

People and culture

People and culture is one of our five strategic priorities. It forms a central part of our sustainability agenda.

A key element to creating long term shareholder value is our ability to attract, develop and retain the most talented people at all levels. We do this in a variety of ways.

Diversity

We are a global business (see page 6) with employees and stakeholders from a wide range of cultures and backgrounds. Allowing diversity to flourish fosters greater innovation. It enables the business to respond more effectively to the rapidly changing business environment. It also helps us meet the range of diverse customer needs, and it enhances our creativity.

During 2012 we employed, on average, 6,666 people around the world. The charts below highlight the diversity of our people.

We have developed a range of procedures and practices to help our employees to achieve their full potential regardless of gender, age or background. These include equal opportunities policies and programmes that ensure people are selected and promoted solely on the basis of their skills and abilities.

We have a number of initiatives to help our talented female employees achieve their career aspirations and to increase the number of women in senior leadership roles over time and between January 2011 and December 2012 the number of women in divisional leadership roles rose from 33% to 42% (excluding Delta businesses).

During 2012 we expanded our Executive Women's Forums, which enable participants to share experiences, build networks and learn from external educators. The forums, held in London, New York and San Francisco, were attended by 75 female senior and middle-line managers.

We also developed workshops on 'Building an Inclusive Culture at UBM', which will be rolled out to 500 managers during 2013.



As at 31 December 2012 the UBM plc Board of directors included two women (22%) (2011: one woman (11%).

Talent management

2012 programme	2012 participants	Total participants/ alumni	Years operated	Progression (2011 alumni promoted into leadership roles in 2012)
Business Leaders Programme (BLP)	n/a. Our focus was on alumni events	70	12	28%
C-LDP (China)	24 (China & Hong Kong)	37	2	9%
E-LDP (Europe)	24 (UK, Holland & France)	65	7	33%
A-LDP (Americas)	25 (USA & Brazil)	25	1	n/a

In December 2012 the Association of British Insurers ('ABI') highlighted our work on building an inclusive culture at UBM as an example of best practice.

We have embedded strong succession planning and talent review processes into the fabric of our business management practices. During 2012 we launched a new American Leadership Development Programme ('A-LDP') to complement our other regional programmes – the China Leadership Development Programme ('C-LDP') and the European Leadership Development Programme ('E-LDP'). A summary of our leadership programmes is above.

Some non-executive directors continued to mentor potential executives in 2012. We expanded and developed our International Exchange Programme, under which employees spend several weeks living and working in a team in another country to learn new skills, teach diverse techniques, and continue their leadership development.

Flexible working

We offer a wide range of flexible working policies to enable employees to balance the demands of work and their personal lives and responsibilities. These include working from home, flexible hours, sabbatical leave, enhanced parental leave, part-time working, job-sharing and a compressed working week. In our employee engagement survey 71% of employees agreed that they were able to manage their work responsibilities in order to maintain a healthy balance between work and home.

We recognise the specific needs of individuals and, in particular, ensure that appropriate adjustments are made to enable us to employ disabled people. Should employees become disabled during employment we make every effort, through appropriate training or other adjustments, to accommodate their disability and enable them to continue their career with us.

Internship programme

Against the backdrop of increased youth unemployment, in 2012 UBM offered six 6-month graduate internships in London. In addition to supporting young people in their efforts to enter paid employment, we also sought to attract high potential interns from socially disadvantaged backgrounds. The internships are paid at the London Living Wage, to ensure that pay is not a barrier to accepting an internship. All three of the interns due to finish during 2012 have secured full-time positions with UBM, while the other three interns will complete their internships during 2013. In 2013, we will be extending the programme by offering a further six internships in both London and New York. One of our 2012 interns will manage the programme.

Health, welfare and benefits

Our objective is to ensure that all employees in all locations are treated fairly and we aim to follow best employment practices within local markets. We have detailed employment policies across our business, covering recruitment, training, flexible working, paid leave (including maternity, paternity, adoption, carer and sabbatical leave), diversity, data protection and anti-malpractice ('whistle-blowing').

We are serious about taking care of our employees and offer a wide range of initiatives. These include gym/health club reimbursement; Cycle2Work and secure parking for bikes; wellness clinics; private medical cover; health checks; free eye tests and discounted prescriptions.



Communication

We foster an open, entrepreneurial and innovative business culture which allows individuals to excel. Clear and open communication with employees is fundamental to achieving our business aims.

Employee engagement

By actively listening to our employees we make UBM a better place to work. Participation in ubmVOICE, our employee engagement survey, continued its upward trend in 2012. Over 5,000 employees (80%) participated and, in a new feature for 2012, an impressive 56% of participants left a comment, illustrating our open culture and our employees' confidence that the survey will result in action being taken to address feedback.

Participation %



Year-on-year we remain significantly above benchmark in areas such as:

- Feeling valued, recognition for good work
- Being treated with respect
- Feeling part of a team
- Trust in management
- Support for innovation and collaboration

We are continually seeking to improve and identify areas of focus. For example, while the area of Growth and Development is up 6% since 2010, the 2012 results have highlighted that this is an area where we still need to improve, and we will be taking action as a result of the survey results and employee comments.

UBM'S online community (the 'Hub')

A key way in which UBM employees communicate, connect and collaborate is via our online community, the Hub. This is a vibrant social business platform which enables our employees around the world to share ideas, knowledge, expertise and experiences in an open and collaborative environment. It supports and complements face-to-face communication and consultative forums, such as town hall meetings. It enables divisional senior management to host webinar and Q&A sessions to give updates on progress, strategy and management thinking. The CEO also provides regular UBM-wide updates.

In place for over four years, the Hub is a mature community where we see continued high levels of engagement and participation.

- Contributing activity rose 16%
- The number of contributors rose 10%
- Responses rose 88%, on everything from answers to specific questions, to help with strategic challenges or feedback on new ideas
- 2.6m pages views

Although we have over 6,600 employees across over 32 different countries, our online community is bringing our dispersed company closer together than ever before. We have an established culture of sharing and learning and our employees can tap into the experience and expertise of their colleagues.



Our online community creates a welcoming place where positive culture thrives, both mirroring and reinforcing our 'in-person' culture. We openly share successes, and admit mistakes, which is crucial to increasing quality and innovation.

Decision-making, planning and execution are enhanced or accelerated, particularly on cross-border collaboration projects.

The Hub also allows us to respond more rapidly and innovatively to unexpected events. In the aftermath of Hurricane Sandy in October 2012 it was the sole means through which some employees were able to keep in touch. It facilitated calls to action or offers of help in ways and in response times previously not possible. As well as business needs, the Hub enabled us to meet the personal needs of employees experiencing hardship.

Responsible business

We are committed to ensuring that we engage positively with society and to minimise negative and social impacts from our operations. Acting with respect is central to the way we do business.

Environment

In 2010 we set a target of reducing our absolute carbon emissions by 5% by the end 2012. By December 2012 we had reduced carbon emissions by 10%, despite having grown the business and increased our headcount by 8%. We reduced electricity emissions by 4% from 2010, gas emissions by 6% and carbon emissions per head by 17%.

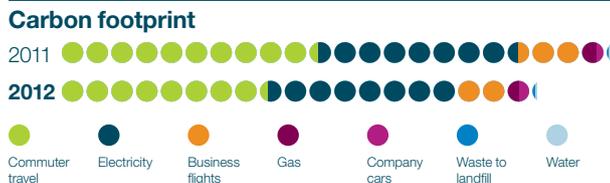


Several factors have helped us to achieve such a significant reduction, including:

- The dedication and hard work of our global ‘Green Teams’ around the business, each of which is sponsored by our divisional CEOs
- Increased employee awareness and engagement, plus an inter-business competition with all global offices competing to reduce wasted energy, and encourage energy efficiencies. The winning offices creating energy savings of over 25% per person
- Proactive energy management across our global offices, including the use of smart meters that increase the accuracy of our data and our ability to influence consumption.

2012 global carbon footprint

The charts below, illustrating our 2012 v 2011 carbon footprint, show the reductions we made across all key areas in 2012:



2012 environmental successes

- UBM Live Amsterdam achieved the ISO20121 accreditation for Sustainable Event Management for five events (see page 26)
- UBM won the Best Environmental Initiative Award at the 2012 Production and Environment Awards, for our ‘Zero to Landfill’ waste initiative our Head Office in London
- Our London offices switched to a Green Energy Tariff – electricity supplied from 100% renewable sources
- 54% of our waste is recycled
- UBM improved its scoring in the FTSE 350 Carbon Disclosure Index, rising to 75%, and a ‘B’ in the Carbon Performance index (2011: 59%, ‘D’)
- UBM won the Carbon Trust Standard again, for reducing carbon in UK offices by 8% over the last three years
- UBM’s San Francisco office achieved the Green Buildings – LEED Platinum Award, scoring more than any other commercial interior in San Francisco
- We are rolling out improved recycling systems, decreasing waste sent to landfill and increasing the percentage of waste sent to ‘Energy from Waste’ facilities in the US and UK

We will be setting further carbon reduction targets for 2013 and beyond. These are currently under review in light of the proposed sale of the Data Services businesses and we will shortly be providing an update on our website – <http://sustainability.ubm.com/environment>

Sustainable events

As a leading organiser of events around the world we aim for excellence by conducting our business operations in a sustainable manner. At our events we strive to raise awareness of sustainability issues among our suppliers, our customers and the owners of the venues we use.

Building on our success in achieving BS8901 accreditation for three of our events, during 2012 we became one of the first global companies to achieve the third party accreditation of ISO20121 standard for Sustainable Event Management for:

- Business4Better UK, CPhI Worldwide, Fi Europe, Hi Europe/NI/NuW and the Protection and Management Series (IFSEC, Facilities Show, Safety & Health Expo and Firex), as well as UBM's Amsterdam office.

We also have systems in place to minimise negative impacts of our business activities. These include clear objectives and targets relating to reducing energy usage, water usage and waste; training for employees; promoting health and safety of employees, exhibitors and visitors; promoting sustainability in the stakeholder supply chain; monitoring the sustainability performance of suppliers and contractors; ensuring that

sufficient resources have been allocated to meet our commitments. In 2012 we appointed an Event Sustainability Champion within our operations teams in each key region of USA, EMEA and Asia. Their responsibility is to share knowledge, to monitor sustainability development at our events and to propose, manage and deliver new initiatives.

UBM Live Amsterdam was recognised in September 2012 by UFI, the global association of the exhibition industry, for its systems management approach to sustainable development.

“UBM Live has demonstrated an unusual understanding of what Sustainability is and how to embed it in its organisation, considering all the Sustainability pillars in a balanced and holistic way. A truly inspiring example for the Events Industry!”

(ISO20121 Auditor).

Community

UBM's Community Engagement Series

Previously known as our NGO Events, our Community Engagement Series comprises a set of unique, free events that bring together charities, NGOs, social enterprises, private sector companies, and CSR professionals to network, share best practice and build partnerships. They are UBM's most significant community investment, in terms of time, money and resources. They harness UBM's commercial resources, and the expertise and experience of our staff in a not-for-profit environment. The Series has the personal commitment of our CEO, David Levin, who is its sponsor at Board level.

Launched in Brazil in 2009, the Community Engagement Series now encompasses India, the UK and, from 2013, the US. In 2012 over 800 charities exhibited and there were more than 15,000 visitors to the events in India, Brazil and the UK. The total cost to UBM of the Series during 2012 was £502,276 (2011: £397,365).

You can find further details of each event at the links below:

UBM's Community Engagement Series 2013

- Business4Better, US, www.business4better.org
- NGO India, www.india-ngo.org
- Business4Better UK, www.business4better.org.uk
- ONG Brasil, www.ongbrasil.com.br

The Series is also supported by PR Newswire, which in 2012 provided free distributions, PR and marketing support to promote the various events, worth a total of £13,473.

Pro bono work

We offer complimentary or discounted services to not-for-profit entities:

- In June 2012, PR Newswire waived fees for all news releases from organisations offering aid to victims of the Colorado fires, worth \$10,200
- PR Newswire continued its long-standing support for the Clinton Global Initiative Conference by providing complimentary news releases to all charities and NGOs declaring commitments at the 2012 Conference, worth £45,000
- Via its partnership with 3BLmedia, PR Newswire provided expanded distribution to media, analysts and stakeholders to any PR Newswire member that has a CSR or Sustainability communication initiative

We also donate computer and other equipment to schools, and at our events we donate stands to NGOs to enable them to get closer to specific industries. Our events in the US coordinate with venues and local not-for-profit agencies to organise food donations from events to local soup kitchens and support centres.

We raise money for charity at many of our events, and our Awards events raised £96,866 during in 2012.

Volunteering and employee fundraising

UBM employees are encouraged to undertake volunteering activities and are given paid time off each year to volunteer. We blend our volunteering and pro bono activities with our events, pioneered by UBM LLC Foundation, our community foundation in the US. In this way we deliver UBM resources to charities and not-for-profit entities, from expertise to free exhibitor space. In 2012 we grew our events-based partnership with Year Up www.yearup.org, a US not-for-profit organisation dedicated to 'closing the opportunity divide' through education for at-risk 18 to 24 year olds. UBM employees offer their time and skills from mentoring students at the office to hosting them at events such as Cloud Connect, Interop and Enterprise 2.0.

We also operate a matched giving scheme through which UBM matches the fundraising efforts by its employees, together with a payroll giving scheme that matches regular donations by employees.

In addition to our commitments around the Community Engagement Series, in 2012 we also made cash donations to charities of £197,172 (2011: £270,097). In total we committed cash, resources and services of £719,347 (which includes the Community Engagement Series) (2011: £943,675).

Health and Safety

We recognise that providing a safe working environment for our employees, and for the exhibitors and visitors to our many events, is an essential responsibility of our management and employees at all levels. UBM's Health and Safety ('H&S') policy lies with the Board and each divisional CEO is responsible for making sure that their business operates safely, and in compliance with relevant legislation and procedures. Divisional CEOs also undertake H&S training. In December 2012, 30 UBM global operations leaders met for the first time to discuss common challenges, to showcase best practice, and to build a co-ordinated plan to implement H&S best practice at our events worldwide.

Our principal H&S issues relate to the operation of our events which had over 1.7m visitors in 2012. While local legal requirements may vary, we aim to set benchmark standards for managing H&S at our events around the world. We make contractors and exhibitors aware of our demanding requirements with detailed guidance. Most contractors have either undertaken formal training or plan to do so because we demand it. We seek to apply the highest standards at each of our events, taking account of local regulations and norms but also applying our own standards. We carry out risk assessments at our events and a H&S manager is on site throughout the event. UBM works closely with external experts to undertake regular independent audits of our events and we continually seek to improve and share best practice. Our Internal Audit department reviews H&S issues at our events, with particular emphasis on those in Emerging Markets.

Our office-based employees undertake annual online H&S training courses and workplace risk assessments.

Suppliers

We aim to do business in a consistent, responsible and appropriate manner. We work closely with venues, suppliers and contractors to encourage sustainability and environmentally responsible activities. Through regular communication we ensure that our partners meet the same high standards that we set ourselves, including adherence to local laws and best practice.

Sustainability is a key part of our procurement process. We ask suppliers to explain their company's sustainability initiatives, sustainable product offerings and to report their use. We review their responses and include them in a weighted scoring matrix where sustainability has an equal weighting to that of customer service. In larger tender processes, suppliers are also required to present in person and to demonstrate how they are able to meet the requirements involved in delivering against their responses, including detailed sustainability practices.

For example, a recent large tender process relating to our events included the following commitment to UBM by our supplier:

- Always use eco-friendly products and material as the first choice
- Provide a sustainability co-ordinator for every UBM show, responsible for:
 - Working with UBM on setting sustainability goals
 - Working with venues and internal operations on sustainability processes
 - Co-ordinating donations
 - Tracking and reporting sustainability results on every relevant UBM show.

