



# **INTEGRITY**

## **HAS NO DETOURS**

**THE ETHICAL WAY IS ALWAYS THE RIGHT WAY.**



Independent News & Media PLC

Code of Conduct



# A MESSAGE FROM OUR CEO



INM firmly believes in combining 'good business with good ethics'. It is a principle which extends across all our markets and underpins how we meet our corporate, social and environmental responsibilities. Ethical failures erode the very integrity of our business. As employees of INM we should always be mindful of the responsibilities that we have to each other and to our stakeholders. We should never place ourselves in an unethical situation which could compromise these responsibilities.

The code set out in the following pages details the values and behaviours that we expect of our employees. It offers guidance on key ethical areas which one may encounter in our day to day business dealings. It is not meant to be an exhaustive list and is no substitute for common sense. Please take the time to review this code and consider its contents.

Ethical dilemmas can often be complex. If in doubt or if you need further clarification talk to your manager. If you do become aware of unethical behaviour I strongly encourage you to report it through one of the channels outlined in the section on obtaining advice and raising concerns. No employee will be penalised or retaliated against for raising a concern in good faith.

Over the past 100 years INM has worked hard to build its reputation. Today it represents our most valuable asset and is something which we are very proud of. Unfortunately it can easily be tarnished by the misguided actions of a few individuals. We are all custodians of this reputation and as such we have a responsibility to act with the highest level of integrity at all times to ensure INM's good name is protected.

Thank you

A handwritten signature in black ink, appearing to read 'Gavin O'Reilly'. The signature is fluid and cursive, with a prominent loop at the end.

Gavin O'Reilly (Chief Executive Officer)

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# INTRODUCTION

**INM is committed to maintaining the highest standards of ethical behaviour. Business operations within INM are often complex and good ethical behaviour does not boil down to a series of “dos” and “don’ts.” Even the appearance of improper behaviour can have serious repercussions on INM’s reputation. This code outlines some of the key principles underpinning ethical behaviour in INM. It applies to all employees (which for the purpose of this code includes agents, contractors, consultants, board members and any other parties representing/performing services on behalf of the INM Group). The Group is defined as those companies in Ireland, UK and South Africa where INM directly or indirectly controls more than 50% of the equity. Companies where INM owns 50% or less of the equity are encouraged to adopt similar principles.**

You should familiarise yourself with this code and apply the principles in your day to day business dealings in INM. Managers have an additional responsibility to promote the code. They should lead by example and ensure that employees under their supervision are aware of our ethical values. Managers should be supportive of those individuals who raise questions in this area or have ethical concerns.

The code is by no means exhaustive and serves to act as a guide in this area. Ultimately the ethical culture of INM depends on the moral standards of its employees, their ability to exercise good judgement and their willingness to flag ethical concerns when they arise.

This code may be amended from time to time and any revised version of the code will be published on the Group’s web site.



# OUR RESPONSIBILITIES



## **WE ARE COMMITTED TO ACTING IN THE BEST INTERESTS OF OUR STAKEHOLDERS WHICH INCLUDES:**

### **COMMITMENT TO OUR EMPLOYEES**

INM's growth as a leading international newspaper and communications group has been underpinned by the dedication and commitment of its employees. We recognise that they are central to our organisation. We embrace diversity, seek to reward performance and are actively committed to promoting the well being of our employees.

### **COMMITMENT TO OUR CUSTOMERS**

The core philosophy of our business continues to be meeting our customers' needs. From its local Irish newspaper origins, the INM Group has expanded across the globe to encompass a multi-ethnic, geographically and culturally diverse audience. While our product offering has expanded to include printing, distribution, wholesaling and education our commitment to offering the highest level of quality and service to our customers remains steadfast.

### **COMMITMENT TO THE MARKET PLACE**

We aim to compete vigorously but fairly in the market place and in a manner that complies with all relevant laws and regulations.

### **COMMITMENT TO OUR SHAREHOLDERS**

In INM we are guided by our duty to act in the best interests of INM and our shareholders. By promoting long-term stable growth the business aims to build enduring shareholder value. We recognise that our relationship with our shareholders is built on trust and transparency. We are committed to maintaining the highest standards of corporate governance and ensuring the correct mix of experience at Board level, for the optimum strategic and operational governance of the INM Group.

### **COMMITMENT TO OUR COMMUNITY**

From the outset the INM Group has always been acutely aware that no organisation can survive, let alone flourish, in a vacuum, without reaching beyond itself to make a deeper contribution to the well being of society. This commitment is at the heart of the INM Group's ethos and underpins how we conduct our business, mindful of our corporate, social and environmental responsibilities to sustainable development.



# OUR COMMITMENTS IN ACTION



## COMMITMENT TO OUR EMPLOYEES

### DISCRIMINATION AND HARASSMENT

We recognise that our employees are one of our greatest assets. They are the face of our business and, combined with our market-leading brands, are the point of recognition for our many millions of consumers.

Our human resource policies reflect the central role that our employees play in our organisation. These policies focus on ensuring equal opportunities for all and promote diversity through our workforce to the greatest possible extent. We aim to positively engage with employees in a way that will assist them to achieve their maximum potential.

Individuals within INM have the right to work in an environment which is free from discrimination and harassment. Employees should be treated with respect and dignity at all times. All of our employees are recruited and promoted on the basis of suitability for the job.

Discrimination/harassment on grounds such as age, race, religion, gender, sexual orientation, marital or family status, disability or, in Ireland, membership of the traveller community is unacceptable and employees who are found to be in breach of this principle may be subject to disciplinary action.

Both managers and employees in INM are responsible for creating and maintaining a workplace free from discrimination and harassment.

In South Africa INM embraces the principles of Broad Based Black Economic Empowerment (BBBEE) which aims to promote the transformation, growth and development of South Africa's economy and its people. As part of its ongoing commitment to BBBEE, the business promotes equal opportunity, fair treatment and professional development of its employees.

If you are subject to harassment or feel discriminated against, please speak up by using one of the resources listed in the section on "obtaining advice and raising concerns". INM does not tolerate retaliation against any employee who reports a concern in good faith, even if that allegation is found to be unsubstantiated.

### PERSONAL INFORMATION

The business is mindful of the fact that it holds confidential and sensitive data relating to its employees. Appropriate measures should be in place to ensure that such information is protected and never used for improper means. Personal information should always be managed in accordance with our employment policies, relevant data privacy and protection laws and best practice.



## COMMITMENT TO OUR EMPLOYEES

### HEALTH AND SAFETY

We are committed to safeguarding the health and safety of those people who work in or visit our organisation by providing appropriate training and professional expertise where required. In addition, each of us has an individual responsibility to ensure that health and safety is never compromised. To maintain a safe working environment employees are expected to:

- Comply with all applicable local legislation in this area;
- Follow guidelines issued by the business with regard to health and safety;
- Understand the hazards associated with their job and workplace and ensure that they are being adequately managed;
- Ensure that employees and contractors work in a safe manner and use appropriate health and safety equipment as required;
- Never work while under the influence of alcohol, illegal drugs or misused prescription drugs;
- Raise any health and safety concerns that they become aware of even if it is not within their area of responsibility; and
- Report accidents, near misses, breaches of health and safety as soon as possible.

*Scenario: Health and Safety*

**Q** *Jack who works on the printing press notices that one of the machine sensors is not working properly. This sensor is important as it acts as a machine guard and helps minimise the risk of an accident. Fixing the sensor would mean temporarily halting publication. Jack decides to ignore it for the moment and raise the matter with his supervisor at a later date. Is Jack right to take this approach?*

**A** *Jack should report this matter immediately to his supervisor. The sensor is an important control in safeguarding the safety of employees working on the print run. INM is committed to ensuring that all of its employees work in a safe environment.*

## COMMITMENT TO OUR CUSTOMERS

### EDITORIAL PRINCIPLES

A newspaper's greatest assets are its integrity and credibility. INM requires its editors and editorial staff to be professional, courageous and aggressive in pursuit of truth in the news. It is also committed to independence, fairness and balance in informing people of events and issues which they have a right to know. This right is balanced by compliance with the laws of defamation and privacy and adherence to the principles of taste, balance and accuracy. INM titles will not promote or encourage illegal activities or violence to achieve or further political objectives or foment violent activities aimed at undermining the lawful institutions of the country. These principles apply equally to content disseminated via the web, mobile and other electronic devices.

### CONFIDENTIALITY

As part of our business relationship with our customers we are entrusted with personal and sensitive data. Subject to any legal requirement to disclose information, we are committed to ensuring that such information is safeguarded at all times, is never shared with unauthorised parties and is maintained in accordance with relevant data privacy and protection laws as well as best practice. Employees are expected to be mindful of their responsibilities in this area and should ensure that the usage, storage and transfer of such information is managed effectively and securely and in accordance with this code and any policies that may apply from time to time.

### MARKETING AND PROMOTION

We should ensure that all sales and promotion practices are truthful, balanced and do not mislead our customers. Any competitions should be conducted in a manner which is open, honest and legal.



## COMMITMENT TO THE MARKETPLACE

### COMPETITIVE INFORMATION

We should ensure that any information we obtain regarding competitors activities is ethical and in compliance with local laws and regulations. We should never use improper means to obtain unauthorized or confidential information about our competitors. This can include deception, obtaining information from current or former employees of competitors, relying on personal or professional relationships or offering inducements to gather information on a competitor which is not in the public arena and which would be considered sensitive.

### COLLUDING WITH COMPETITORS

We should never enter into an arrangement with competitors, formal or informal, with the intent or effect of limiting competition. Such an arrangement could include setting prices, fixing terms and conditions, limiting production, dividing up markets or boycotting customers and/or suppliers. Given that INM engages

with its competitors as part of its service offering, we should be highly vigilant that any dealings with competitors do not contravene local competition laws. Violating these laws can have severe implications for both our organisation and individuals involved. Given the complexities in this area you are encouraged to raise any concerns you may have on this area with your manager.

### COMMUNICATIONS

As a business we need to ensure that information disseminated to the public is accurate, consistent, timely and in compliance with local laws and regulations. To protect our company's reputation it is important that external communications are handled by designated spokespeople for the INM Group. We should not make any representations on the INM Group's behalf unless it is part of our job responsibility or where instructed to do so by our manager. If any employee has any doubts regarding communication of information to external stakeholders they should consult with their manager.

*Scenario: Competitive information*

**Q** *John is good friends with Mark who is contracting for a competitor of INM. Over dinner Mark starts discussing a new product which his company is launching. The details on the new product are highly confidential. He offers to email John the relevant details as he thinks it might be of interest to INM. How should John deal with this?*

**A** *John should not be discussing this matter with Mark as this information is confidential and highly sensitive. John should ask his friend to refrain from sending him any emails on this matter. INM has a policy that any information relating to competitors must be obtained in a legal and ethical manner.*

## COMMITMENT TO OUR SHAREHOLDERS

### COMPANY ASSETS

Company assets such as cash, inventory, computers, telephony, IT hardware and company vehicles are an essential element of INM operations. We should ensure that these company assets are used appropriately and for purposes intended. Proper measures should be in place to protect them from loss, theft, damage and misuse.

Electronic communication systems within INM should be used sensibly. It is unacceptable to use INM systems to send unauthorized communications or conduct business for another organization. Under no circumstance should we use INM systems to view or download content that is illegal harassing or insensitive. Employees should have regard to any applicable local laws and company policies on email and internet use.

When using these systems, your rights to privacy are limited. Usage of INM's information systems may be subject to monitoring to protect our business, reputation and equipment from misuse.

Intellectual property such as trademarks, content, copyrights, domain names, trade secrets and other assets provide INM with a competitive advantage over its competitors. We should take all reasonable steps to ensure that INM's intellectual property is protected. We should also respect the intellectual property of others and ensure it is not infringed.



## COMMITMENT TO OUR SHAREHOLDERS

### ACCURATE AND COMPLETE RECORDS

A wide range of stakeholders including investors, banks, tax authorities, customers and suppliers rely on the integrity of our disclosures and business records. Incomplete or inaccurate information impacts on our credibility and reputation. Falsifying or misrepresenting information can constitute fraud.

Employees within INM must ensure that records maintained are accurate, timely and complete. Inflating key metrics such as sales or circulation, shifting results between reporting periods or maintaining off balance

sheet accounts is never acceptable and can result in investigations, fines, legal actions and significant damage to reputation (as well as disciplinary action for the relevant employee). If you suspect a potential problem in this area you are encouraged to raise your concern through the relevant channels outlined in the section "Raising a concern"

Within INM there is a policy of no retaliation. This means that INM will not penalise or tolerate retaliation against any employee who reports a concern in good faith, even if that allegation is found to be unsubstantiated.

*Scenario: Accurate and complete records*

**Q** *Mervin works in the accounting department and is responsible for booking revenue relating to circulation sales. The information for these accounting entries comes from the circulation department. In June, Mervin notices that information received from the circulation department in relation to this month's sales is unusual and does not fit in with recent trends. He queries the information with the circulation manager, Monique. Monique is unable to provide adequate support behind the figures but asks Mervin to record the revenue as instructed. Despite his reservations Mervin books the accounting entry. Is he right in recording the entry to the financial statements?*

**A** *No. If Mervin has suspicions over the validity of key figures driving the financial results he should refrain from booking these figures until such time as he is satisfied with their accuracy. If Mervin, after discussing these results with the circulation department, is still not confident with their validity he should raise the matter with his manager. The ability of INM to maintain high ethical standards depends largely on the willingness of employees to question and report on potential breaches of the code.*

## COMMITMENT TO OUR SHAREHOLDERS

### CONFIDENTIAL INFORMATION

Confidential information is information which is not available to the public and can take many forms such as strategic plans, intellectual property, financial information, contractual arrangements with suppliers and business partners and subscriber details. We must take reasonable steps to ensure that confidential information is adequately safeguarded. Such information should never be used for purposes other than legitimately carrying out one's job (and then, only for the purpose for which the information was received) and should only be shared with internal and external parties who have been authorised to receive such information. In safeguarding confidential information we should:

- Ensure that information held is accurate and current;
- Take reasonable steps to secure confidential information;
- Communicate information only to those who are authorised to receive it;
- Be mindful of discussing sensitive information in public; and
- Ensure that information is held in accordance with data privacy and protection laws and any special requirements that may apply to the relevant information (e.g. where the information is subject to restrictions under a non-disclosure or confidentiality agreement)

### INSIDER TRADING

Inside information relates to non public information which would be likely to significantly influence an investor's decision to buy, sell or hold securities in that company or to affect the price generally of securities or related securities in that company. The use or disclosure of inside information to make investment decisions is illegal in many countries. Examples of inside information can include financial results, new products, changes in the Board and acquisitions and divestures (or any plans or information with respect thereto).

As part of our work, we may become aware of inside information relating to INM or companies that it does business with. We should never use such inside information or share it with others for the purpose of making an investment decision until such information has become public (even after an employee or agent no longer works with INM or the INM Group).

Employees are prohibited from spreading false or misleading information about the company or engaging in activities designed to manipulate the price of securities in INM. Breach of this principle may result in disciplinary action. The above applies to INM or any its subsidiaries or investments that the inside information pertains to.



## COMMITMENT TO OUR SHAREHOLDERS

### CONFLICTS OF INTEREST

A conflict of interest may occur when our personal interests interfere, or appear to interfere, with our ability to perform our jobs effectively and without bias. We are expected to act in the best interests of the INM Group as well as, in the case of directors, in accordance with fiduciary duties owed to those companies on which a director sits on the board. Business decisions should not be affected by our personal interests that could arise as a result of financial interests in suppliers, competitors or customers. We should not work simultaneously for a competitor, customer or supplier without obtaining the necessary authorisation from our manager.

In order to avoid potential conflicts of interest we should be mindful of any business arrangements where family members or close personal relationships may be involved. These relationships can include but are not limited to relatives, spouses, partners, in-laws and individuals living at your address. We must not put ourselves in a situation where such relationships could interfere with our ability to make objective decisions. Any arrangements where you have a direct/indirect reporting line with any of the above parties should be communicated to your manager.

Even the appearance of a conflict of interest may lead to reputational damage. If you have a potential conflict of interest or need clarification on this matter consult your manager for advice. Alternatively refer to the section "Raising a concern" for other channels through which you can raise concerns.

### RECORDS MANAGEMENT

Good records management is important for effective and efficient operations as well as protecting important and sensitive information. Records can take many forms including written, printed, and recorded materials, as well as electronic records (i.e., emails and documents saved electronically). Records should be managed in accordance with business, legal, financial and regulatory requirements and with any INM specific records management policies applicable from time to time.

Where records contain information relating to a current or anticipated legal or regulatory action they should be preserved even if they would normally be destroyed.

Records should not be held for longer than expected. When destroying records we should exercise care. Paper documents should be shredded or rendered unreadable. Electronic records should be erased.

If you have any questions on the area of records management please consult your manager.

### CO-OPERATING WITH AUDITORS

During the course of its business INM is subject to internal and external audits. These include financial reporting, ABC circulation and tax audits. We are expected to fully co-operate with auditors. Falsifying business records, withholding information, making misleading statements or otherwise interfering with an audit is a violation of the code and may lead to disciplinary action.



## COMMITMENT TO OUR COMMUNITY

### **SOCIAL RESPONSIBILITY AND ENVIRONMENT (CONTINUED)**

INM recognises its responsibility in safeguarding its environment for future generations to enjoy. This is achieved by:

- complying at a minimum with all relevant legislation;
- researching and applying best practices in environmental issues facing its sector;
- evaluating and managing the environmental impact of current and potential future operations;
- conserving natural resources, including energy, raw materials and water; and
- implementing effective and responsible waste management and recycling procedures.

All employees within INM are encouraged to foster a spirit of social responsibility and support relevant environmental efforts undertaken by the INM Group.



## COMMITMENT TO OUR COMMUNITY

### BRIBERY AND CORRUPTION

In order to protect our reputation and comply with local laws, we should never offer or take a bribe or act in any way that could be considered to be or to induce corruption. Bribes are anything of value including money, gifts, loans, favours, advantages, benefits in kind or entertainment that may influence a business or related decision or appear to do so. This is regardless of whether it is the norm within the country or industry that we are operating in. It applies to our dealings with government and public officials, customers, suppliers, auditors, unions, financial institutions and any other relevant stakeholders.

Small token gifts are acceptable when it is part of business customary practice but they should never be deemed to create an obligation. Cash or cash equivalents such as stocks and bonds no matter how small should not be accepted or offered to avoid the appearance of bribery.

Agents, consultants and/or intermediaries used by INM to assist in promoting business interests should

never be used as a channel for improper payments.

When engaging the services of such parties we should ensure that they are fully aware of and understand INM's policy in this area.

You can get further advice and support on this area from your line manager and by consulting INM's bribery and corruption policy.

### POLITICAL ACTIVITIES AND CONTRIBUTIONS

The business has a policy of generally not supporting political candidates or parties. Where an INM business believes that it is in the interest of the Group to support a political candidate or party, prior approval should be obtained in writing from the Group COO and the Group CFO. Support can relate to direct financial aid but can also include providing benefits in kind or sponsorship. We do recognise the right of our employees to participate in legitimate political activities. These should be kept separate from INM activities. We should not use company assets or resources to support our private political interests.

*Scenario: Bribery and corruption*

**Q** *Nicole has recently come under pressure to meet her performance targets. She is meeting with a senior government official whose department is an important customer of INM. In recent times the government official has been threatening to withdraw its business on account of budget cuts. During the course of the meeting the government official offers to maintain his current business spend with INM on the basis that a payment is made to him in respect of consultancy services provided. What should Nicole do?*

**A** *Nicole should never agree to such a payment. It has all the appearances of being a bribe and could have serious repercussions including investigations, fines and even prison sentences for INM and those individuals involved. Any such requests should be reported to her manager for further review.*

# OBTAINING ADVICE AND RAISING CONCERNS



## RAISING A CONCERN

At times we may have questions or require guidance on certain aspects of the code. It may be as simple as confirming that the current approach being adopted is the correct one. Alternatively we may be aware that the code is being violated and would like to speak to someone about it. The best place to start is by talking to our manager or supervisor. If you feel uncomfortable doing this then there are a number of other channels for raising concerns. These include:

- Local management team
- HR
- Internal Audit
- Group Chief Operating Officer
- Group Company Secretary
- Group Executive Directors

Within INM there is a policy of no retaliation. This means that INM will not penalise, or tolerate retaliation against any employee who reports a concern in good faith, even if that allegation is found to be unsubstantiated.

While INM openly encourages its employees to raise concerns, any allegation that is made maliciously is considered to be a serious offence and may result in disciplinary action.

If you feel that you have been in violation of the code, you are urged to raise this matter immediately through one of the above channels. Admission of code violations will be looked on favourably, however the consequences of such violations will ultimately depend on the nature of the activity involved.

## INM ETHICS HELPLINE

There may be instances where we do not feel comfortable raising a concern internally. In such cases we should use the “INM ethics helpline”. This is a telephone and web based reporting tool through which we can raise concerns relating to financial reporting, bribery and corruption. It is managed by an external organisation called Global Compliance that is independent of INM. All calls are free, translation services are available and employees can call 24 hours a day, seven days a week to discuss concerns they may have.

When a concern is raised through this channel a report is sent to Internal Audit and the INM Group company secretary who will investigate the issue. A pin number is provided to the individual raising the concern allowing him/her to get an update or provide more information at a further date.

When raising concerns through this channel you are urged to provide as much information as possible so that the concern can be thoroughly investigated. Employees are encouraged to disclose their name and are assured that all calls are treated discretely and effectively. If you do not feel comfortable doing this you may raise a concern anonymously.



**Support Your Group's Integrity**

INM firmly believes in combining good business with good ethics. We need you to support our values by exercising good judgement and flagging ethical concerns when they arise.

If you know of, or suspect any violations of our Group's values such as fraud, theft or bribery you can report your concern or get more information by logging on to INM ethics helpline.

Managed by an external company, independent from INM, the helpline is confidential, easy to use and always available.

[www.inmeurope.alertline.com](http://www.inmeurope.alertline.com)  
Or call: Republic of Ireland 1-800-559-031  
United Kingdom 0800-234-1241

 **INM** Independent News & Media PLC

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# MAKING ETHICAL DECISIONS

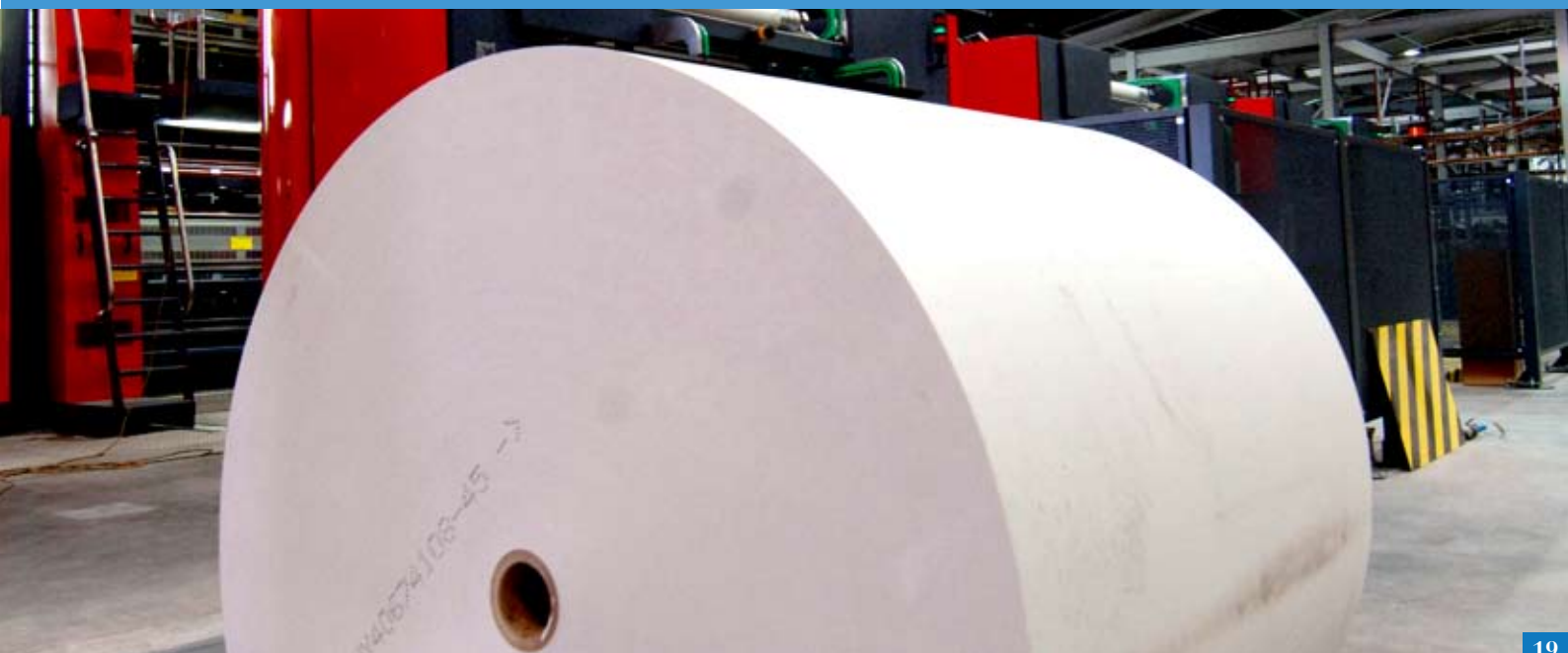


## **IN SOME CASES MAKING AN ETHICAL DECISION CAN BE VERY STRAIGHTFORWARD.**

However in other situations the decision may be more complicated. When evaluating an ethical dilemma we should ask ourselves the following questions:

- Does it feel right?
- Would I be happy if details of the situation were made public?
- Are any laws being broken?
- Is the health and safety of individuals being threatened?
- Could it harm INM's reputation?

Depending on answers to the above we should seek clarification or raise this concern through one of the appropriate channels.



# LOCAL CONTACTS



## CONTACT INFORMATION

### INTERNAL AUDIT:

[Neville Clancy](#)  
Independent News & Media PLC  
5 Jubilee Place  
London SW33TD  
United Kingdom

Phone: +44 (0) 2073495282

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### GROUP COMPANY SECRETARY:

[Andrew Donagher](#)  
Independent News & Media PLC  
2023 Bianconi Avenue  
Citywest Business Campus  
Naas Rd, Dublin 24  
Ireland

Phone: +353 (0) 14663200

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### ETHICS HELPLINE:

Toll free number:  
Republic of Ireland: 1-800-559-031  
United Kingdom: 0808-234-1241  
South Africa: 0800-981-366

OR

Make a report over the web:  
Republic of Ireland: [www.inmeurope.alertline.com](http://www.inmeurope.alertline.com)  
United Kingdom: [www.inmeurope.alertline.com](http://www.inmeurope.alertline.com)  
South Africa: [www.inmsafrica.alertline.com](http://www.inmsafrica.alertline.com)









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