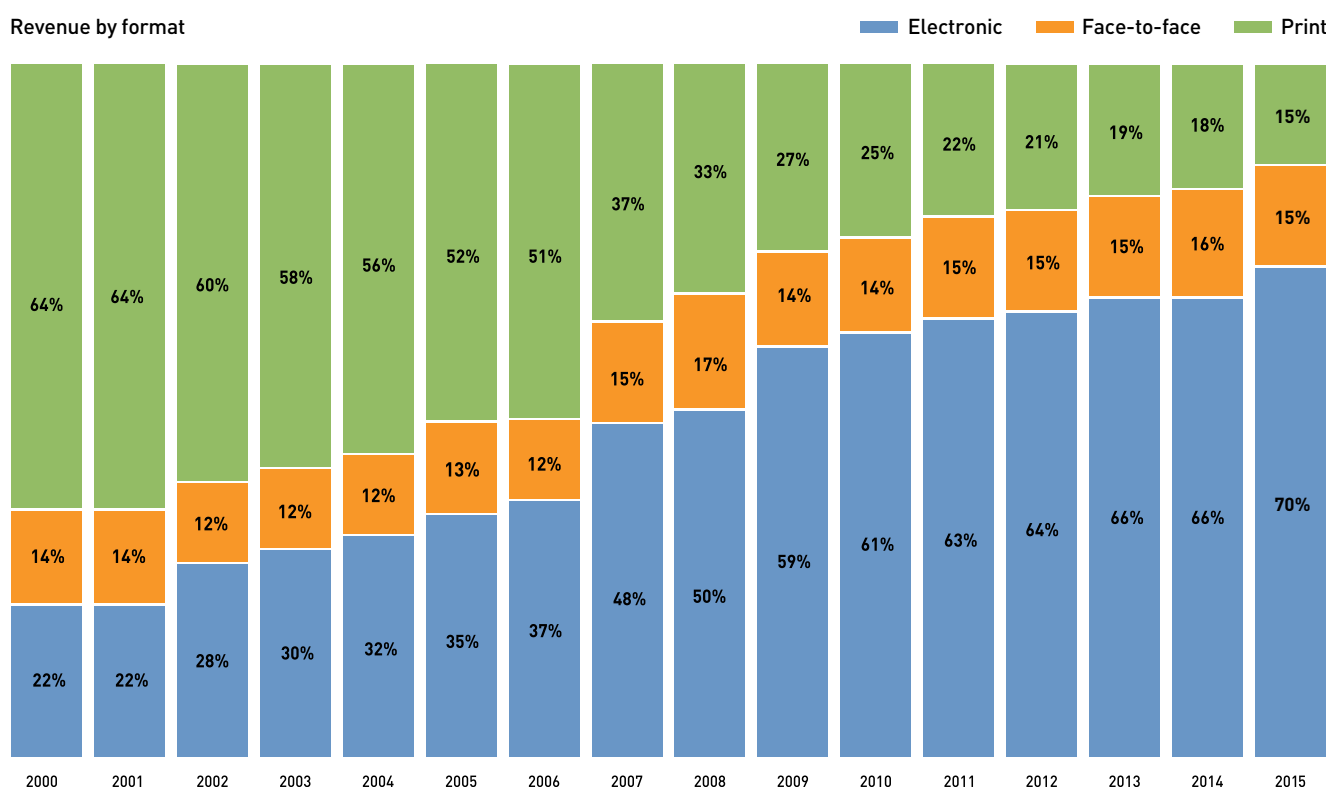
We recognise that the growth and future of our company is dependent on our ability to deliver sustainable, essential information and services to customers and their willingness to accept the value placed on them.

We produce products and services that advance understanding of customer issues, including Cost-Justifying Usability; Lexis InterAction; Technovation; User-Centered Design Stories; and exhibitions such as Online Retailer.

## Improving professional and business outcomes

We aim to improve professional and business outcomes for our customers, increasingly by providing online solutions that benefit their daily work. In 2015, electronic product and services accounted for 70% of revenue, up from 37% in 2006. By providing online content and tools, we improve our customers' productivity and achieve closer partnerships and competitive advantage.

Revenue by format





## Driving customer efficiency: HPCC Systems



### Risk & Business Analytics successfully uses HPCC Systems to process and analyse large volumes of data; now the technology is expanding across RELX Group

#### Sky's the limit at Risk & Business Analytics' Flightglobal

Flightglobal's core focus has been on aircraft finance and aerospace manufacturing, tracking the world fleet and its value. But in March 2014 it took a strategic step into the air travel market with the acquisition of Innovata, a US company that gathers and organises the global airline schedule, encompassing data from more than 800 carriers up to 12 months in advance.

Flightglobal's Principal Architect Chris Buck and Head of Strategy Kevin O'Toole saw great opportunities across the business if they could integrate the data they had, use it in new ways and add fresh datasets along the way. For example, if Flightglobal could link aircraft fleet and airline schedule data, then it could provide an accurate picture of seats and cabin classes flown on individual routes for the first time, of great benefit to those in the airline and travel industry.

They are testing HPCC Systems (High Performance Computing Cluster, an open source, parallel-processing computing platform for big data processing and analytics) to process the daily web of connecting flights. Previously, the task of checking which airline flights are able to connect – allowing time for passengers to move between different gates at any particular airport – was the most intensive processing in the schedule. It took 38 hours to process all possible connections for one of the big three global airline alliances, but in tests with HPCC Systems, it was cut to five hours. It is likely to drop even further through code optimisation and increases in computing cluster size. This gives Flightglobal a competition-leading advantage.

#### Delivering 'smart content' at LexisNexis Legal & Professional

In 2009, Stephen Iddings, Vice President of Architecture and Strategy at LexisNexis Legal & Professional Content Systems, began looking at ways to update LexisNexis content technology infrastructure. He needed a new platform to replace existing, obsolete technology, one that could deliver 'smart content' – content personalised to the needs of the individual user rather than one size fits all, static content.

Initially, Stephen's team looked at external solutions; however, one of his colleagues, Ian Koenig, Vice President and Chief Architect at LexisNexis Legal & Professional, was aware of internal expertise with HPCC Systems and suggested that it could be the solution. Stephen led a proof of concept with great results. Previously, content enrichment processes took 30 days; these same activities now took less than two days. It also represented a cost saving of approximately \$5m over an external option.

Today, the LexisNexis Legal & Professional platform, Lexis Advance, has one of the largest footprints on HPCC Systems, with two thirds of its data moved across, and the transfer of remaining data continues. New capabilities ensure the delivery of the most relevant search results, and are visible across customer tools such as Profile Suite, Topic Summaries and Legal Issues Trail.

#### Reed Exhibitions helping businesses forge relationships

In 2012, Reed Exhibitions US began exploring how HPCC Systems could deliver greater value to event visitors and exhibitors. The aim was to build on the unique value of face-to-face interactions to create even higher levels of customer service, experience and value; new product offerings; and new ways of connecting buyers and sellers.

With rich data from producing and managing events, the team realised that using it better required new capabilities. In their search for a big data supplier, Reed Exhibitions' Ted Rawson, US Senior Vice President of Knowledge Management and Global eBusiness Director, and Denise Halter, US Vice President of Knowledge Management, met their colleagues at Risk & Business Analytics and developed a test for HPCC Systems. It was a success: Reed Exhibitions has begun using HPCC Systems to gain insight into customer retention, deploying predictive analytics to find exhibitors at risk of not returning to a show. Show teams discover the customers who need more support and can focus on improving their satisfaction. A pilot in May 2015 for the US National Hardware Show showed improved customer retention; compared with a control group, the pilot tracked five percentage points ahead in rebooking, with increases in average spend.

By drawing on internal expertise in HPCC Systems, Reed Exhibitions went from concept to operational programme in a matter of months.

## Key issues

### Editorial standards

Maintaining the integrity of what we publish is vital to the trust of customers and other stakeholders. The [Editorial Policy](#) stipulates our responsibility to make clear distinctions between fact and opinion and user-generated or other content, and encourages dialogue, including through social media. The Policy commits us to producing information of the highest quality and encompasses, among other key issues, accuracy, clarity and timeliness; avoiding bias, defamation, conflict of interest and plagiarism; and distinguishing between editorial and advertising. In 2015, our cross-business Editorial Policy Working Group updated the Editorial Policy for clarity and applicability across the company. We also added in reference to our commitment to universal, sustainable access to information. It will be translated into key languages and rolled out with a message from the Chief Legal Officer and Company Secretary in 2016.

In the year, we advanced our [Quality First Principles \(QFP\)](#), completing 23 QFP risk assessments, and identified senior quality champions for our business units. We consulted externally on the Principles and the risk assessment methodology that will inform review of the Principles in anticipation of our first QFP internal audits in 2016. Our cross-business QFP Working Group met consistently throughout 2015 to share information on QFP implementation.

To ensure the quality of scientific papers submitted to Elsevier, primary research journals undergo peer review. This means that, once received from the author, editors send papers to specialist researchers in the field. In most disciplines, this is done anonymously – thus the author will not be given the name of the peer reviewer. [Read more about peer review.](#)

The overall growth in electronic publishing and the wider dissemination of research have made it easier for authors, editors and reviewers to identify questionable papers. Elsevier was one of the first scientific publishers to participate fully in CrossRef's pan-publisher plagiarism detection service to filter academic content. We offer CrossCheck, plagiarism detection software developed by CrossRef and the scientific publication

community, to all our editors as a means of catching plagiarism before publication.

For the past eight years, Elsevier has offered Committee on Publication Ethics membership to editors of all Elsevier journals, giving them a critical, independent forum to discuss issues surrounding the integrity of scientific knowledge. Elsevier's own Publishing Ethics Resource Kit provides guidance to editors on dealing with disputes.

We recognise that once an article has been officially published it becomes part of the scholarly record. We work to ensure that published materials remain extant and unaltered as far as possible. In exceptional circumstances when editorial problems come to light, we take immediate steps to understand and remedy issues. Elsevier maintains a clear policy on article withdrawal, retraction, removal and replacement.

### Data privacy and security

We recognise that data privacy and protection is essential to our customers and our future business. Our 2015 CR Forum Stakeholder Session, involving more than 125 attendees online and in person, focused on data privacy and security, and featured internal and external contributors, among them Aurobindo (Robin) Sundaram, RELX Group's Vice President of Information Security Assurance & Data Protection. He indicated our approach is to do all we can to prevent attacks, detect them when they do occur and ensure there are processes in place to mitigate the risk. He used the analogy of a home: "Make sure it is properly locked, install an alarm to know when someone does break in, and ensure valuables are locked in a safe." Content was made available on our intranet and viewed by staff globally.

On 28 January 2015, we celebrated Data Privacy Day across the business, a global initiative to promote privacy education and awareness. Held each year on 28 January, Data Privacy Day commemorates the 28 January 1981 signing of Convention 108, the first legally binding instrument addressing privacy and data protection. In a message to all staff, Chief Legal Officer Henry Udow highlighted the RELX Group Privacy Principles which set forth our privacy commitments and guiding principles, including accountability and the need to act as a responsible steward of personal information.

## Exercising leadership in cybersecurity: Risk & Business Analytics CEO speaks at White House Summit

**In February 2015, Risk & Business Analytics CEO Mark Kelsey was invited to the White House Summit on Cybersecurity and Consumer Protection hosted by US President Barack Obama.**

The summit brought together business leaders from across the US to explore partnerships to bolster security. Mark addressed the challenges of identity authentication, emphasising the need to move beyond passwords as the primary security device but, in the meantime, finding ways to make passwords stronger and easier to use. He highlighted the importance of a layered approach, with multiple authentication techniques to match the risks faced by an organisation. And he discussed Risk & Business Analytics' multi-layer identity management solutions, including one-time passwords and biometrics, which are cost-effective and can reduce fraud.



President Obama hosted the White House Summit on Cybersecurity and Consumer Protection

## REsearch: connecting researchers with citizens, media and policymakers

**In 2015, Elsevier agreed to partner on a new science communication and collaboration network, REsearch, developed by Atomium – European Institute for Science, Media and Democracy to inform science-based policy making.**

REsearch will connect EU citizens and researchers to support policy makers with decisions that affect society. REsearch will benefit from tools developed by Elsevier's Mendeley.

REsearch will foster responsible and informed debate by European citizens, researchers and policymakers on critical issues facing the EU. The initiative will involve the media in bridging the gap between science, society and policy, including by involving the media.

In a joint statement, Former President of the French Republic and Atomium Honorary President Valéry Giscard d'Estaing and Atomium's President Michelangelo Baracchi Bonvicini said:



Valéry Giscard d'Estaing, Honorary President of Atomium Culture, European Institute for Science, Media and Democracy. Erika Widegren, Executive Director of Atomium Culture. Michelangelo Baracchi Bonvicini, Chairman of Atomium Culture, European Institute for Science, Media and Democracy. Ron Mobed, Chief Executive Officer of Elsevier

"To win such an ambitious challenge together with our partners, we [are]... developing initiatives linked to specific scientific topics starting with those of greatest impact...."

### Responding to customer needs


Our value, Customer focus, means that we listen to customers. In 2015, we surveyed more than 475,000 customers through Net Promoter Score (NPS) (measuring customer advocacy) and business dashboard programmes. This deepens our understanding of their needs and drives a customer-centric culture across the Group. Results, reviewed by the CEO and senior managers and communicated to staff, highlight where we are doing well and where we must do better.

At Elsevier, NPS results are shared quarterly with all staff; when opportunities for improvement are identified, they are empowered to make changes. The focus on constant improvement has led to a 19-point improvement since 2007 in the NPS score from authors, based on responses from approximately 50,000 authors each year.

Elsevier utilises a comprehensive customer dashboard approach to customer satisfaction. Ongoing customer input is analysed and reported by Elsevier's Research and Academic Relations Department to all staff on the Elsevier intranet, with simple green (performing better than competition), yellow (performing the same as competition) and red (performing worse than competition) scoring by customer type and product (e.g. for journal authors, metrics include refereeing and production speed and quality). Increasingly available in real time, the dashboard helps embed customer views into daily workflows to ensure customer focus and responsiveness.

Throughout the year, senior leaders support client-facing staff in their engagement with customers. Among them, Elsevier CEO Ron Mobed met with representatives of Carnegie Mellon, Cornell, MIT and Harvard. As he shared with Elsevier employees following these meetings, "We always go in with a good understanding of what their challenges are, and we always listen closely to learn more. ...The people we meet are invariably surprised and pleased to see we are working on some of the same challenges they are — and that we already have solutions to them."

Elsevier's Library Connect publications, events and online channels provide library and information science (LIS)

professionals worldwide with opportunities for knowledge sharing. In 2015, more than 28,000 LIS professionals from 160 countries subscribed to the  Library Connect Newsletter, a complimentary publication covering LIS best practices, trends and technology. More than 6,300 LIS professionals from 100 countries participated in Library Connect webinars; regional teams supplemented online offerings with in-person seminars and workshops. The Library Connect website, containing hundreds of articles, infographics, video and other resources, had approximately 84,000 visitors from 190 nations and territories in the year.



Aliya Sarsembinova, Director of the Nazarbayev University Library, presents at an Elsevier Library Connect 2015 event

To aid colleagues who engage with customers, during the year we widened our CR as a Sales Tool Working Group and continued to incorporate CR into customer-facing staff training, with outreach to key sales and marketing teams. In addition, we shared our CR focus with key customer groups, including law school students and firms.

### Access to information

Our scientific, technical and medical (STM) primary publications, like those of most of our competitors, are published largely on a paid subscription basis. There is debate in the government, academic and library communities – the principal customers for our STM publications – regarding whether such publications should be funded instead through fees charged to authors or authors' funders and/or made freely available after a period following publication. If these methods of STM publishing are widely adopted or mandated, it could affect our revenue from paid subscription publications.



We engage extensively with stakeholders in the STM community to better understand their needs and deliver value to them. We are open to serving them under any payment model that can sustainably provide researchers with the critical information they require. We focus on integrity and quality of research through the editorial and peer review process; we invest in efficient editorial and distribution platforms, and in innovative tools and platforms to make content and data more accessible and actionable; and we ensure vigilance on plagiarism and long-term preservation of research findings.

Elsevier is committed to providing universal access to high-quality scientific information in sustainable ways. It aims to provide the broadest possible access to its publications, while upholding the highest level of quality. We embrace opportunities to explore different publication models, and remain committed to maximising dissemination of research in all forms.

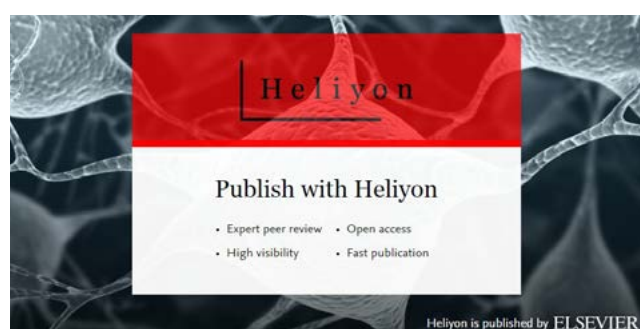
Elsevier has developed flexible pricing models to expand access to the diverse library market. For example, customers can opt for broad collections, which allow subscription to a core collection and, at a substantially discounted rate, access to all remaining journals. This provides academics with increased value from library collections: almost half of the usage in collection customers comes from previously unsubscribed journals.

Whether or not institutions choose a broad collection, they still have significant choice on what and how they purchase – they can subscribe to any number of individual titles in a variety of formats, and new subscribers can access any individual article via pay-per-view or groups of articles (Article Choice). Libraries have also been good at exercising their collective power, for example by forming purchasing consortia. Customer choice, competition between publishers and investment in technology have all driven down the average cost of accessing a journal article to almost a quarter of what it was more than 10 years ago.

For readers who do not have access to an academic library, there are many other access options including:

- library inter-lending and document supply through academic, national, and public libraries – for example, via major international lending libraries such as the British Library
- walk-in access – all research libraries that subscribe to Elsevier content are permitted to make content freely available to walk-in users
- patient access programmes such as PatientINFORM where publishers and health organisations provide patients and their caregivers with access to up-to-date research about specific diseases

We have continued to scale our open access publishing programme, and now publish about 170 open access journals, which include our first broad scope, open access journal – Heliyon – launched at the start of 2015. To expand publication choices, we work with the different research communities to launch open access journals, provide open access options in existing titles and continue to establish programmes to help expand public access.



We are also a founding partner of Clearinghouse for the Open Research of the United States (CHORUS) service which enables public access to US federally funded research. CHORUS utilises publishers' existing infrastructure for discoverability, search, archiving and preservation of scientific and medical research articles and it is now integrated on the ScienceDirect platform.

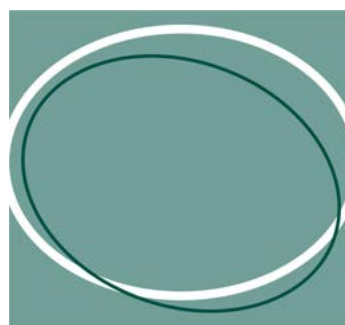
During 2015, we supported relief efforts for the Ebola crisis and Nepal earthquake through our participation in the Emergency Access Initiative which provides free access to full-text articles from more than 650 biomedical serial titles and more than 4,000 reference books and online databases to healthcare professionals and libraries affected by disasters. It serves as a temporary collection replacement or supplement for libraries that have been affected by disasters and need to continue to serve medical staff and affiliated users.

We believe in helping those who might benefit from our products, but who are unable to afford them, gain access. See details in the Our unique contributions section. For example, Elsevier continues to provide developing world access to its content through participation in the Research4Life programme. As a founding member, we help Research4Life provide nearly 8,000 institutions in more than 100 developing world countries with free or low-cost access to 68,000 peer-reviewed resources, of which Elsevier provides approximately 2,500 journals and 18,900 e-books.



In addition to supporting media literacy – the ability to access, analyse, evaluate and communicate information – as a member of the Media CSR Forum, we promote other relevant initiatives such as the Science Media Centre, an independent UK press office which aims to raise the level of science reporting by facilitating journalist access to members of the scientific community.

Since 2006, Elsevier has partnered with Sense About Science (SAS), an independent charitable trust championing evidence, scientific reasoning and public discussion of scientific issues. Over the past nine years, Elsevier and SAS have worked together to promote understanding of peer review among journalists, policy makers and the public.



**sense about science**

Elsevier also supports SAS' Voice of Young Science Programme to develop a dynamic network of early career researchers who take an active role in public debates about science. In 2015, scientists and journalists shared insights on talking to the media with more than 120 early career researchers at the Elsevier-sponsored Standing up for Science media workshops in England and Scotland. [Read more about Sense about Science.](#)

## Accessibility

We are committed to improving access to our products and services for all users, regardless of physical ability. Our

Accessibility Policy leads us in providing accessibility solutions to customers with products that are operable, understandable and robust. In 2015, colleagues reviewed 30 key product sites, including Knovel, Evolve and Engineering Village, and members of the Accessibility Working Group logged 120 accessibility projects. Elsevier's Global Books Digital Archive fulfilled more than 4,000 disability requests, 65% of them through AccessText.org, a service it helped establish.

In the year, we introduced a new online accessibility course for the benefit of all employees and a new intranet site dedicated to accessibility. We launched a baseline tool, the tiered model for accessibility, to prioritise accessibility features in our products in conjunction with the chief technology officers across the business. We also developed new compliance templates, including for Web Content Accessibility Guidelines (WCAG 2.0). Elsevier held onsite accessibility training sessions with product teams and book production, editorial and multimedia staff internationally.

Elsevier was shortlisted for the 2015 London Book Fair International Excellence Award for Accessible Publishing for its continuous improvement and multi-channel approach to meeting the needs of readers with print disabilities.

We also began working with Bookshare, a not-for-profit organisation providing an online library for people with print disabilities, and continued to collaborate with other partners, including the Accessible Books Consortium, American Association of Publishers, Book Industry Study Group, Accessibility Working Group, the ScienceDirect University Collaboration and the W3C Access Learn Community. We contributed to CSUN, the largest international conference on disability and accessibility, and had two conference submissions accepted for 2016 CSUN.

We promote wider understanding of accessibility issues through new publications in disability and accessibility, such as Ensuring Digital Accessibility through Process and Policy, and Health Disparities and Intellectual Disabilities. Books are available in a variety of formats, including print, PDF and accessible HTML. Our top-selling Gray's Anatomy now features text transcripts for all videos in the e-book version.

2015 objectives	Progress	2016 objectives	Our five-year vision
Conduct 10 Quality First Principle (QFP) risk assessments	<ul style="list-style-type: none"> <li>23 QFP risk assessments completed</li> <li>Reviewed Principles and assessment criteria</li> <li>Network of QFP business unit contacts named</li> </ul>	<ul style="list-style-type: none"> <li>Expand QFPs beyond content and data to other areas such as customer support</li> <li>New CR as a Sales Tool offerings, including video content</li> </ul>	Increase our customer base across our four business units through active listening and engagement, and a focus on editorial and quality standards, and accessibility
Customer engagement: sharing our CR expertise webinar series	<ul style="list-style-type: none"> <li>CR as a Sales Tool Working Group widened</li> <li>Presentations for customers, including legal students and law firms</li> </ul>	<ul style="list-style-type: none"> <li>Hold 15 accessibility feedback sessions to engage people with disabilities</li> </ul>	
Develop baseline tool to determine accessibility requirements for new and existing sites	<ul style="list-style-type: none"> <li>Tiered product model for accessibility rolled out and championed by chief technology officers</li> <li>Developed several new compliance templates, including for WCAG 2.0</li> </ul>		



# Community

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Our unique  
contributions

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Customers

Community

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# Community



Martin Roy  
CEO Reed Exhibitions Austria

**“Europe is currently facing an immense influx of refugees from the Middle East and Africa – many people, including children, need our help. At Reed Exhibitions Austria, we have supported our expanding community by providing materials and skilled assistance. It’s easy to help simply by getting involved!”**

## Why it matters

Contributing to our local and global communities is both an opportunity and a responsibility. It helps us inspire employees, assist beneficiaries, improve our reputation and meet our obligations.

Our global community programme, RE Cares, supports employee and corporate engagement that makes a positive impact on society through volunteering and giving. It is made effective by a global network of RE Cares Champions – which expanded in 2015 to more than 210 colleagues – representing all our businesses. In our 2015 global Employee Opinion Survey, 87% of staff said that we are a company that supports community engagement.

We prioritise education for disadvantaged young people that furthers one or more of our unique contributions as a business, including universal, sustainable access to information. RE Cares activities range from reading support programmes and charity fundraising initiatives to donations of time and services. A key component of RE Cares is Two Days, which gives all employees two days’ paid leave a year for volunteer work of their own choosing.

We produce numerous products on community issues, including: Cause Related Marketing; Community Care; Handbook of the Economics of Giving, Altruism and Reciprocity; and Marketing Research for Non-profit, Community and Creative Organizations.

## Key issues

### What we give

Our central donations programme aligns with the RE Cares mission of advancing education for disadvantaged young people that furthers one or more of our unique contributions as a business. The grant-giving process is employee-led; employees anywhere in the Group can nominate relevant charities for funding from a budget voted on by RE Cares Champions. Decision criteria include potential impact of a project on beneficiaries and opportunities for staff engagement, including volunteering. In 2015, RE Cares Champions donated approximately \$400,000 in central funds to 40 charities. Successful projects included a School Library in a Box programme in Zanzibar, Tanzania; a project addressing violence in schools in Colombia; and the provision of legal and educational services to foster youth in Los Angeles, California. [Read summaries of more projects we supported centrally.](#)

## A successful fundraising partnership: RELX Group and the International Rescue Committee (IRC)



RELX Group fundraising is supporting IRC's educational work in Sierra Leone. Photo credit: A Wade and IRC

**Employees chose IRC as our two-year global fundraising partner in 2013, with a goal to raise \$100,000 to support education for disadvantaged children in Sierra Leone, including through book provision. There are significant obstacles to safe, quality education in Sierra Leone; poor children are less likely to enrol, girls in rural areas are more likely to drop out and physical infrastructure is limited – IRC estimates that more than 55% of classrooms in the country need repairs and only 25% have clean water.**

Employee fundraising has included sponsored walking, running and cycling, employee sales and dress down days. By the close of 2015, we raised more than \$170,000.

The first year of the project was disrupted by the Ebola outbreak. To mitigate the risk of transmission, schools in Sierra Leone were closed for approximately nine months in 2014 during the height of the crisis, leaving nearly 1.8m children without access to comprehensive education. During the Ebola response period, with support from RELX Group, the IRC provided opportunities for children to participate in small learning groups and school libraries opened at least twice a week.

Following the reopening of schools, libraries were open every day. Between February and September 2015, nearly 1,400 books were

checked out by students and community members. Among other project accomplishments, schools piloted a Buddy Reading programme at 20 primary schools, engaging parents to support reading at home.

The project also involved developing and piloting standardised competency assessment tools for head teachers and other staff, supporting Teacher Learning Circles and distance education for 66 teachers.

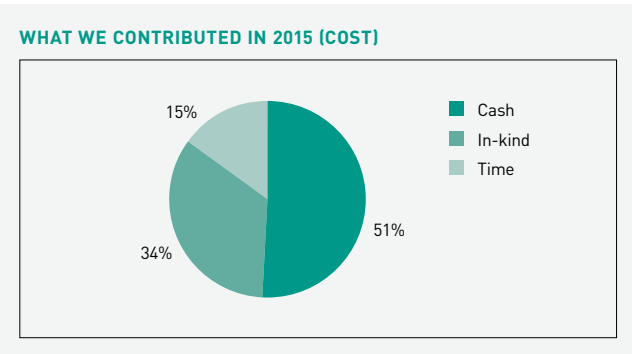
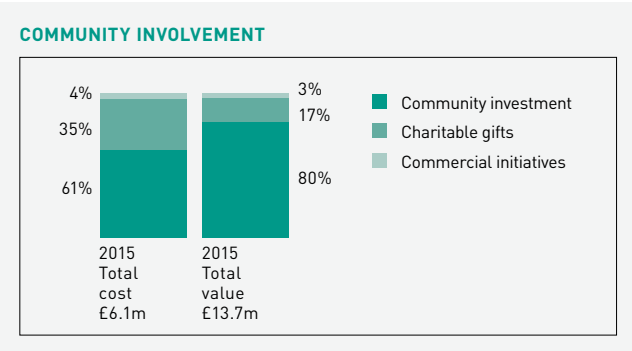
### **Feedback from Adama Sandy, Levuma, Kenema District, Sierra Leone:**

"The IRC met me as an untrained and unqualified teacher with little knowledge on how to teach reading. I always asked my pupils to recite short stories in chorus. After a series of training workshops, coaching sessions and delivery of readers to our school, the teaching and culture of reading has improved.

During our reading lessons, I now teach print concepts, introduce the book, including the author, illustrator and background of the story. The children like stories related to their life experiences. I use prediction questions and ask them about what they like or dislike about the stories and what they will do if they are in similar situations. With my support we track the words as we read the stories together, then they will be given opportunity to read with little support from me. Children can now take story books home and ask for relatives' support, and also retell the stories in our next reading lessons. We now enjoy reading more than before and looking forward to more capacity building..."

In managing community involvement, we apply the same rigour and standards as in other parts of our business. We conduct an annual Group Community Survey in conjunction with RELX Group Accounting Services and RE Cares Champions following the LBG methodology, a global standard for measuring and reporting corporate community investment. It divides our aggregate giving into short-term charitable gifts, ongoing community investment and commercial initiatives of direct business benefit.

In 2015, our global data reporting methodology was assured by LBG, of which we are members. Read the assurance statement in Appendix 1. In 2015, we donated £3.1m in cash (including through matching gifts) and £3.0m in products, services and staff time, with a market value of approximately £13.7m. 37% of employees were engaged in volunteering through RE Cares. In the year, we increased employee volunteering by 21%. According to LBG data, the average volunteering rate is approximately 35% for the media sector and 16% for all sectors.



After the tragic events of 11 September 2001, in which two of our employees lost their lives, we established a fund in their names – the Jeffrey P Mladenik and Andrew Curry-Green Memorial Scholarship.



Abhijeet Mulgund



Liam Collins

In 2015, we awarded grants to Abhijeet Mulgund, son of Anand Mulgand, Consulting Software Engineer for LexisNexis Legal & Professional, planning to attend Rice University in Houston, Texas as an engineering major; and Liam Collins, son of Mary Collins, Financial Reporting Manager for RELX Group, who will study electrical engineering at Princeton University.

Throughout 2015, we encouraged in-kind contributions, such as product and equipment donations, in line with our Product Donation Policy. For example, through a partnership with charity Camara Education, we have donated IT equipment to e-learning centres for disadvantaged students in developing countries (any material that cannot be refurbished is responsibly recycled).

Book Aid International has been a stalwart partner for more than 20 years, during which time we have donated more than 666,000 books since 2004 (22,656 in 2015 alone) and funds to support libraries and young readers in sub-Saharan Africa. In 2014, 10 colleagues visited a library support programme in Cameroon, which we continued to fund in the year. [Read more about our collaboration with Book Aid.](#)

As a founder of the UK's International Law Book Facility (ILBF), LexisNexis Legal & Professional UK has provided over 6,000 legal texts since 2005 to assist professional bodies, advice centres, pro bono groups, law schools and other institutions involved in access to justice. In October 2015, the charity celebrated its 10th anniversary. ILBF has sent more than 25,000 books to some 100 not-for-profit organisations in 40 countries. [Read more about our work with ILBF.](#)

RE Cares Month

RE Cares Month, spotlighting global community involvement, takes place each September. Business unit CEOs and other senior leaders launched activities for 2015 with email messages to staff and a video showcasing RE Cares highlights from across the world.



Elsevier Tokyo volunteers took part in 24 Hours of Caring by helping at a local food bank

The month touched thousands of employees with creative volunteering and fundraising, and, in 2015, 80% of our locations around the world took part. On 16 September, we held a Global RE Cares Day to encourage combined community action across the Group. Elsevier Operations marked the occasion with 24 Hours of Caring, at all main office sites in six countries and seven time zones. Activities included volunteering at food banks in Tokyo, New York and Philadelphia, and spending time with disabled children in Manila and Chennai.

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Throughout the month, staff engaged with organisations of importance to them: Risk & Business Analytics in Alpharetta and Boca Raton helped build homes for vulnerable people with Habitat for Humanity; LexisNexis Legal & Professional colleagues in Sydney provided legal research, proofreading and sub-editing skills to Women in Prison Advocacy Network, the Australian Human Rights Commission, and Greenpeace; and some 40 female employees at Reed MIDEM raised over €2,500 by completing the all-female La Parisienne run in support of breast cancer research.

We held our ninth RE Cares Month Global Book Drive, with employees donating more than 6,000 books to charitable organisations. The office collecting the largest relative number of books won \$1,000 for the charity of their choice. Risk & Business Analytics' Accuity office in Duluth, Minnesota won this year's competition. Their books were donated to the American Association of University Women and their cash prize went to Camp Sunshine, which supports children with cancer.

## RE Cares Champions: the heroes who enable community engagement

**Our global network of 212 RE Cares Champions (190 in 2014) brings the RE Cares programme to life. They may be senior managers or support staff, but they all have a common passion: making a difference in their communities.**

To support them, we held teleconferences and webinars throughout 2015 to share challenges and best practice, and to set the strategic direction of the programme. We also updated our RE Cares Champions induction programme to add more guidance and activity ideas.

### The view from RE Cares Champion Abby Davis

"My role in RE Cares is an excellent way to network with various organisations and people in my community, and since becoming the RE Cares Champion for Elsevier St Louis, I have really enhanced my leadership skills. I am now leading meetings, presenting to large audiences and planning events. I am the go-to person in an office of nearly 700 people for everything RE Cares.

I have project managed special activities like RE Cares Month, Elsevier Operations 24 Hours of Caring, the US visit of Book Aid International, and arranged for the "adoption" of 20 needy families for the holidays.

I have also gained experience with grant proposals supporting organisations like Afrikids, the Covering House and Food Outreach Inc.

Being an RE Cares Champions is a highlight of my day! It's fun working with colleagues around the globe who all have the common goal to make a positive impact on society through volunteerism and giving. I was thrilled to meet my colleagues at a North American Champions meeting in 2015. We came from different cities, business units and professional roles and shared ideas with one another.

RE Cares is great team building: you find yourself in new environments with new people, doing something you don't typically do every day like gardening, cooking, packing food on an assembly line or even working with robots! People often tell me what a great time they had volunteering and that they can't wait to participate again.

We have a large office, so encouraging our colleagues to use RE Cares time takes a lot of communication and planning. I am fortunate to receive great support from my managers."



Abby Davis, Senior Archive Assistant, Elsevier, leading the way by volunteering at City Seeds Urban Farm in St Louis



## Community impact

In November, as part of our Recognising Those Who Care programme, employees from the US, Europe and Australasia who have made an outstanding contribution to RE Cares joined senior leader Youngsuk "YS" Chi, Director of Corporate Affairs, on a trip to the Philippines with the Kapatid Kita Mahal Kita Foundation, a charity partner of our Philippines office for the last four years, which provides underprivileged children from the Payatas dumpsite community with scholarships and other educational support.

Recognising Those Who Care also rewards RE Cares teams. The winners in 2015, which each won cash prizes for their chosen charities, included: Risk & Business Analytics' Accuity in Action team in Skokie, which organised 41 volunteer programmes, collection drives and fundraising efforts over one year.

In accordance with the LBG model, we monitor the short and long-term benefits of the projects with which we are involved. We ask beneficiaries to report on their progress and we share their

letters and updates on the RE Cares section of The Wire, our corporate intranet, to increase transparency and awareness. In 2015, we developed an impact measurement tool adapted from LBG, to record and assess the impact on beneficiaries and employees of our central initiatives.

Our efforts (cash and gifts of products, services and time) in 2015 will benefit more than 35,000 disadvantaged young people.

In 2015, we held our 11th RE Cares Challenge to encourage staff to work together to build skills and relationships while supporting their local communities. Business units across the group submitted ideas for new or extended business-sponsored volunteer activities advancing the RE Cares mission and eight were funded. Employees voted Elsevier Philadelphia the overall \$10,000 winner for a project with Youth Service, Inc., which aids vulnerable local children and families; employees helped clean and landscape an outdoor play area, painted and renovated a nursery, and delivered a health-themed lesson to pre-school students at Crisis Nursery.

2015 objectives	Progress	2016 objectives	Our five-year vision
60% of locations taking part in RE Cares Month	<ul style="list-style-type: none"> <li>80% of locations took part</li> </ul>	<ul style="list-style-type: none"> <li>60% of RE Cares Champions supporting new global fundraising partner</li> </ul>	Use our unique contributions to advance education for disadvantaged young people; track the impact of our community investment activities
Develop RE Cares impact measurement tool	<ul style="list-style-type: none"> <li>Adapted LBG project assessment template to track impact criteria</li> <li>Consultations with RE Cares Champions and community partners</li> </ul>	<ul style="list-style-type: none"> <li>Deploy project assessment template to gain feedback on key central initiatives</li> </ul>	

# Supply chain

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# Supply chain



Yvette Nora  
Director, Global Procurement

**“By expecting our suppliers to uphold the RELX Group Supplier Code of Conduct, we ensure that sustainable practices are embedded in our global supply chain. Through educational seminars and training for internal staff and suppliers, we drive improvements and closer supplier relationships.”**

## Why it matters

We uphold our values in our supply chain by requiring our suppliers to meet the same high standards we set for our own behaviour.

Suppliers must adhere to all laws, embody and promote best practice in business operations, treat employees well and respect the environment, as indicated in the 10 principles of the UN Global Compact (UNGC) to which we are a signatory.

These principles are reflected in the [Supplier Code of Conduct](#) (the Supplier Code), which we ask suppliers to sign and display prominently in the workplace. The Supplier Code contains standards on child labour, involuntary labour, wages, coercion and harassment, non-discrimination, freedom of association, health and safety, environment and anti-corruption. It also precludes retaliation, stating, “Suppliers must not tolerate any retaliation against any employee who makes a good faith report of abuse, intimidation, discrimination, harassment or any violation of law or of this Supplier Code, or who assists in the investigation of any such report.”

In accordance with the UK’s Modern Slavery Act 2015, our Supplier Code specifically prohibits participation in any activity related to human trafficking, based on the American Bar Association’s Model Business Conduct Standards to Eradicate Labor Human Rights Impacts in Hiring and Supply Chain Practices. In the year, we updated the Supplier Code to strengthen our position on human rights by requiring a remediation system to assist any children found working. It stipulates that where required by law, suppliers will have employment contracts signed with all employees; we also added an additional mechanism for reporting grievances.

The Supplier Code helps suppliers spread best practice through their own supply chain by requiring subcontractors to enter into a written commitment to uphold the Supplier Code. The Supplier Code makes clear that where local industry standards are higher than applicable legal requirements, we expect suppliers to meet the higher standards.

We produce numerous products on supply chain issues, including Lexis Diligence; Journal of Purchasing & Supply Management; LexisNexis Analytics; LexisNexis SmartWatch; Total Supply Chain Management; and exhibitions such as Intralogistics and SITL Europe.

## Key issues

### Upholding standards

Given the importance of an ethical supply chain to us, we have developed a Socially Responsible Supplier (SRS) programme encompassing all of our businesses, supported by a working group comprised of colleagues with operations, distribution and procurement expertise, and a dedicated SRS Director from the Global Procurement team. As part of the SRS programme, we maintain a database with comprehensive information, including Supplier Code versioning and signing, initiative tracking, audit dates, remediation plans and compliance.

To strengthen adherence to our Supplier Code, we embedded it into purchase order terms and conditions. In the year, we processed more than 32,000 purchase orders valued at nearly \$600m, all of which included the Supplier Code.

In 2015, the SRS tracking list included 399 key suppliers, 43 of which we deemed to be high risk by using a supplier risk tool developed specifically for the Group by sustainability consultancy Carnstone. The tool incorporates indices covering human rights and labour, environment, research and development, and governance quality. [Review the SRS risk rankings.](#)

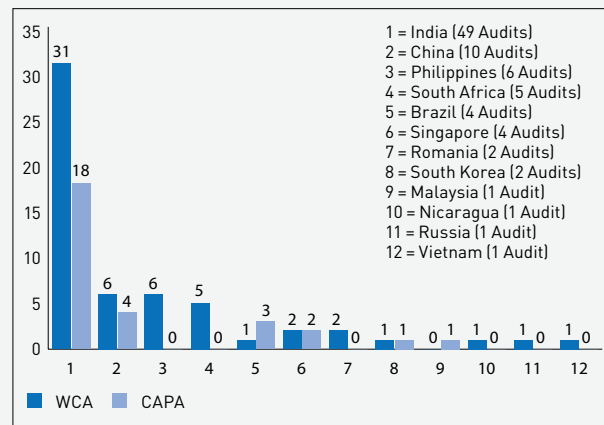
The tracking list changes year-on-year based on the number of suppliers that meet the required criteria: those with which we spend >\$1m (306 suppliers), suppliers with which we spend \$100k based in a high risk geography (84 suppliers) and suppliers on the Publishers' database for Responsible Environmental Paper Sourcing (PREPS) (54 suppliers). There are currently 399 suppliers meeting one or more of these criteria (and some meet more than one). In 2015, we continued refining our supplier classification and supplier hierarchy data, which contributed to a decrease in the number of suppliers tracked over 2014 (from 499 to 399).

By the close of 2015, 88% of key suppliers on the SRS tracking list were signatories to the Supplier Code, compared with 84% at the end of 2014 (11% of the total are suppliers which have provided internal codes in lieu that we believe to be as stringent as our own). An additional 2,843 suppliers that do not meet our SRS tracking criteria are also Supplier Code signatories as a result of having embedded the signing of the Supplier Code into our e-sourcing tool.

Over the past three years, 253 core suppliers have consistently appeared on our tracking list, with 13 deemed high risk based on our SRS risk rankings. In 2015, these core suppliers represented 63% of total tracking list spend – 95% of core suppliers have signed the Supplier Code; 100% of high risk core suppliers have signed.

In addition to internal audits, the SRS programme Terms of Reference stipulate that external audits be performed on a regular basis (suppliers with repeat code violations are subject to annual external audits). We conducted 86 independent external audits of external high-risk suppliers in 2015 through specialist external auditors Intertek. In 2015, we extended use of Intertek's Workplace Conditions Assessment (WCA) template to benchmark high-risk supplier audit performance and assess the severity of findings, and added Intertek's Corrective and Preventative Actions (CAPA) programme to the remediation process. Of the 86 completed audits, 57 were WCA and 29 were re-audits triggered by CAPA remediation findings. The number of non-compliance findings in 2015 totalled 1,388 (1,045 through WCA and 343 through CAPA). Among total audits, six were in full compliance (two WCA and four CAPA). Audit locations included Brazil, China, India, Malaysia, Nicaragua, the Philippines, Romania, Russia, Singapore, South Africa, South Korea and Vietnam.

#### ASSESSMENT BY TYPE BY COUNTRY\*



\* based on Intertek Audits

#### SUMMARY OF SUPPLIER NON-COMPLIANCE ISSUES



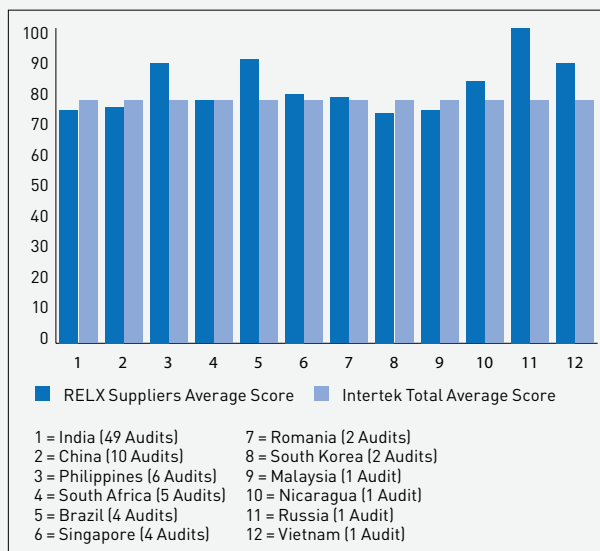
During the audit, Intertek examines how well a supplier is meeting all aspects of the Supplier Code and issues a Continuous Improvement Report (CIR) as necessary, summarising audit findings and detailing remediation plans agreed by the auditor and the supplier to ensure compliance with the Supplier Code and local laws. Remediation target dates are agreed and the CIR is signed and dated by both parties; the CAPA programme requires audited suppliers to submit completed Continuous Improvement Plans, responding to all required findings. Intertek staff review evidence of corrections and accept or reject it, working with suppliers until full remediation is reached. [See the SRS audit workflow and process.](#)

In 2015, collaborative improvements resulting from supplier remediation included immediate and permanent solutions to keep emergency evacuation exits unlocked during business hours at two Indian companies – a content provider and editorial production supplier – and at a print supplier in China. We also worked with a print provider in India to ensure repair and improvements to its fire alarm system. [Review sample 2015 Remediation Reports.](#)

The average overall 2015 audit score was 77 (out of 100), which aligns with our external auditor Intertek's global average.



AVERAGE AUDIT SCORE BY COUNTRY\*



Our Supplier Code states, "Failure to comply with any RELX Group term, condition, requirement, policy or procedure...may result in the cancellation of all existing orders and termination of the business relationship between RELX Group and supplier." In 2015, all suppliers demonstrated interest and ability to fully remediate their non-compliance issues in accordance with the Supplier Code.

We are committed to proactive engagement with businesses that reflect the diversity of our communities in order to contribute to economic growth and positive business results. The roll-out of our US Supplier Diversity programme continued in 2015 with efforts to increase the number of diverse suppliers invited to bid on relevant sourcing projects. The process resulted in a \$23.6m increase in spend with diverse suppliers. Feedback was provided to diverse suppliers after the competitive bidding process to improve their opportunities for development. In the year, all relevant staff received associated training in order to increase tenders from diverse suppliers.

## Supplier training and surveys

In 2015, we invited suppliers to comment on our CR impact areas as part of a stakeholder consultation undertaken by Carnstone. They ranked environmental impacts, our unique contributions, and health and safety and well-being as our three most important issues to society.

To further track compliance with SRS initiatives, we conduct an annual SRS survey. The data we gather is complemented by information gathered through PREPS, a shared industry resource for grading paper sustainably. PREPS fosters positive engagement with paper suppliers and we are a founding member. By the close of 2015, 91% of the Group's papers by weight were graded on PREPS, 100% of which came from known and responsible (sustainable) sources.

As a founding member of the Publishing Industry Product Safety Forum, we monitor our product safety standards encompassing ink, varnish, spiral wire, lamination, glue and packaging (defined as packaging materials or packaging components that enter landfills, waste incinerators, recycling streams and, ultimately, the environment). We go beyond minimum legislative requirements to eliminate substances of concern from our products. In 2015, we used a risk-based approach for our second-tier suppliers, gathering a full breakdown of inks, varnishes and glues, and have mapped 75% of them by country

and component category. These suppliers have confirmed that no substances of high concern are used in the manufacture of our products. In 2016, we will continue a risk-based approach for the remaining second tier suppliers.

Our 2015 SRS survey results show a slight increase in the number of suppliers joining the UNGC. There were also increases in the number of suppliers with reduction targets for greenhouse gas and solid waste. The findings show areas where we can work with suppliers in the year ahead.

SRS SURVEY RESULTS	2015	2014	2013
<b>General</b>			
Number of respondents	109	125	136
	35%	36%	34%
Suppliers with a board-level representative responsible for CR	63%	74%	66%
Suppliers with code of conduct	73%	78%	75%
Suppliers with supplier code of conduct	43%	45%	47%
Suppliers with diversity statement	61%	62%	49%
Suppliers with community programme	58%	67%	30%
Suppliers with training and development programmes	51%	59%	58%
Suppliers with supplier diversity statement and/or stated supplier diversity policy	29%	30%	24%
Suppliers with annual CR targets	39%	40%	35%
Suppliers who report publicly on CR performance	27%	33%	33%
Suppliers who monitor CR	46%	58%	51%
Suppliers who gain external assurance over CR-related data	20%	26%	22%
Suppliers who involve stakeholders in shaping their views and responses on CR	53%	59%	57%
Suppliers who have joined the UNGC	13%	12%	14%
<b>Environmental</b>			
Suppliers with a formal environmental management system	44%	47%	46%
Suppliers with environmental reduction targets for greenhouse gas	23%	22%	18%
Suppliers with environmental reduction targets for solid waste	24%	18%	18%
Suppliers with environmental reduction targets for water usage	17%	20%	16%
Suppliers with external environmental certification	37%	42%	54%
Suppliers with ISO 14001 certificate	27%	35%	35%
Suppliers with an environmental policy	56%	59%	57%
Suppliers who externally report on their environmental performance	35%	40%	42%
Suppliers who externally report on their full CO <sub>2</sub> emissions	25%	27%	26%
Suppliers who incurred any fines and/or prosecutions	6%	6%	3%
Suppliers who conduct formal environmental audits	47%	48%	48%
Suppliers who gain independent assurance for environmental management systems	28%	34%	30%

## Celebrating good partners: SPi Global, Philippines

**SPi Global is a leading technology-enabled Business Process Outsourcing (BPO) solutions provider; we design, enrich and manage digital content and customer relationships to allow our clients to focus on growing their core business. SPi Global has more than 22,000 employees across five continents.**

We share a proud history with the RELX Group, spanning almost the entire existence of SPi Global. Our company was founded in 1980; we started working with RELX in 1982.

By 2002, our partnership was handling the world's largest digitisation project, processing more than 40 million pages for Elsevier's online database ScienceDirect. Now, in 2016, our relationship has only grown stronger, with 2,300 SPi Global professionals dedicated to providing RELX with higher-value end-to-end BPO solutions.

That's well over three decades, delivering top-calibre information solutions for the world, together. I believe our partnership works because RELX Group and SPi Global share a fundamental value: in the Philippines, where SPi Global is headquartered, we call this *malasakit*, which means deep care and compassion. Both our companies always strive to make a difference: in the lives of our personnel, clients and communities.

Just as RELX Group is committed to the personal development of every employee, we invest a lot in opportunities for growth for our people. Our E3 (Enhancing Employee Engagement) programme – which won us a "Best Company to Work for in Asia" citation in 2015 – offers training and development; health and safety activities; sports, arts and recreation; and avenues for contributing improvement ideas and engaging family and friends in the company's sustainability priorities.



Maulik Parekh, President & CEO, SPi Global

Our annual CSR Day is a source of pride for our people, and strengthens our community relationships. In four years of promoting youth welfare and education, we've delivered 187,736 employee volunteer hours, benefiting 56,500 children across our 21 global locations. Our ethical practices have merited the highest recognition from the European Outsourcing Association and the UK-based National Outsourcing Association.

RELX's Supplier Code of Conduct has made a real difference in the way we do business. It has complemented and bolstered SPi's best practices, and – in a different language, but driven by our common focus – it is what *malasakit* is all about.

2015 objectives	Progress	2016 objectives	Our five-year vision
Increase core suppliers as signatories to the Supplier Code	<ul style="list-style-type: none"> <li>95% of core suppliers as code signatories</li> </ul>	<ul style="list-style-type: none"> <li>Increase core suppliers as signatories to the Supplier Code</li> </ul>	Reduce risk by ensuring adherence to our Supplier Code through training, auditing and remediation and strengthening supplier relationships through partnerships
Enhance Workplace Conditions Assessment tool with external review of Corrective Action Plan fulfilment	<ul style="list-style-type: none"> <li>86 audits</li> </ul>	<ul style="list-style-type: none"> <li>Use Corrective and Preventative Actions tool to ensure continuous improvement in audit results</li> </ul>	
Advance US Supplier Diversity programme	<ul style="list-style-type: none"> <li>\$23.6m increase in spend with diverse suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Continue to advance US Supplier Diversity programme</li> </ul>	

# Environment

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# Environment



**Joseph Norton**  
VP Project Delivery, RELX Group

**“We have a unique opportunity to positively impact energy consumption in our real estate portfolio through good environmental management in the design, construction and operation of our buildings: we aim to provide the best space with the least impact.”**

## Why it matters

The Group and its businesses have a positive impact on the environment, principally through the information we produce which informs debate, aids decision makers and encourages research and development. We also have an impact through consumption of natural resources such as energy, water and waste generation, and through our direct operations, supply chain and customer use of our products and services. We are committed to reducing any negative environmental impacts, while continually improving our environmental performance.

## Risks and opportunities

We assess, prioritise and mitigate environmental risks as part of our overall [risk management process](#). In addition, our [Global Environmental Policy](#) applies to all areas of the business and is supported by a global [Environmental Management System \(EMS\)](#), aligned with the ISO 14001 environmental standard. It outlines our obligation to “manage the environmental risks of our activities” and stipulates that “environmental risk is part of the overall risk assessment which business units are required to complete on an annual basis.” It indicates that we must consider, among other risks, those that require legislative compliance; have significant cost implications for the business; and which may affect our reputation.

Our network of Environmental Champions, together with colleagues throughout the business – including those from communications, finance, legal, HR, IT, procurement and real estate – as well as external stakeholders such as NGOs and investors, help with advice, ranking and tracking of our environmental risks and opportunities. They are reviewed during Environmental Checkpoint meetings, chaired by the CFO.

Among material environmental risks we have identified are regulation on climate change, green taxes and sustainable paper. Opportunities include increased demand for the environmental information we produce and cost savings as a result of efficiencies. [See our material environmental risks and opportunities.](#)

We support progressive environmental legislation, and, in 2015, continued our involvement with the UK Aldersgate Group, which engages with government on environmental reporting and other key issues. In the year, we supported Aldersgate Group reports on how government can promote business action on protecting natural assets, and on the government’s low carbon priorities.



## Our best environmental impact: environmental knowledge

**RELX Group has an environmental footprint – our impact on the environment in producing our products and services in areas such as carbon emissions, energy and water usage. But arguably bigger and more important is how our growing portfolio of environmental products and services spread good practice, encourage debate and aid researchers and decision makers.**

The most recent results from the independent Market Analysis System show our share of citations in environmental science represented 39% of the total market and 74% in energy and fuels.

### Scientific, Technical & Medical

In 2015, Elsevier published 400,000 articles and launched 73 new journal titles, further expanding the scientific record. New in 2015 were: Energy Storage Materials launched in July at the Carbon 2015 conference in Dresden, Germany, an international multidisciplinary forum for communicating scientific and technological advances in materials for thermal, electrochemical, magnetic and mechanical energy storage; Resource-Efficient Technologies which features research and review articles, commentaries and book reviews related to sustainable and resource-efficient technologies; and Water Science and Engineering, focusing on new concepts and techniques related to water resources, ecology and management.

### Risk & Business Analytics

In 2015, Risk & Business Analytics' New Scientist reported on climate issues throughout the year and four times as a cover story. Risk & Business Analytics was selected by the Insurance Bureau of Canada (IBC) to help develop and manage its flood risk and exposure assessment initiative. As a result of record flood losses in 2013, and the increasing threat of climate change, IBC is working to quantify the extent of flood risk and exposure in Canada. The goal is to help IBC, its members and government stakeholders understand the industry's role in mitigating flood risk through the creation of a national flood programme. Risk & Business Analytics is developing a new set of flood hazard maps and property-level exposure data using Map View, its risk assessment and exposure management technology. It will enable IBC to quickly perform advanced analytics and reporting against millions of data points.

### Legal

LexisNexis Legal & Professional's LexisPSL Environment helps customers spot environmental liabilities, understand the commercial implications of environmental law and stay on top of trends with a daily news feeds on cases, legislation and consultations. In the year, they also published, among other



environmental content, Tolley's Environmental Law and Procedures Management, covering environmental compliance, policy and audit planning; Environmental Law Practice Guide covering the spectrum of US federal and state environmental law; and Environmental Law in New York, a monthly digital newsletter on New York environmental statutes, regulations, court decisions and administrative rulings.

### Exhibitions

Reed Exhibitions organised 30 conferences and trade fairs on the environment, such as EcoWASTE, which showcased next-generation waste management and recycling solutions at the Abu Dhabi National Exhibition Centre in January 2015. It attracted 50 local and international companies along with 2,000 buyers and specialists from the waste management and recycling sectors. The event also featured a ceremony to honour the winners of the 2nd Tadweer Environment Awareness Award for Schools and Universities, with awards in 12 categories for students from elementary, intermediate and secondary schools as well as public and private universities. There were also workshops for children to highlight the importance of public hygiene, environmental safety and the importance of waste segregation.

## Key issues

### Our impact



**Nick Luff**  
Chief Financial Officer

"I am pleased to lend my support as RELX Group's senior environmental champion. As a market-leading multinational company, we have an obligation to limit our use of natural resources and it makes good business sense. When we conserve resources we save money, which enables us to invest more in other areas for the long-term benefit of our business. It matters to our customers as well, who increasingly ask us how we are handling our environmental responsibilities."

Throughout 2015, we worked to reduce our direct environmental impact by limiting resource use and by efficiently employing sustainable materials and technologies. Our CEO is responsible to the board for environmental performance. Our business unit CEOs are responsible for complying with environmental policy and relevant government legislation and regulations, and the CFO is our most senior environmental advocate. Our Environmental Champions network, led by the Global Environment and Health and Safety Manager, includes key employees in all operational areas of our business. Additionally, Green Teams, employee-led environmental groups representing nearly 15,000 employees in 40 key facilities, help us implement our EMS and achieve environmental improvements at the local level.

Although all environmental impacts are important, we prioritise climate change (we continue to produce more online products and services with associated energy usage and associated emissions) and waste generated in our own operations.

To improve our environmental performance, we engage in constant dialogue with a range of stakeholders, from employees to NGOs such as Earthwatch. We participate in sector initiatives such as the Publishers' Database for Responsible Environmental Paper Sourcing (PREPS) and further our understanding through environmental benchmarking activities such as CDP.

Our global EMS is aligned to the requirements of ISO 14001. We provide our facilities teams an EMS Implementation Pack containing standard documentation, training materials and internal audit provisions to help them through the certification process. It was piloted at four locations, with all achieving ISO 14001 certification following external audit. In 2015, we increased coverage of the certified EMS to 14% of the business by employee count, with plans to increase certification through 2020.

Third-party verification of our environmental data gives us confidence in its reliability and improves our reporting. See EY's full assurance statement in Appendix 2.

## 2015 ENVIRONMENTAL PERFORMANCE

	Absolute performance			Intensity ratio (Absolute/revenue £m)		
	2015	variance	2014	2015	variance	2014
Scope 1 (direct emissions) tCO <sub>2</sub> e	7,446	-17%	8,932	1.25	-19%	1.55
Scope 2 (gross electricity and heat) tCO <sub>2</sub> e	95,947	-12%	109,129	16.07	-15%	18.90
Total energy (MWh)	207,093	-7%	222,658	34.68	-10%	38.57
Office energy (MWh)	101,228	-11%	113,232	16.95	-14%	19.61
Water (m <sup>3</sup> )	337,645	-2%	343,661	56.55	-5%	59.53
Waste diverted from landfill (%)*	75%	5%pts	70%	0.95	-20%	1.19
Production paper (t)	51,285	-2%	52,163	8.59	-5%	9.04

\* Intensity metric shows tons of waste diverted from landfill/£m revenue

Environmental data covers a full calendar year and all global operations for which we have operational control. For further information, please see our [EY reporting guidelines and methodology](#).

## Targets and standards

Throughout the year, we made good progress on reaching our 2015 targets, achieving our goals for Scope 1, Scope 2, office energy use intensity and data centre energy efficiency.

By the close of 2015, we completed a two-year process of setting new environmental targets for 2016–2020. Following a review of material environmental issues, we conducted a benchmarking exercise against 22 other organisations. We tested a number of target-setting methodologies, and proposed targets were reviewed by internal and external stakeholders.

Our new carbon goals are science-based targets, calculated using the Sectoral Decarbonisation Approach designed by CDP, the UN Global Compact, the World Resources Institute and WWF.

## PRESENT TARGETS

Focus area	Key performance indicators	Target 2010-2015	Achievement to date
Climate change	Scope 1 intensity (direct emissions)	-20%	-42% Achieved
	Scope 2 intensity (gross electricity and heat)	-10%	-34% Achieved
Energy	Office energy use intensity	-20%	-36% Achieved
	Percentage of electricity from renewables	50%	50% Achieved
	Average data centre Power Usage Effectiveness (PUE)	1.69	1.65 Achieved
Water	Percentage of key locations achieving 10m <sup>3</sup> of water per person per year	100%	96% One location not achieved
Waste	Waste diverted from landfill	75%	75% Achieved

View a summary of key environmental data or create custom charts with the [EY environmental charting tool](#).

## NEW TARGETS

Focus area	Key performance indicators
Climate Change	Reduce Scope 1 and Scope 2 carbon emissions by a total of 40% against a 2010 baseline
Energy	Reduce energy and fuel consumption by 30% against a 2010 baseline Purchase renewable electricity equivalent to 100% of RELX Group's global electricity consumption
Waste	Decrease the total waste generated at reporting locations by 40% against 2010 baseline 90% of waste from reporting locations to be diverted from landfill
Production paper	100% of RELX Group production papers, graded in PREPS, to be rated as 'known and responsible sources'
Environmental Management System	Achieve ISO 14001 environmental management system certification for 50% of the business by 2020
Content	Use our unique contributions to produce content that advances action on climate change

We agree with scientific opinion that we must reduce the total quantity of absolute greenhouse gases in the atmosphere – as stated in our environmental publications, such as Elsevier's Global Environmental Change – to avoid the most significant impacts of climate change. For this reason, our new carbon target aims for an absolute reduction in carbon emissions from our operations, in line with the required global carbon reductions calculated by climate scientists.

Our new carbon target applies to combined Scope 1 and Scope 2 emissions as defined by the Greenhouse Gas (GHG) Protocol. We continue to report on our indirect Scope 3 emissions. See Climate change, below, for more information.

We will be aiming to improve efficiency in energy and fuels, and will continue our focus on increasing the amount of renewable electricity we purchase. We will strive to decrease the total water used across our business, and move toward a circular economy model in which we reduce the total amount of waste we produce and increase the percentage of waste diverted from landfill.

For the first time, we have set a target to certify our business to the ISO 14001 Environmental Management System (EMS) standard. Some 14% of the business, by employee number, is already certified and we will work to expand this to 50% by 2020.

To realise efficiencies, we work with Environmental Champions and dedicated engineering, design and construction specialists to identify reduction opportunities wherever possible in our portfolio. We engage employees in our reduction efforts by creating competition between offices through our Environmental Standards programme.

In 2015, our Environmental Standards were flagged to all staff in a communication from the CFO on World Environment Day and supported by local management and real estate teams. A total of 90 locations (up from 81 in 2014), covering all parts of the business, achieved five Environmental Standards and achieved Green status. Those locations achieving seven or more standards are designated as Green+ and are the best performing sites within the business. In the year, 37 locations were designated as Green+. Five sites in the UK achieved all 10 relevant standards.

To support the Group's Environmental Standards, we issued 2015 building scorecards to clearly summarise a location's environmental performance. The scorecards, issued to all key locations, allow employees to see where they are doing well and where improvement is needed.

In order to align with our new global environment targets, we are updating our Environmental Standards. The Enhanced Environmental Standards, effective in 2016, set more difficult performance levels to support achievement of the global targets. We expect the number of locations achieving five or more standards to decrease substantially before increasing again as each site implements plans to achieve the more challenging goals.

## Enhanced Environmental Standards

## Performance standards

Quantitative performance levels for environmental impacts directly related to company operations.

Energy	3,800 kWh of energy per person per year (warehouse: 12 kWh per sq ft)
Waste (total generated)	135 kg of total waste generated per person per year (warehouse: 4.5 kg per sq ft)
Waste (diverted from landfill)	80% of waste from the location diverted from landfill (warehouse the same)
Water	9 m <sup>3</sup> of water per person per year (warehouse: 9 m <sup>3</sup> per 1,000 sq ft)
Office paper	2,800 sheets of paper per person per year (warehouse the same)

## Management Standards

Specific activities which help a location to improve performance in important impact areas.

ISO 14001 certification	Achieve certification against the ISO 14001 standard
Travel planning	Produce a local travel plan for employee commuting
Opportunity assessments	Conduct environmental improvement assessments
Employee engagement	Local colleagues involved in improving environmental performance
Additional recognition	Discretionary award for outstanding environmental achievement

[Read more about the Enhanced Environmental Standards](#)



## COP21: information on a global climate deal across the Group



**COP21 (the Conference of the Parties to the 1992 United Nations Framework Convention on Climate Change) took place in Paris in December 2015. The aim was to reach a binding international agreement to reduce greenhouse gas emissions and to ensure a global temperature rise no higher than two degrees Celsius above pre-industrial levels. In the lead-up, during and following the meeting, we provided content to shed light on the debate, proceedings and outcome.**

### Scientific, Technical & Medical

The International Journal of Greenhouse Gas Control produced and distributed at COP21 issue focused on developments in carbon capture and storage technology over the previous 10 years.

The Rockefeller Foundation and the Lancet partnered on The Rockefeller Foundation-Lancet Commission on Planetary Health to explore the scientific basis for creating a new field of study and action on planetary health. The focus is on the interdependence of human and natural systems, preserving the integrity of natural systems as an essential precondition for human health, survival and prosperity.

### Risk & Business Analytics

New Scientist offered extensive climate change coverage in the lead-up to COP21, including blog posts from Paris and a cover story "33 reasons we can't think clearly about climate change."

### Legal

A book authored by Narendra Modi, Prime Minister of India, was published by LexisNexis Legal & Professional. It was launched at COP21 to an audience of more than 100 global leaders and Heads of State, including Chinese President Xi Jinping, German Chancellor Angela Merkel, UK Prime Minister David Cameron and US President Barack Obama.

### Exhibitions

Reed Exhibitions highlighted COP21 at World Travel Market in London with a climate change debate on World Responsible Tourism Day in November. It organised a first World Efficiency Show in October to bring together policy makers and businesses looking for resource and climate solutions. Reed Exhibitions also held a special event during COP21, La Galerie (an exhibition of low carbon solutions), adjacent to the meeting; the seven-day show highlighted the viable solutions already available.

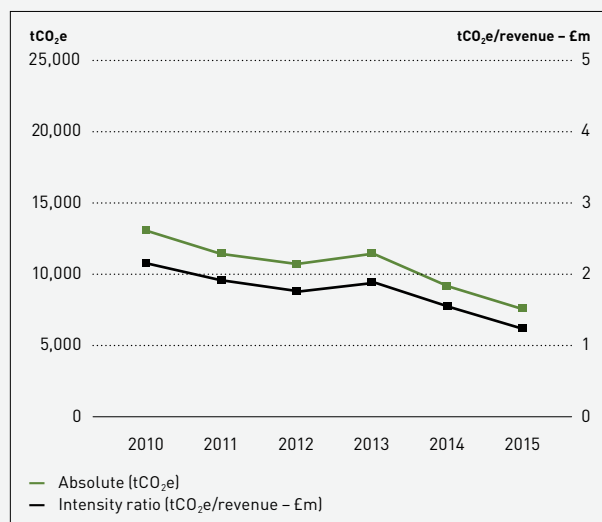
### RELX Group

At COP21, we took part in the UN Global Compact's Caring for Climate Business Forum and released The Climate Change Challenge, following on from Elsevier's Sustainability Science in a Global Landscape report (published in September to coincide with the launch of UN Sustainable Development Goals). It reveals that the countries producing the most research on climate change are (in order) the US, China, Germany, the UK, India and Australia. After the US and China, Italy placed third in output on smart grid technology, and South Korea third on desalination. However, it highlights that emerging economies are increasing their research output on new climate change mitigation technologies in these areas and others, such as renewable energy.



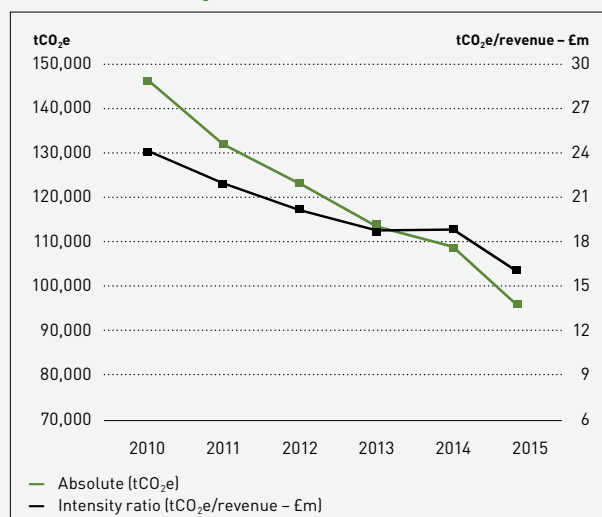
## Climate change

### SCOPE 1 tCO<sub>2</sub>e



All charts show absolute and intensity results together but on different scales; the position of values is not intended as a comparison between the datasets. Please see [Reporting guidelines and methodology](#) for further information.

### SCOPE 2 [GROSS] tCO<sub>2</sub>e\*



Primary environmental data covers 83% of floor space. Non-reporting locations include small serviced offices from which it is difficult to collect accurate data. To ensure reporting on the full extent of our environmental impact, we estimate energy consumption, water usage and waste disposal at these locations, based on our primary environmental data. Our car fleet constitutes nearly half of our Scope 1 emissions. Through the expanded coverage of green car policies at a local level, we increased the global average car efficiency (123g/km in 2015 from 127g/km in 2014). This helped to achieve a 48% reduction in car fleet emissions since 2010. Reed Messe Wien exhibition and conference centre has 23 charging stations for electric vehicles, making it one of the largest recharging stations in Austria.

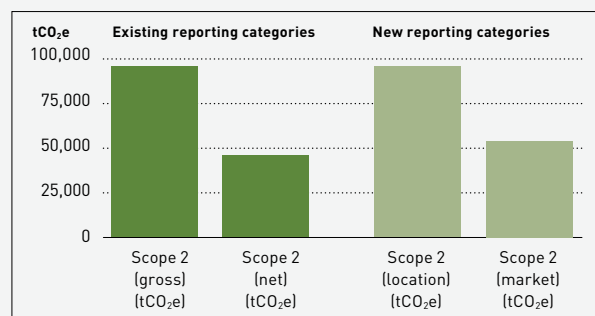
Total Scope 1 emissions decreased by 17% from 2014, due primarily to mild weather across North America where we have the majority of our offices. We continue the overall trend of reducing Scope 1 emissions (43% between 2010 and 2015).

Scope 2 (gross) emissions are responsible for the greatest share of operational GHG emissions. Efficiency projects in data centres and office locations and continued consolidation of space achieved a 35% reduction in absolute terms and 34% in emissions intensity since 2010.

In the year, the World Resources Institute introduced new guidance on reporting Scope 2 carbon emissions. The new reporting categories, location-based and market-based factors, are designed to clarify reporting of emissions associated with renewable energy instruments, and will replace the existing categories of gross and net emissions.

We measure performance against targets using gross emissions (now location-based emissions) and will not be restating figures. A comparison of 2015 Scope 2 emissions under the existing and new reporting regime is shown below.

### SCOPE 2 EMISSIONS REPORTING COMPARISON




Scope 3 business travel data is collected through our travel provider, BCD, and covers 90% of our operations by revenue. We use the radiative forcing (RF) emissions factors provided by the Department for Environment, Food & Rural Affairs for calculating business travel emissions which take account of the full environmental impact of air travel (e.g. water vapour, contrails, nitrogen oxide emissions, etc.). We continue to promote travel alternatives such as videoconferencing; in 2015, we held more than 10,800 meetings via videoconference, including through new desktop videoconferencing facilities.

## Scope 3 other

In 2015, we continued to monitor indirect Scope 3 emissions. Though we are continuing to identify material areas and develop methodology, much of the data in this area relies on estimates, so we separate it from total emissions.

- Supply chain (excluding business travel)**  
 Indirect emissions from goods and services purchased by the Group were estimated using the Comprehensive Environmental Data Archive 4.0, an economic input-output database. Our supply chain emissions are more than seven times larger than our gross emissions (Scope 1, Scope 2 and Scope 3 business travel)
- Home-based employees**  
 Some 13% of our workforce is home-based and we have attempted to calculate the impact they have, using reimbursement rates from the UK's HM Revenue and Customs for home working and the average 2015 price per kWh from the UK Department of Energy & Climate Change. We continue to work to influence reduction in home-worker emissions
- Commuting**  
 We surveyed the commuting habits of 63% of our workforce (over two years) and extrapolated results to cover 100% of employees. Through the Group's Environmental Standards programme, 75% of employees were covered by a local travel plan in 2015. Actions from the travel plans include publishing information on public transport links, promoting commuter loan schemes and encouraging carpooling

Our  Climate Change Statement indicates our support for the globally recognised target of an 80% absolute reduction in CO<sub>2</sub> emissions by 2050. It also outlines our commitment to mitigation and adaptation and our belief in the need for an ambitious, robust and equitable policy on climate change. As such, we continue to engage with governments on climate change regulation. As an endorser of the UN Global Compact's Caring for Climate and through the European Network for Sustainable Business, we share good practice with others and support voluntary codes of practice.

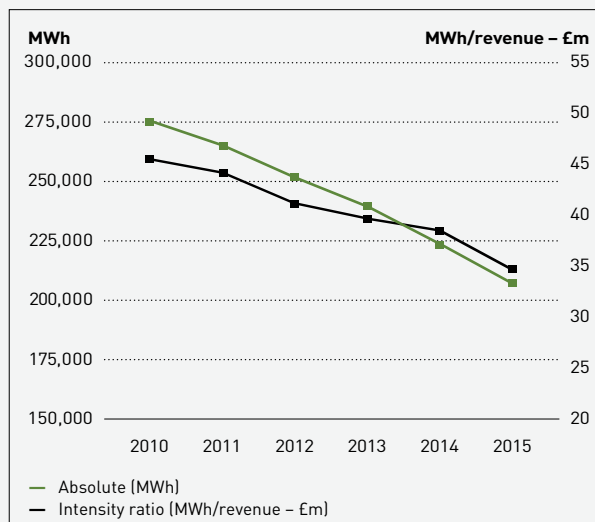
In 2015, we scored 98 (B) in the CDP Climate Change programme.

## Comment from EY

RELX Group has again reported reductions in both its Scope 1 and Scope 2 carbon emissions. Taken together, RELX Group has been able to report an overall reduction of 35% in these emissions since 2010 and has set out a target to reduce Scope 1 and Scope 2 carbon emissions by 40% against the 2010 baseline. Over the same period, RELX Group has reported an increase in its travel emissions which now contribute more than one third of RELX Group's gross emissions. These Scope 3 emissions currently represent flight data from only 90% of the business - we would encourage RELX Group to extend reporting to the whole business and consider capturing data for other modes of business travel. This will allow RELX Group to understand and more actively manage an increasingly significant element of the overall footprint. In the longer term RELX Group should also consider how this impact can be targeted for reduction.

## Energy

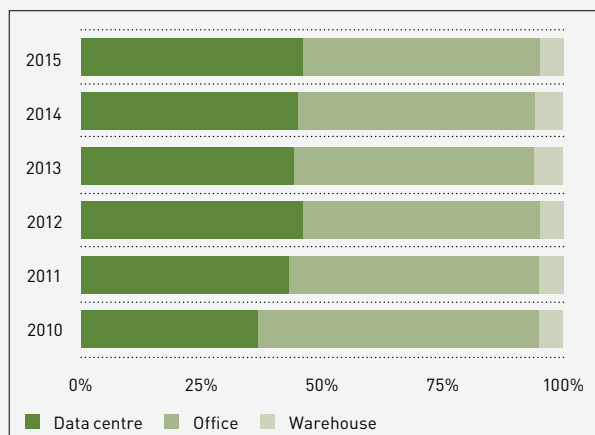
### ENERGY USAGE



Ongoing data centre upgrade projects contributed to a decrease of 1% in energy consumption at our data centres in 2015 despite increasing online delivery of our products and services. Total energy consumption decreased by 7% against 2014, due in part to improved energy efficiency at our offices. In the year, 83% of the electricity assigned to our data centres was classed as renewable energy.

In 2015, we purchased 50% of our electricity from renewable energy and renewable energy certificates (RECs) compared with 46% in 2014. We aim to increase this to 60% in 2016, and to purchase renewable electricity equivalent to 100% of our global electricity consumption by 2020. As we are predominantly in leased locations with few opportunities for onsite generation, we rely on green tariffs and RECs, while investigating options for renewable energy supply. In 2015, the Group was listed as a Leader by the US Environmental Protection Agency's Green Power Partnership, and was one of the first organisations to join the RE100 campaign promoting corporate purchase of renewable energy.

### ENERGY SPLIT BY BUILDING TYPE



In 2015, 70% of our revenue came from online products and services. This was mirrored in energy use at our data centres, now responsible for 46% of total energy usage (offices account for 49% and warehouses 5%). Data centre efficiency therefore remains of critical importance. Following a data centre energy study in 2011, we have taken measures to improve efficiency, including space redesign and upgrades to air handling and cooling systems and hardware.

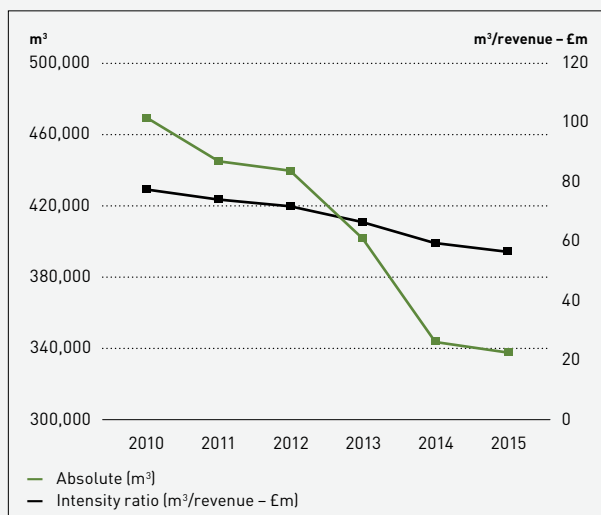
In 2015, average PUE across all of our major data centres remained at 1.65.

We utilise sub-metering at our offices to better monitor and manage energy usage and run training courses for facilities staff to help them understand the data. Work by our contractors Newmark Grubb Knight Frank in the US has helped us gain EPA Energy Star certification at 11 large US locations. As well as continuing to upgrade lighting, replacing halogen lamps with more efficient LED fixtures and fitting more daylight and motion sensors, we installed outdoor air economisers, utilising fresh air from outside the building for cooling. We continued to implement simple measures such as shutting doors to conserve heat, using blinds and reflective film to stop solar gain and running local switch-off campaigns.

The offices of our businesses in London, including our head office, were once again awarded the silver prize at the London Mayor's Business Energy Challenge. The competition recognises those companies which have made the greatest improvements in energy efficiency across their London portfolio.

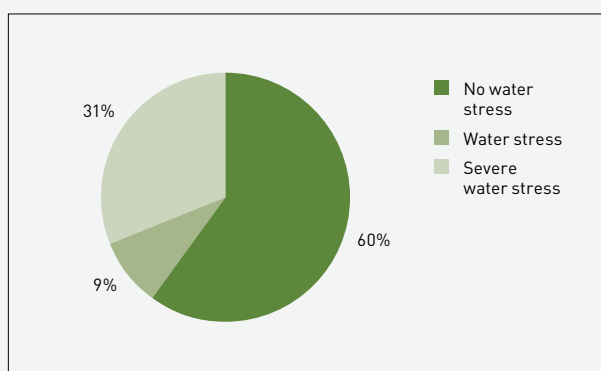
## Water

### WATER CONSUMPTION



Water usage continued to move downwards with a 2% absolute reduction between 2014 and 2015. We use the World Business Council for Sustainable Development's Global Water Tool as a watershed risk management system to identify the river basins from which our sites draw water. In reviewing our 2015 property portfolio, 40% of key locations (based on 1995 World Resources Institute guidelines) are in areas at risk of water stress or severe water stress, which could lead to economic development and food production issues in the future.

### PERCENTAGE OF KEY LOCATIONS IN WATER-STRESSED AREAS



The majority of water-stressed sites use water from municipal supply and are in developed countries with a high capability for water adaptation and mitigation. In 2015, 96% of key locations in water-stressed areas achieved the standard of 10m³ of water per person per year. One location, which grew in the year, missed the target by 10% (reporting 11m³ per person).

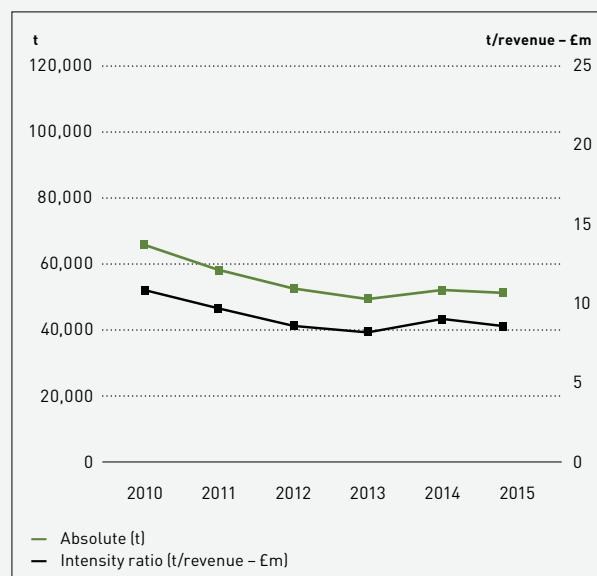
Water consumption in our supply chain is particularly important in relation to paper suppliers. We collect paper supplier water data through PREPS. We also survey suppliers directly to assess their water footprint. While this process involves assumptions and unassured data, it reveals that our primary water impact occurs in our supply chain, particularly paper suppliers. We are acutely aware that water is one of the world's most vital resources. For this reason, we created the RELX Group Environmental Challenge to identify projects that improve sustainable access to water and improved sanitation.

We engage with internal water experts who are responsible for producing water-related products, an organic growth area for us. In 2015, we published 41 peer-reviewed journals in aquatic sciences, including Water Research and the Journal of Hydrology. We are a member of the UN Global Compact CEO Water Mandate, which brings together businesses to address the challenges posed by water scarcity and quality to communities and ecosystems. We provide a water news feed to the CEO Water Mandate's Water Action Hub – an online platform facilitating collaboration on projects in water-stressed areas. As a member of the board of the Alliance for Water Stewardship, we helped to develop an internationally recognised standard for water resource management.

In 2015, we participated in CDP's Water Programme. As a voluntary participant, we were not awarded a score for our disclosure, but the process helps maintain transparency in our reporting.

## Paper

### PRODUCTION PAPER



Production paper has decreased by 22% since 2010 as we deliver more of our products online, reflecting a circular economy approach to conducting our business. We continue to reduce waste and the environmental impact of producing our products through measures such as smaller print runs, litho over digital printing, print on demand and lighter papers where possible.

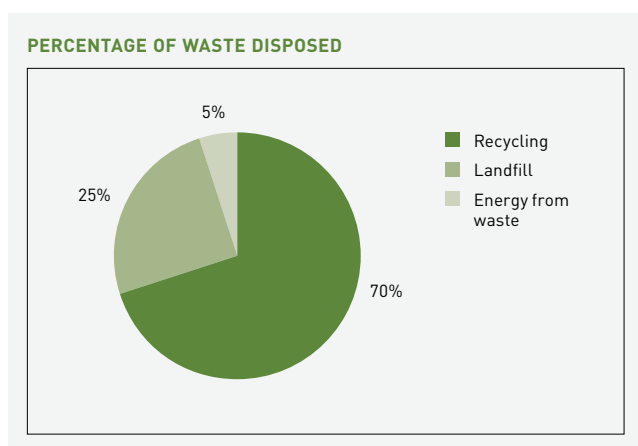
As founding members of PREPS, we have helped create the PREPS database to capture the technical specifications of the pulps and forest sources of our papers. Each paper is given stars according to sustainability criteria: one (unknown or unwanted material), three (known and responsible) or five (recycled, Forest Stewardship Council or Programme for the Endorsement of Forest Certification certified). The grading system was initially developed by PREPS member Egmont UK Ltd and sustainability consultants Carnstone, along with input from Greenpeace and WWF.

Our Paper Policy commits us to increasing the proportion of paper we buy with recycled and certified content and to only purchase PREPS Grade 3 or 5 paper wherever possible. In the year, we introduced a target to achieve 100% of papers graded on PREPS as Grade 3 or 5. With help from our paper suppliers, by the close of 2015, 91% of the Group's papers by weight were graded on PREPS, 100% of which achieved Grade 3 or 5. PREPS is now the largest paper database in the world with nearly 830 papers from 234 mills; our paper is graded by PREPS as time allows. Our procurement colleagues receive regular training on the PREPS database.

We use approximately 655t of office paper a year (some 3,000 sheets per person). To reduce levels, we have set a target of 2,800 sheets per person in the Enhanced Environmental Standards programme. We continue to roll out multifunction devices for printing, scanning and copying, and, by removing stand-alone printers, we decrease energy as well as paper use.

In 2015, we were sector leader in the CDP Forest Programme, which assesses how effectively companies are limiting deforestation risks.

## Waste



We reduced the total waste we generated by 23% (7,604t in 2015 vs 9,860t in 2014). Of this, 70% was recycled and 75% diverted from landfill through recycling, composting and the generation of energy from waste. We do not produce any material amounts of hazardous waste.

As the majority of our offices are leased and situated in shared buildings, we work closely with managing agents and landlords as well as waste contractors. Where complete measurements are not available, we use a methodology to calculate waste based on weight sampling and by counting waste containers leaving our premises. Although we know local municipalities carry out some sorting and recycling, we report all waste as going to landfill unless we have evidence to the contrary.

Building on the experience of high-performing locations, we aim to achieve 90% of waste diverted from landfill at all reporting locations by 2020. Our Green Teams are helping in this effort. In 2015, the Green Team in Dayton, Ohio, supported the site's facilities team with the roll-out of a waste improvement plan across the campus: Kick the Can. This initiative, already piloted at one building in 2014, helped to increase the waste diverted from landfill at the location by 9% and decrease total waste produced by 36%.

Defunct hardware and other electronic waste is disposed of according to regulations and is only recycled if it cannot be reused. Through a partnership with charity Camara, UK computer equipment we no longer need is reused at schools around the world.

We track and aim to reduce packaging waste from our physical products. In the UK, we provide information on packaging waste in line with the UK government's Producer Responsibility Obligations (Packaging Waste) Regulations 2007. As a member of the Biffpack compliance scheme, we report the amount of obligated packaging generated through selling, pack and fill and importation of our products.

## Employee action

Employees are integral to our environmental improvement efforts and 60% of key locations have Green Teams. Throughout 2015, we offered special events, training and competitions at locations across the Group.

Our Green Heroes programme celebrates extraordinary efforts by employees to 'go green.' In 2015, the first prize individual winner was Vickie Beener, Senior Systems Engineer at LexisNexis in Dayton, Ohio, celebrated for dedication in running her large local Green Team and mobilising volunteers for environmental projects. She will be taking part in a scientific expedition with Earthwatch, joining researchers to monitor the impacts of climate change on rare owls in Arizona and Utah. Over the last 10 years, we have successfully collaborated with Earthwatch on biodiversity conservation and education projects. All employees have the opportunity to join an Earthwatch field expedition at reduced rates. Green Team winners received funding to complete projects engaging employees in green activities.

Our operations have an impact on biodiversity, primarily through water extraction, building work, transportation and facilities management. We have few sites with surrounding land; however, where we do, we plant drought-tolerant indigenous species to reduce irrigation requirements and increase biodiversity. For instance, Elsevier Oxford maintains a wildflower garden and beehives.



## Passion for the environment: employees make a difference



In 2015:

- Colleagues across the business participated in our Annual Shoe Drive, donating old shoes to organisations that provide them to recipients in the developing world or sell them to raise funds; 8,511 shoes were diverted from landfill and donated by colleagues at 22 locations; the winning location was Risk & Business Analytics in Orlando, which gave its \$1,000 prize to Making Strides Against Breast Cancer
- The Elsevier Amsterdam Green Team organised two Green Days at its location
  - Homemade Day: Employees were given information about creating their own homemade goods to celebrate local resources, with a market to sell items they made. All proceeds were donated to the Lanesra Foundation, an educational centre in the Philippines
  - Recycling Day: An expert spoke to colleagues about how the office's waste streams are classified and recycled and the different products that result
- The Elsevier Exeter Green Team organised a competition to find the best upcycled Christmas decorations. The team also created a display on water resources during World Water Week
- The Elsevier Philadelphia Green Team organised a campaign to recycle the waste from coffee machines which utilise single-use coffee brew pods, as part of a local waste review; they are now recycled
- The Risk & Business Analytics Alpharetta Green Team sourced new recycling bins for common areas such as meeting rooms and began a garden
- The Risk & Business Analytics Sutton Green Team launched a series of initiatives on World Environment Day, including recycling facility improvements, provision of reusable water bottles and cups which secure a discount at a local coffee bar, and a computer 'switch off when not in use' campaign
- The LexisNexis Legal & Professional Dayton Green Team implemented a Lending Library, encouraging employees to reuse books and magazines rather than discard them as waste; they grew fruit and vegetables at their community garden tended by employee volunteers, which were then donated to a non-profit 'pay what you can afford' kitchen serving the local community; they entered a regional competition, Bring Your Green, in which companies are scored for environmental activities and engagement; all seven sites on the Dayton campus placed in the top 11 of 200 buildings
- The Reed Exhibitions Australia team organised an industry partnership called Freight Man to reduce waste from shows; two major venues and two logistics companies joined the initiative, and it was nominated as a finalist for the Exhibition & Event Association of Australasia Awards for Excellence

2015 objectives	Progress	2016 objectives	Our five-year vision
Consultation on new environmental targets with key stakeholders	<ul style="list-style-type: none"> <li>■ Online survey to gather feedback from employees, suppliers, government, investors and NGOs</li> <li>■ In-depth interviews with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>■ Embed new environmental targets with key stakeholders</li> <li>■ Purchase renewable electricity equal to 60% of global consumption</li> </ul>	Meet our five-year environmental targets, which will contribute to keeping global average climate warming to below two degrees Celsius; help others do so through our environmental content and services
50% of electricity from renewable energy or Renewable Energy Certificates	<ul style="list-style-type: none"> <li>■ Achieved through purchase of European green tariff and US Green-e certified Renewable Energy Certificates</li> </ul>	<ul style="list-style-type: none"> <li>■ 25% of locations to achieve five or more new Group Environmental Standards</li> </ul>	
75% of key locations to achieve five or more Group Environmental Standards	<ul style="list-style-type: none"> <li>■ 78% of key locations achieved five or more Group Environmental Standards</li> </ul>		

# Appendices

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# Appendix 1 – LBG assurance statement 2015

Corporate Citizenship has been asked by RELX Group to review its use of the LBG model for measuring corporate community involvement activity during 2015.

RELX Group is an active member of LBG. The LBG measurement model helps businesses to improve the management, measurement and reporting of their corporate community investment programmes. It moves beyond charitable donations to include the full range of contributions (in time, in kind and in cash) made to community causes, and assesses the actual results for the community and for the business. (See [www.lbg-online.net](http://www.lbg-online.net) for more information.)

As managers of LBG, we have worked with RELX Group to ensure its operations understand the LBG model and have applied its principles to the measurement of community investment programmes in 2015. Having conducted an assessment, we are satisfied that the data continue to reflect LBG principles. Our work has not extended to an independent audit of the data.

In our commentary we identify some developments that have been made in the last year, as well as some improvements that can be made as RELX Group develops its application of the model in the future. We have further explained our observations in a separate management note to RELX Group.

## Commentary

### Data collection process

RELX Group has a strong system of checks and balances to ensure the rigour and validity of its community data. This includes both its systems for data collection and an internal review process that includes sign-off from divisional finance directors. The assurance process has identified some areas where this process could be further improved: these have been outlined separately to RELX Group.

### Valuation of in-kind donations

A significant amount of RELX Group's community contributions are from in-kind donations. We are encouraged that RELX Group is conservative in its valuations of these contributions. However, we have advised that next year RELX Group conducts a review of its valuation process in order to ensure that the valuations used continue remain at the appropriate level.

### Understanding impacts

We are encouraged that RELX Group is implementing an impact measurement framework this year. This will help it to demonstrate the changes to the organisations and individual beneficiaries that occur as a result of its community contributions.

#### Corporate Citizenship

[www.corporate-citizenship.com](http://www.corporate-citizenship.com)  
February 2016

# Appendix 2 – EY assurance statement 2015

Independent Assurance report to RELX Group plc Management.

We have performed a limited assurance engagement on selected performance data presented in the RELX Group plc ("RELX Group") 2015 Corporate Responsibility report ("the Report").

## Respective responsibilities

RELX Group management is responsible for the collection and presentation of the information within the Report. RELX Group management are also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement, whether due to fraud or error.

Our responsibility, in accordance with our engagement terms with RELX Group management, is to carry out a 'limited level' assurance engagement on the selected data ("the Subject Matter Information") outlined under the following headings in the Report:

- Health and Safety (H&S)
- Environment
- Climate Change
- Waste
- Paper

We do not accept or assume any responsibility for any other purpose or to any other person or organisation. Any reliance any such third party may place on the Report is entirely at its own risk.

Our assurance engagement has been planned and performed in accordance with the International Standard for Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. The report has been evaluated against the following criteria (collectively "the Criteria"):

## Completeness

- Whether all material data sources have been included and that boundary definitions have been appropriately interpreted and applied.

## Consistency

- Whether the RELX Group Global Environmental Survey and Global Health & Safety Survey guidance (the 'Guidelines') has been consistently applied to the data.

## Accuracy

- Whether site-level data has been accurately collated by RELX Group management at a Global level.
- Whether there is supporting information for the data reported by sites to RELX Group management at a Global level.

## Summary of work performed

The procedures we performed were based on our professional judgement and included the steps outlined below:

1. Interviewed a selection of management to understand the management of corporate responsibility issues within the organisation.
2. Reviewed a selection of management documentation and reporting tools including guidance documents.
3. Performed a review of the Hara online data collection tool, including testing outputs and selected conversions made within the tool.
4. Reviewed underlying documentation for a sample of site level environmental data points.
5. Reviewed and challenged the validation and collation processes undertaken by RELX Group management in relation to the Subject Matter Information.
6. Reviewed the Report for the appropriate presentation of the Subject Matter Information, including the discussion of limitations and assumptions relating to the data presented.

## Limitations of our review

We conducted our work to express a limited assurance conclusion. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement and we do not therefore express a reasonable assurance opinion.

The scope of our engagement was limited to the reporting period, and therefore 2015 performance only.

We have not sought any supporting evidence for data that has been sourced from RELX Group's Annual Report and Accounts.

The responsibility for the prevention and detection of fraud, error and non-compliance with laws or regulations rests with RELX Group management. Our work should not be relied upon to disclose all such material misstatements, frauds, errors or instances of non-compliance that may exist.

## Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information was not prepared, in all material respects, in accordance with the Criteria, which was applied by management.



## Observations and areas for improvement

Our observations and areas for improvement will be raised in a report to RELX Group management. Selected observations are provided below, two of which can also be found in the appropriate sections of RELX Group's Report. These observations do not affect our conclusions on the Report set out earlier in this statement.

RELX Group has again reported reductions in both its scope 1 and scope 2 carbon emissions. Taken together, RELX Group has been able to report an overall reduction of 35% in these emissions since 2010 and has set out a target to reduce scope 1 and scope 2 carbon emissions by 40% against the 2010 baseline. Over the same period, RELX Group has reported an increase in its travel emissions which now contribute more than one third of RELX Group's gross emissions. These scope 3 emissions currently represents flight data from only 90% of the business - we would encourage RELX Group to extend reporting to the whole business and consider capturing data for other modes of business travel. This will allow RELX Group to understand and more actively manage an increasingly significant element of the overall footprint. In the longer term RELX Group should also consider how this impact can be targeted for reduction.

RELX Group has continued to target a complete set of accident data. We have seen evidence of RELX Group requesting the collection of H&S data on a more frequent basis. However, although there have been improvements in coverage, more can be done to improve the accuracy, completeness and timely reporting of information relating to incidents. We would encourage RELX Group to enhance its H&S reporting by requiring more frequent, formal reporting to RELX Group. This should allow the central team to use this information more actively, identify incident trends more readily and provide greater confidence to internal stakeholders that H&S risks are being effectively managed across the Group.

## Our independence and competence

With the exception of this work, we have provided no other services relating to RELX Group's approach to sustainability reporting throughout 2015.

We have implemented measures to ensure that we are in compliance with the applicable independence and professional competence rules as articulated by the IFAC Code of Ethics for Professional Accountants and ISQC1<sup>2</sup>. Our assurance team has been drawn from our UK Climate Change and Sustainability Services team, which undertakes engagements similar to this with a number of significant UK and international businesses.

### Ernst & Young LLP

London

8 March 2016

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# Appendix 3 – Global Reporting Initiative Index

The Global Reporting Initiative (GRI) is an international framework for voluntary reporting of the economic, environmental and social impacts of company performance.

The table below indicates how this report aligns with the GRI G4 comprehensive guidelines.

Deloitte has audited the Group consolidated financial statements. EY has carried out 'limited level' assurance on health and safety, environment, climate change, waste and paper data. LBG has assessed community data.

## G4 CONTENT INDEX

### GENERAL STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure*
<b>STRATEGY AND ANALYSIS</b>		
G4-1	Statement from the most senior decision-maker of the organisation.	4
G4-2	Description of key impacts, risks, and opportunities.	6-7+
<b>ORGANISATIONAL PROFILE</b>		
G4-3	Name of the organization.	2
G4-4	Primary brands, products, and services.	5
G4-5	Location of organisation's headquarters.	23+; AR: 176
G4-6	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	AR: 176+
G4-7	Nature of ownership and legal form.	5, 23+
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	5; AR: 7-39
G4-9	Scale of the reporting organization.	5; AR: 101-103
G4-10	Total number employees by employment contract and gender; number of permanent employees by employment type and gender; total workforce by employees, supervised workers and by gender; total workforce by region and gender. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed or contract workers. Report any significant variations in employment numbers.	28-29; AR: 103
G4-11	Percentage of total employees covered by collective bargaining agreements.	24+, 28. The percentage of employees covered by bargaining agreements is managed and monitored at a local level
G4-12	Describe the organization's supply chain.	50-53
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	AR: 3
G4-14	Whether and how the precautionary approach or principle is addressed by the organization.	55; AR: 60-62
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	7-8, 28
G4-16	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic	7-8

\*All page numbers in the Disclosures are from the RELX Group CR Report unless otherwise indicated as AR (RELX Group Annual Report)

+More information available through relevant link(s) on indicated page

## GENERAL STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b>		
G4-17	List all entities included in the organization's consolidated financial statements and indicate whether any entity is not covered in the report.	AR: 8–9
G4-18	Process for defining the report content and the Aspect Boundaries and how the organization has implemented the Reporting Principles for Defining Report Content.	6–7+, 57+
G4-19	List all the material aspects identified in the process for defining report content.	7
G4-20	Report the boundaries for each material aspect within the organization. Indicate whether or not each aspect is material within the organization; if it is material for all entities within the organization; if there are any limitations regarding the aspect boundaries.	7
G4-21	Report the boundaries for each material aspect outside the organization. Identify the entities or groups for which the aspect is material as well as the geographical location. Describe any limitations regarding the aspect boundary outside the organization.	7
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	10
G4-23	Report significant changes from previous reporting periods in the scope and aspect boundaries.	10
<b>STAKEHOLDER ENGAGEMENT</b>		
G4-24	Stakeholder groups engaged by the organization.	7–8
G4-25	Basis for identification and selection of stakeholders with whom to engage.	7–8
G4-26	Approaches and frequency of engagement by type and by stakeholder group, and indicate whether any of the engagement was undertaken specifically as part of the report preparation process.	7–8
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	7
<b>REPORT PROFILE</b>		
G4-28	Reporting period (such as fiscal or calendar year) for information provided.	10; AR: 2, 69
G4-29	Date of most recent previous report (if any).	10; AR: 8
G4-30	Reporting cycle (such as annual, biennial).	10; AR: 145
G4-31	Provide the contact point for questions regarding the report or its contents.	2
G4-32	Report the 'in accordance' option the organisation has chosen; report the GRI Content Index for the chosen option; report the reference to the External Assurance Report, if the report has been externally assured.	69
G4-33	Policy and current practice with regard to seeking external assurance for the report.	69; AR: 141

## GENERAL STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>GOVERNANCE</b>		
G4-34	Governance structure of the organization, including committees under the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	6; AR: 63–92
G4-35	The process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	6
G4-36	Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	6, 57
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	6–8
G4-38	The composition of the highest governance body and its committees.	AR: 64–65
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer	AR: 64
G4-40	Process for determining the qualifications and expertise of the members of the highest governance body	AR: 68–71
G4-41	Processes in place for the highest governance body to ensure, that conflicts of interest are avoided	AR: 76
G4-42	Roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals	AR: 69
G4-43	The measures taken to develop and enhance the highest governance body's collective knowledge	AR: 70–71
G4-44	Processes for evaluating the highest governance body's own performance	AR: 70
G4-45	Procedures of the highest governance body for overseeing the organization's identification and management of performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	AR: 68–72
G4-46	The highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	AR: 91–92
G4-47	The frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	AR: 69–73
G4-48	The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	6
G4-49	The process for communicating critical concerns to the highest governance body	6; AR: 91–92
G4-50	The nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	AR: 91–92
G4-51	Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance	AR: 79
G4-52	The process for determining remuneration; whether remuneration consultants are involved	AR: 77–90
G4-53	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	AR: 73
G4-54	The ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	AR: 89
G4-55	The ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	AR: 89
<b>ETHICS AND INTEGRITY</b>		
G4-56	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	24+
G4-57	The internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines	24–25
G4-58	The internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	24–25



## SPECIFIC STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>Economic</b>		
G4-DMA	General management approach	5
<b>ECONOMIC PERFORMANCE</b>		
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee wages and benefits, payments to providers of capital, payments to government (by country) and community investments;	5, 25, 46; AR: 2, 103
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	55+, 60–61
G4-EC3	Coverage of the organization's defined benefit plan obligations.	AR: 103–111
G4-EC4	Significant financial assistance received from government.	We received no significant financial assistance from government
<b>MARKET PRESENCE</b>		
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	24+; This is managed and monitored at local level
G4-EC6	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	24+
<b>INDIRECT ECONOMIC IMPACTS</b>		
G4-EC7	Development and impact of infrastructure investments and services supported	7–8, 44–48
G4-EC8	Significant indirect economic impacts, including the extent of impacts	7–8, 44–48
<b>PROCUREMENT PRACTICES</b>		
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	50–53
<b>Environment</b>		
G4-DMA	General management approach	55–64
<b>MATERIALS</b>		
G4-EN1	Materials used by weight or volume.	We report on paper, our significant material – 62–63
G4-EN2	Percentage of materials used that are recycled input materials.	We report on paper, our significant material – 62–63
<b>ENERGY</b>		
G4-EN3	Energy consumption within the organization	61
G4-EN4	Energy consumption outside of the organization	61
G4-EN5	Energy intensity	61
G4-EN6	Reduction of energy consumption	61
G4-EN7	Reductions in energy requirements of products and services	61
<b>WATER</b>		
G4-EN8	Total water withdrawal by source.	62
G4-EN9	Water sources significantly affected by withdrawal of water.	62
G4-EN10	Percentage and total volume of water recycled and reused.	62
<b>BIODIVERSITY</b>		
G4-EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	63 – RELX Group is a predominantly office-based organisation. The majority of our locations are in cities
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	63
G4-EN13	Habitats protected or restored.	63
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	63

## SPECIFIC STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>Environment</b>		
<b>EMISSIONS</b>		
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	60
G4-EN16	Indirect greenhouse gas (GHG) emissions (Scope 2)	60
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	61
G4-EN18	Greenhouse gas (GHG) emissions intensity	60
G4-EN19	Emissions of ozone-depleting substances (ODS)	60
G4-EN20	Emissions of ozone-depleting substances by weight	60
G4-EN21	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions	We do not have other significant air emissions
<b>EFFLUENTS AND WASTE</b>		
G4-EN22	Total water discharge by quality and destination	Our water discharge is through municipal systems
G4-EN23	Total weight of waste by type and disposal method	63
G4-EN24	Total number and volume of significant spills	63
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention <sup>2</sup> Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	63
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	62–63
<b>PRODUCTS AND SERVICES</b>		
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	55+
G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	62–63
<b>Compliance</b>		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	We had no significant fines in the reporting period
<b>TRANSPORT</b>		
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	61
<b>OVERALL</b>		
G4-EN31	Total environmental protection expenditures and investments by type.	This is managed and monitored at a local level
<b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b>		
G4-EN32	Percentage of new suppliers that were screened using environmental criteria	50–51
G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	50–52
<b>ENVIRONMENTAL GRIEVANCE MECHANISMS</b>		
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	We had no grievances in the reporting period
<b>Labor Practices and Decent Work</b>		
G4-DMA	General management approach	28–35
<b>EMPLOYMENT</b>		
G4-LA1	Total workforce by employment type, employment contract and region	28–29; AR: 103
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	24+; We comply with all applicable national laws
G4-LA3	Return to work and retention rates after parental leave, by gender	This is managed and monitored at a local level
<b>LABOR/MANAGEMENT RELATIONS</b>		
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	This is managed and monitored at a local level

## SPECIFIC STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>Labor Practices and Decent Work</b>		
<b>OCCUPATIONAL HEALTH AND SAFETY</b>		
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	33+
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	33–34
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	33
G4-LA8	Health and safety topics covered in formal agreements with trade unions	33–34
<b>TRAINING AND EDUCATION</b>		
G4-LA9	Average hours of training per year per employee by gender, and by employee category	32
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	32
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	32
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>		
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity	29; AR: 64–67
<b>EQUAL REMUNERATION FOR WOMEN AND MEN</b>		
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	This is managed and monitored at a local level
<b>SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b>		
G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	50–52
G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	51–52
<b>SUPPLIER ASSESSMENT FOR LABOR PRACTICES</b>		
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	This is managed and monitored at a local level
<b>Human Rights</b>		
G4-DMA	General management approach	24–25, 28, 50
<b>INVESTMENT</b>		
G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	24+, 50+
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	24, 52
<b>NON-DISCRIMINATION</b>		
G4-HR3	Total number of incidents of discrimination and actions taken	This is managed and monitored at a local level
<b>FREEDOM OF</b>		
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	50–52
<b>CHILD LABOR</b>		
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	50–52
<b>FORCED OR COMPULSORY LABOR</b>		
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	50–52
<b>SECURITY PRACTICES</b>		
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	24–25, 50–52

## SPECIFIC STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>Human Rights</b>		
<b>INDIGENOUS RIGHTS</b>		
G4-HR8	Total number of incidents of violations involving rights of indigenous people and actions taken	This is managed and monitored at a local level
<b>ASSESSMENT</b>		
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	This is managed and monitored at a local level
<b>SUPPLIER HUMAN RIGHTS ASSESSMENT</b>		
G4-HR10	Percentage of new suppliers that were screened using human rights criteria	51
G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	50–52
<b>HUMAN RIGHTS GRIEVANCE MECHANISMS</b>		
G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	This is managed and monitored at a local level
<b>Society</b>		
G4-DMA	General management approach	24–25
<b>LOCAL COMMUNITIES</b>		
G4-S01	Percentage of operations with implemented local community engagement, impact assessments, and development programs	44
G4-S02	Operations with significant actual or potential negative impacts on local communities	62–63
<b>ANTI-CORRUPTION</b>		
G4-S03	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	24–25
G4-S04	Communication and training on anti-corruption policies and procedures	24–25
G4-S05	Confirmed incidents of corruption and actions taken	24–25
<b>PUBLIC POLICY</b>		
G4-S06	Total value of political contributions by country and recipient/beneficiary	25
<b>ANTI-COMPETITIVE BEHAVIOR</b>		
G4-S07	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	This is managed and monitored at a local level
<b>COMPLIANCE</b>		
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	We had no significant fines in the reporting period
<b>SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</b>		
G4-S09	Percentage of new suppliers that were screened using criteria for impacts on society	50–52
G4-S010	Significant actual and potential negative impacts on society in the supply chain and actions taken	51
<b>GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY</b>		
G4-S011	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	This is managed and monitored at a local level

## SPECIFIC STANDARD DISCLOSURES

Profile Disclosure	Disclosure	Location of disclosure
<b>Product Responsibility</b>		
G4-DMA	General management approach	37–42
<b>CUSTOMER HEALTH AND SAFETY</b>		
G4-PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	33, 55+
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	This is managed and monitored at a local level
<b>PRODUCT AND SERVICE LABELLING</b>		
G4-PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	37–42
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	24–25
G4-PR5	Results of surveys measuring customer satisfaction	40
<b>MARKETING COMMUNICATIONS</b>		
G4-PR6	Sale of banned or disputed products	39
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	39
<b>CUSTOMER PRIVACY</b>		
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	39
<b>COMPLIANCE</b>		
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	We had no significant fines in the reporting period



# Credits

The RELX Group Corporate Responsibility Report is available at [www.relx.com/go/CRReport](http://www.relx.com/go/CRReport)

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Introduction
Our unique contributions
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