



Wolters Kluwer

2014

Sustainability  
Report

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# CEO Introduction

At Wolters Kluwer, we believe that a well-designed sustainability agenda offers opportunities to all of our stakeholders. Sustainability is at the heart of our growth strategy and part of our day-to-day business. It is an essential component of our innovation programs and is linked to our customers' satisfaction. Our digital information solutions provide our customers with vital efficiency gains, and more importantly, with the right information and tools in crucial parts of their profession. Revenues from our digital products and services grew significantly and now account for 80% of our total revenues.

In 2014, we established a firm foundation for further sustainable progress. As recognition of our efforts we were again listed in the [Dow Jones Sustainability Index](#). We were also listed in the [FTSE4Good Index](#). We are proud to be recognized in these well-known and important indices.

We advance our sustainability efforts through four major building blocks:

**Customers & Solutions** center around our high-quality information and software solutions that meet our customers' needs. We believe further implementation of sustainable innovations gives us a better understanding of current and future customer requirements. This will translate into higher customer satisfaction and ultimately into sustainable growth.

**Resource Management** focuses on our environmental impact throughout the supply chain. We made major strides by setting concrete targets for 2015 and beyond on the use of responsible paper and [Standards of Engagement for Suppliers](#). Improved data collection and internal commitment enabled us to set measurable goals for the coming years.

**Community Involvement** expresses our commitment to good corporate citizenship and charitable donations. In 2014, we further developed our community investment program by aligning local initiatives with our business strategy. This ensures long-term collaboration between our local businesses and NGOs. It also increases our positive impact on society.



**Employee Engagement** covers how we create an inspiring work environment. The first global employee engagement survey was a significant milestone for us, with 80% of all employees responding. This survey gives a good indication of the level of engagement of our employees and highlights areas where we can extend our relationship with them.

We focused on communicating our strategy internally and on improving our sustainability performance in 2014. We reviewed our Materiality Analysis and added two topics: Talent and Development, and Health and Safety. As an information services company, our employees are crucial to delivering high-quality, sustainable products. We will continue the dialogue with our stakeholders, who help sharpen and focus our sustainability strategy and activities. We remain committed to the principles of the [UN Global Compact](#) and an update of our performance on these principles can be found in this report.

It is with pride that I present to you the 11th Sustainability Report of Wolters Kluwer. I am looking forward to realizing our ambitions and commitments.

Nancy McKinstry

A handwritten signature in black ink that reads "Nancy McKinstry". The signature is fluid and cursive, matching the printed name above it.

CEO and Chairman of the Executive Board

# Sustainability at a Glance

We made major progress in benchmarking our sustainability performance in terms of strategy, policies, targets and impact. The key achievements and ambitions are summarized below.

## Our sustainability achievements

80%

of revenue generated from digital solutions and services

50%

of executive management are female

15%

renewable energy

10%

reduction of CO<sub>2</sub> emissions from our facilities

## Our sustainability targets

### Ensure high Corporate Governance Standards

90%

of our employees worldwide to follow the renewed training program on compliance.

80%

of employees complete the program and are certified on compliance by end of 2015.

### Increase environmental sustainability

90%

of our printed media and our office paper is certified by the end of 2017 (FSC, PEFC, SFI, EU Ecolabel, Nordic Swan or Blauer Engel).

### Improve social sustainability

100%

of new or renewed engagements with material suppliers managed by our Global Procurement include the Standards of Engagement (or similar standard) by the end of 2015.

100%

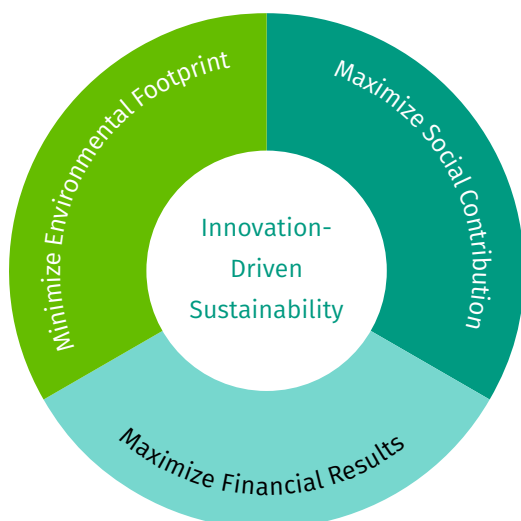
of material suppliers centrally managed by our Global Procurement from high-risk countries to be certified or audited by a credible sustainability standard by the end of 2017.

# Innovation-Driven Sustainability

Sustainability drivers are key for achieving long-term business success. The relationship between business operations and the environment needs continuous alignment. Our sustainability efforts are designed to create this enabling environment. The information services industry is ever changing. The speed of this transition impacts the way we reach our customers and the solutions professionals demand from us. Innovation drives sustainability at Wolters Kluwer. We proactively combine the changing customer requirements and the environment in which we operate.

We continuously strive for increasing customer satisfaction by producing high-quality sustainable solutions. This strategy is fully in line with our objective of accelerating the transition to a digital services company, while increasing our data center efficiency. Diversity is a key innovation driver at Wolters Kluwer. Our diverse group of dedicated employees increases our competitiveness. An environment of engaged employees with different skills and backgrounds creates the best setting for sustainable innovation.

As natural resources are finite, Wolters Kluwer continuously seeks ways to reduce its environmental impact. We reduce our own paper consumption and that of our customers through our digital information solutions.



To ensure sustainable business at Wolters Kluwer, we balance the interests of people, planet and profit. This means our strong focus on financial results is aligned with our sustainability efforts through four major building blocks:

- 1 Customers & Solutions:** We offer high-quality information solutions that meet our customers' need for efficiency and improved decision making.
- 2 Resource Management:** Wolters Kluwer is an international company with customers, offices and suppliers all over the world. We aim to reduce our environmental impact throughout the entire supply chain.
- 3 Community Involvement:** Our employees and the innovative solutions we develop have a positive impact on the communities in which we operate.
- 4 Employee Engagement:** Our focus on diversity and talent development continues to spark innovation through an empowering and inspiring working environment.

## Together with our Stakeholders

Making a positive impact on our business environment and the wider community is a collaborative effort with our stakeholders. Wolters Kluwer engages with its stakeholders – customers, employees, investors, suppliers, and the communities in which we operate – to create sustainable solutions that safeguard current and future business success. This cooperation reduces organizational risk and increases customer satisfaction.

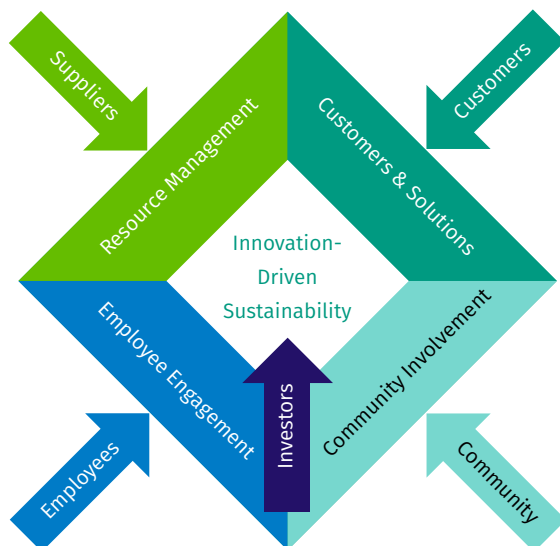
We enable our stakeholders to create value. As an example, [Wolters Kluwer Health](#) develops solutions that improve communication between healthcare professionals and increase the likelihood of a correct diagnosis. We nurture our contacts with stakeholders such as non-governmental organizations (NGOs), the media, governmental institutions, educational and research institutions. We jointly strive to increase the pace of sustainable development.

### Stakeholder engagement process

To increase mutual benefits, Wolters Kluwer pursues an efficient stakeholder engagement process. Our approach is as follows:

- 1 We identify important stakeholders across our core activities.
- 2 We use direct forms of communication through email dialogue, calls and meetings.
- 3 We collect and provide views and feedback.
- 4 We integrate the feedback into our sustainability strategy.

Every year – and more frequently when appropriate – we seek dialogue with Environmental, Social and Governance (ESG) experts, such as the [Carbon Disclosure Project \(CDP\)](#) and the [Dow Jones Sustainability Indices \(DJSI\)](#). We believe our policy of active stakeholder engagement provides opportunities to positively impact the world around us.



### Suppliers

In 2014, we continued to strengthen compliance with our [Standards of Engagement](#). As of 2015, it is our ambition to have 100% of new or renewed engagements with material suppliers managed by our Global Procurement department, covered by our Standards of Engagement, or an equivalent standard. The Standards are derived from the articles of the [United Nations Universal Declaration of Human Rights](#) and the [eight core labor standards of the International Labor Organization](#). The Standards also respect the [United Nations Global Compact](#), a framework for businesses that aligns our operations and strategies with universally accepted principles in the areas of human rights, labor rights, the environment, and anti-corruption.

We regard it as our responsibility to collectively find solutions for our suppliers' sustainability challenges. We monitor our suppliers from high-risk countries and when they cannot meet our standards, we take appropriate measures including – when necessary – changing suppliers, as we see it as our responsibility to find suitable solutions for their sustainability challenges.

### Customers

Continuously changing customer needs are the driving force behind our innovation agenda. Wolters Kluwer studies customer needs and behavior as well as market trends. Engagement with our customers is crucial to understand their challenges and to build innovative solutions that meet their needs. We strive to involve our customers in effective ways to create mutual benefits. As an example, the [TaxprepConnect](#) product is based on input from a significant customer group drawn from larger and smaller public practice accounting firms. They have supported [CCH Canada](#) from the phase of idea creation to execution.

Ongoing data digitalization and especially internet usage create opportunities to enhance the quality of our information solutions. Our products help our customers to connect real-time to information and solutions. Wolters Kluwer is aware of the risks that internet poses for data security and has developed comprehensive procedures and testing to ensure data security. We also provide training programs for our employees and cooperate with our data center partners to ensure high standards of customer data protection and security. We regard data protection as an essential service to safeguard the privacy of our customers and to create long-lasting relationships with them.

### Employees

We are proud of the diversity of our global workforce. As our markets continue to evolve, our workforce reflects these changes. In the past five years, the number of employees specializing in high tech fields such as software development or data analysis has grown by 30%. Attracting, developing and retaining a workforce with new skills and capabilities means we continuously evolve our recruitment and talent development approach.

In addition to locally conducted employee engagement surveys, we rolled out the first global online employee survey in 2014. The purpose of this survey was to gain better insight into how our employees think about Wolters Kluwer. Strict protocols were embedded to ensure respondent anonymity and confidentiality. The results will generate meaningful actions to both better execute our business strategy and increase employee engagement.

### Investors

Over the past few years, investors are becoming more interested in responsible investment strategies and are increasingly enthusiastic about the opportunities they offer. They look for sustainable companies in which to invest and assess these by their Environmental, Social and Governance (ESG) policies. We acknowledge the added value that transparency offers and act accordingly.

We are proud of the recognitions we have received:

- 1 In 2014, we were included in the [Dow Jones Sustainability Index](#) for the eighth year in a row, an endorsement of the company's commitment to corporate responsibility.
- 2 We were awarded the Bronze Class Sustainability Award 2014 from [RobecoSAM](#), as part of The Sustainability Yearbook 2015. Watch the celebration of this award with the [opening of Amsterdam Euronext](#).
- 3 For the third year, [Corporate Knights](#) recognized us as one of the [Global 100 Most Sustainable Corporations in the World](#).

Rating agency	2014
<a href="#">RobecoSAM / DJSI</a>	Score: 77 Percentile: 96
<a href="#">CDP Investor</a>	Disclosure Score: 77 Performance band: C
<a href="#">FTSE4Good</a>	Absolute (5): 3.8 Percentile (100): 96
<a href="#">RobecoSAM Sustainability Year Book</a>	Bronze Class Sustainability Award 2015
<a href="#">Corporate Knights Global 100</a>	Included
<a href="#">Vigeo</a>	Included
<a href="#">STOXX</a>	Included

We also engage directly with ESG experts to gather feedback on our performance to understand the discrepancies and areas of improvement. Our participation in reports and sustainability analyses include studies from: [CDP](#), [Corporate Knights](#), [DJSI](#), [EIRIS](#), [F&C](#), [FTSE4Good](#), [Good Growth Fund](#), [MACIF](#), [Metropole](#), [MSCI](#), [Natixis](#), [Oekom](#), [STOXX](#), [Sustainalytics](#), [Transparency Benchmark](#), [VBDO](#) and [Vigeo](#).

### Communities

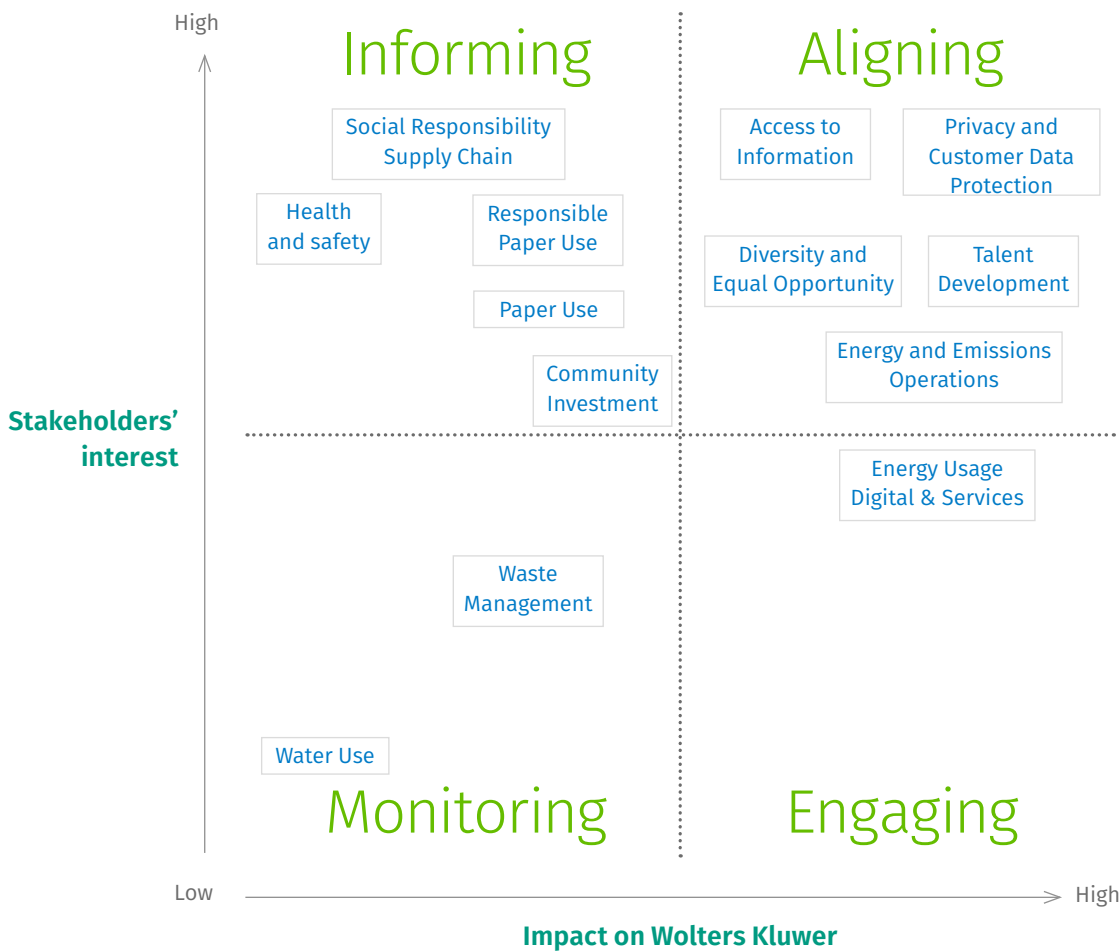
Wolters Kluwer plays its part in helping the communities in which we operate. We believe the information solutions we provide have significant customer value. We support communities by donating access to our information solutions to underserved communities and during times of crisis as part of our Charitable Donations program. On a global level we provide disaster relief programs. Locally, we support community organizations and the underprivileged through volunteering and donations. With our community investment program, we enable close long-term cooperation with a range of local non-profit organizations and NGOs and believe we can contribute to local communities.

### Materiality

Sustainability is a complex concept comprised of various focal areas. To further develop our sustainability strategy and focus our policies, Wolters Kluwer conducts materiality analyses. These analyses reveal the most relevant sustainability issues in our business. The most important of these are in line with the company's business strategy and are selected together with our direct and indirect stakeholders.

We first developed the list of topics two years ago and revised it in 2014. Each year, we continue assessing the relevance of each topic. The results are portrayed on the next page.

The graph shows the relative importance of the selected sustainability issues to Wolters Kluwer and its stakeholders. We moved Paper Use from 'high impact' on the company to 'medium' as printing is no longer considered core business. The paper we use is primarily certified from sustainable sources. We have added Talent Development to the materiality analysis and placed it within the 'Aligning' section as we acknowledge the vital role our employees play in our company. Our employees' Health and Safety is another important topic and we have added this focal area to those we monitor.



**Aligning**

Our stakeholders deemed the following topics with a high impact on Wolters Kluwer to be of most interest: Access to Information, Privacy and Customer Data Protection, Energy and Emissions operations, Talent Development, and Diversity and Equal Opportunities. These topics are integral to our business success and thus part of our core policies.

*Privacy and Customer Data Protection*

With the digitization of our product portfolio, customer

privacy becomes an ever-more important topic. Our stakeholders agree that data protection should be our highest priority from a business and sustainability perspective. We have comprehensive company policies and provide employee training on this sensitive topic.

*Access to Information*

Our core business is to provide information services to customers of Wolters Kluwer. Many of our stakeholders appreciate that by providing access to information, we are



an important catalyst for making information more widely available. We do that in various ways. First, by providing information solutions that adapt to our customers' ever-changing environment. Second, through blogs, seminars, and expert meetings in which we share relevant information with a wider community. Third, we provide free access to relevant services in crisis situations. These efforts are important for our business, our position in society, and our future competitiveness.

#### *Energy and Emissions Operations*

The energy used for our own operations - and that of our suppliers and customers - produces emissions such as carbon dioxide (CO<sub>2</sub>). Reducing these emissions is an important sustainability objective. With our increasingly digital product portfolio, we reduce the impact of greenhouse gas emissions during the production process.

Nevertheless, we acknowledge our responsibility to constantly strive towards reduced energy consumption and lower greenhouse gas emissions.

#### *Talent Development*

Our talent programs are designed to acquire, develop and retain outstanding individuals with the right set of skills. We provide a range of resources for our employees to develop their skills and careers and over 40% of our workforce followed a training program.

#### *Diversity and Equal Opportunities*

Equal opportunities are conditional to realizing diversity. Wolters Kluwer believes that a diverse workforce promotes innovation and we strive to attract, develop and retain talent that reflects the diversity of our customers, and the communities in which we live and work.

#### *Informing*

Stakeholders regard the following topics as important: Social Responsibility in our Supply Chain, Paper Use, Responsible Paper Use, Community Investment and Health & Safety. We evaluate and communicate our ambitions and performance on these topics.

#### *Social Responsibility Supply Chain*

Wolters Kluwer strives to ensure that the production of its information solutions follows certain standards of social and ethical conduct. As of 2015, 100% of new or renewed engagements with material suppliers managed by our Global Procurement team include the Standards of Engagement for Suppliers or an equivalent standard.



#### Case

### Wolters Kluwer Health Launches POC Advisor to Initially Address Sepsis Mortality Rates, Treatment Costs

POC Advisor™ is an integrated clinical decision support and workflow management platform under development within Wolters Kluwer's Innovation Lab. It helps reduce variability in care, thereby increasing quality and safety and lowering costs.

Leveraging unique, industry-leading clinical decision support and surveillance solutions combined with change management and advanced informatics services, POC Advisor delivers all the components necessary to impact care quality. It blends clinical knowledge management and decision support with clinician-friendly and mobile applications that access patient information from EMRs and other IT systems.

The initial focus of POC Advisor is on helping reduce deaths from and costs associated with sepsis – the single most expensive condition in U.S. hospitals. Each year approximately 1.6 million patients are diagnosed with and 258,000 die from sepsis, which carries an annual treatment cost of \$20 billion. It is a broad problem that requires system-wide change management, concurrent electronic surveillance, clinical decision support and data analytics.

### *Paper Use*

Historically, our publishing business has used a large amount of paper. The use of this natural resource significantly impacts our environment. This means minimizing paper use is an important topic for our stakeholders. As our business has become primarily digital, paper use at Wolters Kluwer has decreased.

### *Responsible Paper Use*

As we acknowledge the environmental impacts of natural resource consumption, we strive to minimize our impact on environmental ecosystems. For our remaining paper-based products, our strategy is to use responsible paper coming from sustainable forestry initiatives. It is our ambition that, by the end of 2017, 90% of our printed media and office paper will be certified ([FSC](#), [PEFC](#), [SFI](#), [EU Ecolabel](#), [Nordic Swan](#) or [Blauer Engel](#)).

### *Community Investment*

With a global network of employees and customers, our goal is to be a responsible employer in the communities in which we operate. We contribute time and expertise to take care of our communities in multiple ways. Corporate citizenship is in line with our identity and business strategy.

### *Health and Safety*

During our transition to a digital solutions company, the number of production facilities has decreased significantly. The risk of significant health and safety hazards has decreased correspondingly. Our local facilities work to ensure the health and safety of our total workforce and put initiatives in place aimed at mitigating local health and safety risks.

### **Engaging**

The materiality analysis shows one topic of significance to the business and sustainability performance of Wolters Kluwer.

### *Energy Usage of Digital Products and Services*

As Wolters Kluwer transitions from a paper-based company to a digital information and services organization, the impact of energy use for our solutions is of increasing importance. The crucial factors for energy use are becoming data center, server, and device efficiency. Our influence on these factors is limited but it is important to understand how we use resources for our products.

### **Monitoring**

#### *Waste Management*

Although Wolters Kluwer produces waste streams with low environmental impact, we will continue to research the opportunities for recycling and other waste treatment measures. We recycle large parts of our waste production. Paper waste is our most substantial waste stream and we rigorously assess and report our progress on its reduction.

#### *Water Use*

The environmental impact of our water use is minimal. Still, we acknowledge that water is an important natural source and therefore monitor our water use as part of the environmental performance of our business units.

### **Governance**

Sustainability is part of our core business and is recognized as such throughout our organization. The Executive Board oversees the integration of sustainability strategies into the business. Under sponsorship of Nancy McKinstry, CEO and Chairman of the Executive Board, Maarten Thompson, Senior Vice President, General Counsel and Company Secretary, is responsible for our sustainability policy and the Corporate Sustainability team. In recent years, 5% of the Short-Term Incentive Plan (STIP) has been based on revenues from electronic products as a percentage of total revenues. The payment of the STIP bonus for each Executive Board member only takes place after verification by our external auditor of the financial statements of the company, including the financial performance indicators on which the STIP targets are based. The Supervisory Board selected this target because digital products reduce paper consumption and increase productivity which contributes to an improved sustainability performance for Wolters Kluwer and its customers.

We encourage each division of Wolters Kluwer to start and roll out their own sustainability initiatives based on the local opportunities while adhering to the globally established policies and compliance regulations. The Corporate Sustainability team is responsible for the collection of annual sustainability data, the development and implementation of new policies and targets and active stakeholder engagement.

Good corporate governance is key to maintaining our credibility among internal and external stakeholders. It also leads to better decision-making processes. Furthermore,



#### Case

### UpToDate® Making a Difference in Guatemala

Reading UpToDate articles under the mosquito net, Californian doctor Kate Feybush successfully diagnosed a little girl in Guatemala, who was on the verge of passing away.

As Doctor Feybush instructed lay help workers in a remote town in Guatemala, she was asked to help diagnose the condition of a girl. The patient's condition was more complicated than she could assess herself, so she used her mobile phone to describe the condition to a friend and request support. Doctor Feybush received a number of UpToDate articles and read them through the night on her mobile phone as she tried to establish the right dosage of medicine to treat the girl. Two months later, the girl had fully recovered and came to thank Doctor Feybush. Watch the video for the full story.

national and international regulations guide us in complying with corporate governance principles. These include the [Dutch Corporate Governance Code](#) and international guidelines, such as the [Organization for Economic Co-operation and Development \(OECD\) Guidelines for Multinational Enterprises](#).

These governance principles are reflected in our policies. Based on discussions held with our stakeholders we have updated and developed our principles and policies. The full list can be found below:

- [Company Values and Business Principles](#)
- [Acceptable Use Policy](#)
- [Auditor Independence Policy](#)
- [Environmental Policy](#)
- [Global IT Security Policy](#)
- [Global Travel Policy](#)
- [Human Rights Policy](#)
- [Insider Trading Code](#)
- [Intellectual Property Rights Principle](#)
- [Mobile Devices and iPad Policy](#)
- [Social Media Guidelines / Global Standards](#)
- [Standards of Engagement for Suppliers](#)
- [Tax Principles](#)
- [Whistleblower Policy](#)

The Company Values and Business Principles stipulate the core values of our company, as well as company-wide rules to which our employees worldwide are expected to adhere. In addition, several other company-wide policies provide detailed rules and guidelines for specific subjects. We have a company-wide management certification process in place, which requires management from each of the divisions and operating entities to sign a Letter of Representation every quarter. In these Letters of Representation, management confirms that it complies with all applicable policies, laws, and procedures. In addition, employees of defined grade levels have been trained and have acknowledged compliance with the Company Values and Business Principles and with most of the policies listed above. Employee training and implementation of the principles have achieved:

- Improvement in the way employees perform their duties correctly, efficiently, and safely;
- Enhancement of employee knowledge on what is permitted in the way they communicate with customers, colleagues, and suppliers; and
- Increase in the safety of Wolters Kluwer data (including safety of customer, employee and patient data).

We intend to extend the scope of this compliance training program. In 2014, we amended and updated all four training courses in accordance with our policies and recent legislation. We migrated to a new online training system. It is our ambition to provide the renewed training program in 2015 to 90% of our employees worldwide, with the goal that 80% of our employees have completed the program and are

certified by year-end. Our history as a publishing company has led us to understand the importance of editorial independence. We aim to deliver high-quality content and strive to be impartial while doing so. For this reason we have incorporated our views on this topic in our Business Principles and Human Rights Policy stipulating that freedom of publishing is an important value for Wolters Kluwer.

<i>Business Principles Guidance as % of Management</i>	<b>2014</b>	<b>2013</b>
Provided Access to the Business Principles	100%	100%
Completed the Business Principles Training	-	88%
Completed Security Awareness Training	-	89%
Completed Anti-Corruption Training	-	88%
Completed Competition Law Training	-	89%

No new training courses were provided in 2014. In 2015 we will launch a new training program for all of our employees.

Wolters Kluwer adheres to the local laws and regulations and puts special emphasis on the working environment and safety of its employees. We track our performance against the growing number of health and safety standards so we can continue to improve our working environment for our staff. This year, work-related incidents resulted in 994 days of absenteeism. In addition, Wolters Kluwer is in contact with many local labor unions. The specific requirements and legislation around labor unions vary considerably per country. Wolters Kluwer conforms to local labor rules and compliance requirements.

Wolters Kluwer has a clearly defined Whistleblower Policy, which is known to our employees and clarifies to whom they should go in a case of a breach. The whistleblower can report the breach to a direct

manager, HR manager or higher manager. Employees can also notify the Corporate Compliance Committee. In the event that the breach relates to a member of the Executive Board, Supervisory Board and/or Compliance Committee, the employee can also contact the Chairman of the Supervisory Board directly. Any person in question will be notified of the report of a breach and given the opportunity to defend him or herself. During 2014, one (alleged) breach was reported directly to the Corporate Compliance Committee.

Wolters Kluwer is responsible and accountable for upholding human rights by monitoring human rights performance for all its companies and business units worldwide. Employees who wish to report breaches or violations regarding the Wolters Kluwer Human Rights policy can take action in accordance with the rules and procedures as described in our Whistleblower Policy.

<i>Weighted % Of Employees Covered by Measures to Handle Complaints and Grievances</i>	<b>2014</b>	<b>2013</b>
Whistleblower	100%	100%
Help line	74%	71%
Independent person	93%	98%
Counseling	87%	86%
Strict confidentiality ensured	98%	99%
Policies and related information widely circulated in appropriate languages	96%	96%

The percentages represent a weighted average of total FTEs. The changes in percentages are mostly due to changes in average FTEs.

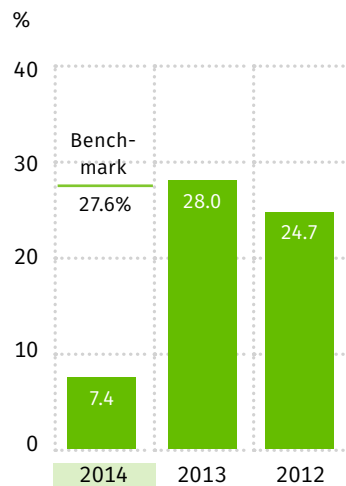
## Risk Management

For our internal risk management, Wolters Kluwer takes financial and non-financial indicators into consideration. These risks are classified into the following categories: Strategic & Operational Risks, Legal & Compliance Risks, Financial Risks and Financial Reporting Risks. Our innovation-driven sustainability not only improves our societal impact and provides access to new business opportunities. It also reduces the environmental, social, and economic risks to which our company could be exposed. Making efficient use of crucial resources, partnering proactively with our customers for innovation, optimizing community citizenship, and developing the talent of our employees helps mitigate potential risks. An extensive description of our internal Risk Management and Control systems is provided in the Risk Management section of our Annual Report.

## Wolters Kluwer Tax Principles

Wolters Kluwer is a global company and we conduct our businesses in many countries. We appreciate that each country has its own legislation related to the levy of corporate income taxes. As a leader in Tax & Accounting products, we take our tax responsibility as a corporate citizen seriously. We developed the [Wolters Kluwer Tax Principles](#) to communicate our commitment to responsible tax payments. Each year we provide the effective tax rate, derived from the average of the statutory tax rates levied on taxable income in the respective countries where Wolters Kluwer operates. In the table below, we summarize the tax rates in recent years.

### Effective Tax Rate



*The reported effective tax rate declined to 7.4% mainly as a result of the non-taxable revaluation gain on Datacert and positive tax impacts related to previously divested assets. The positive tax impact was partially offset by the taxable transfer of technology assets within the Wolters Kluwer Group related to the consolidation of its platform technology.*

# Customers & Solutions

Our information solutions help our customers serve their clients in a better and more efficient way, irrespective of the areas in which they operate: legal, business, tax, accounting, finance, audit, risk, compliance or healthcare. Our innovation-driven strategy supports a more sustainable product portfolio and helps to improve customer satisfaction.

## Ambitions and Strategy

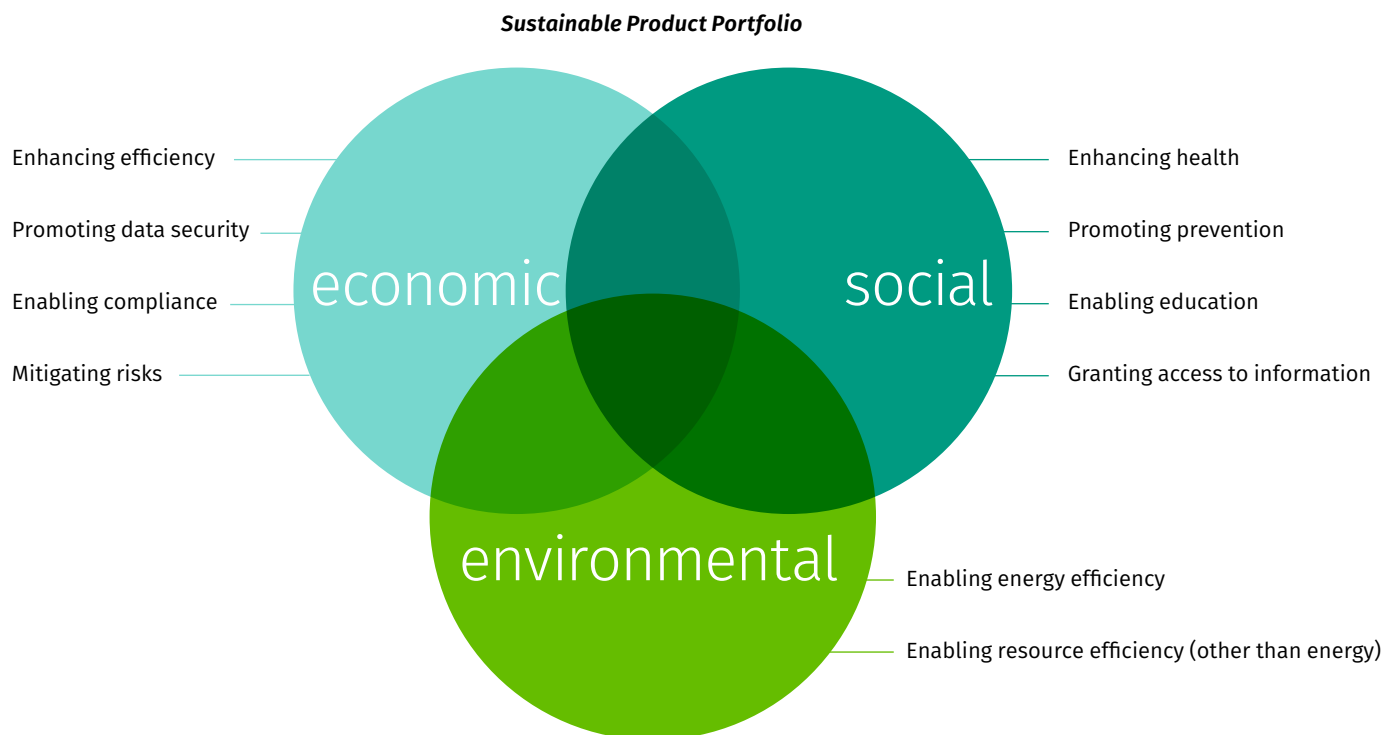
Wolters Kluwer aims to maximize its positive impact on society through the added value we provide to our customers. This added value is threefold: we help our customers use fewer resources, we offer our customers time to focus on what they believe really matters, and we enable them to provide better service to their clients. In this way, we positively impact society in two ways; directly, through the knowledge we provide to

our customers; and indirectly, through the increased impact of our customers' services.

Our business strategy focuses on innovation to maintain a high level of customer satisfaction and to increase our positive contribution to society. We realize that by placing sustainability at the core of our product development we ensure that we can continue to benefit society through our core product and services offerings.

## Policy and Targets

Our digital solutions provide customers with a vital increase in their operational efficiency, increasing profitability and their impact on society. We introduced the Sustainable Product Portfolio as a framework for driving sustainable innovation. This framework is comprised of the following elements:



In the coming years we will report and target to grow the revenue of this portfolio by motivating our development teams to find and incorporate the sustainability edge in new products.

### Customer satisfaction

As last year, we improved our customer understanding with the continued use of the Net Promoter Score (NPS). The NPS is a valuable tool that enables translation of customer feedback into a simple metric. This metric measures the satisfaction of customers by asking them whether they would promote the use of the company's products and services to colleagues or co-workers. The Net Promoter Scores are calculated by subtracting the percentage of dissatisfied customers (detractors) from the very satisfied customers (promoters). We aim to increase our Net Promoter Scores each year to drive enhanced customer satisfaction.

### Innovation

Innovation is an important driver of our sustainability program. Our focus on innovation steers our product development towards efficient solutions for our customers and helps customers increase their positive impact on society. We invest between 8-10% of our annual revenues in product innovation to continuously align our products to changes in customer demand.

Our Global Platform Organization (GPO) is the company's technology development and deployment organization. The GPO provides a best-in-class open platform and innovative, differentiating tools that can be incorporated by Wolters Kluwer businesses worldwide into their targeted, segment-specific products and workflows. Partnering with the GPO reduces time-to-market and increases innovation in product development for Wolters Kluwer businesses.

The Global Innovation Awards, now in its fifth year, encourages employees to propose their ideas and solutions. This year, the Global Innovation Awards were dedicated to four main categories: Greatest Value to Customers, Business Model/Operational Innovation, Applications of New Technologies, and Expressing the Wolters Kluwer Brand. Here are some examples of Global Innovation Awards winners whose ideas support our sustainability strategy:



### Case

#### Wolters Kluwer, CCH Launches Premier Global Transfer Pricing Research Library

Understanding the complex rules and compliance requirements related to international transfer pricing – along with efficient compliance planning for maximizing value and reducing risk – is now easier with the new Global Transfer Pricing Research Library from Wolters Kluwer, CCH. This unique research and compliance resource is available via IntelliConnect®, the industry's most powerful content research platform, and provides the latest international transfer pricing information, developments and in-depth analysis on risks, opportunities and trends from expert industry thought leaders around the globe.

It is critical for businesses conducting cross-border transactions to keep pace with tax regime and rate changes and monitor developments that can increase risks and provide opportunities. With access to our Global Transfer Pricing Research Library, professionals can get quick answers and clear guidance to help implement the most advantageous transfer pricing policies while being in full compliance and reducing both financial and reputational risk.



#### Case

### Engage the Customer

Development Partners started in January 2012 as a small group of about 20 customers and has now grown to 90. They join Wolters Kluwer's CCH Canada for off-site meetings of one or two days, virtual meetings, and also take part in questionnaires. They work on specific exercises to help us develop product ideas that best meet their needs. The TaxprepConnect product has been developed based on the input from this large group of customers that are all part of Public Practice firms. Members are accountants from large nationals to small office professionals. These customers assisted us in developing the product idea and finessing it. They also endorsed us when we presented the idea to the Canadian Revenue Agency for approval. It is really quite exciting for software developers to have such an excellent and strong customer group supporting them from idea creation to execution.

The Clinical Drug Information team of Wolters Kluwer Health received a Wolters Kluwer Global Innovation Award for their Global Drug Information Solution. It is the only global framework and clinical content solution that supports every market worldwide with localized drug data, saving vendors time, energy, and integration costs. Customers benefit from this clinical content solution through a consistent and reliable experience with the drug content used by healthcare professionals within their institution. For the first time, physicians, pharmacists, and nurses will all be utilizing the same knowledge base to make better patient care decisions, meaning patients will benefit from better-coordinated care.

CCH iKnow won the Global Innovation Award for Greatest Value to Customers. It is an online tool designed specifically for accountants working in small to medium sized firms employing between three and 25 professionals. CCH iKnow helps professionals with the right information and saves them vital time.

It provides a range of content on all key topics to suit everyone – from junior accountants through to partners/directors – giving it broad appeal within accounting firms. In addition to the annual Global Innovation Awards, we launched the INnovation VENTure (INVENT) Fund. The INVENT Fund is aimed at helping ideas throughout the company grow into fully implemented solutions.

### Performance and Impact

In 2014, Wolters Kluwer continued to invest considerably in innovation. This focus on innovation gives our employees the opportunity to see their unique ideas and products come to fruition. Our four divisions were determined to create and further develop products that provide sustainable solutions to the varying needs of our customers.

The **Legal & Regulatory** division provides customers around the world with expert content, solutions, software, and services in the areas of law, business, and regulatory compliance. In 2014, 7,527 FTEs worked in this division that has operations in North America, Europe, and Asia Pacific. The primary customers of Legal & Regulatory include law firms, corporate law departments, business compliance professionals, corporate legal counsels, legal educators, universities, libraries and government agencies. In today's global environment, we give customers access to actionable information and intelligent tools, empowering organizations to make better decisions and be more efficient. TyMetrix, for example, serves the needs of over 50,000 legal professionals in 135+ countries. Its commitment to developing technology, services, and data products to serve an evolving legal market allows TyMetrix to excel as the global leading provider of law department technology.

The **Tax & Accounting** division supports more than 40 million tax returns and over 210,000 tax and accounting firms worldwide. The division delivers solutions that integrate deep local knowledge with leading workflow technology; helping professionals worldwide navigate complex regulations and requirements to ensure compliance with accuracy and efficiency. This division employed 5,688 FTEs in 2014.



It facilitates the transition towards digital forms of accounting that increase transparency and efficiency. One example is the [CCH Group](#) that since 1913 delivers insightful, industry-leading resources, as well as step-by-step guidance, on a wide variety of tax and accounting issues. Today, it offers expertise in the cloud, on mobile apps and devices, and integrated with software solutions. [CCH Access™](#) for example, increases efficiency to allow our customers to have more time for higher-value planning and advisory work while reducing resource use with seamlessly integrated tools.

The **Health** division provides information for professionals and students in medicine, nursing, allied health and pharmacy. With 2,807 FTEs in 2014 it serves over one million professionals worldwide. These healthcare professionals and organizations worldwide use the medical information and software applications to improve their clinical practice and improve access to high-quality, cost-effective healthcare. One example is [Pharmacy OneSource®](#), whose solutions help clinical leaders at more than 1,200 healthcare organizations, including more than 70 of the top 100 hospital networks, efficiently achieve their goals of improving patient safety, clinical outcomes and financial performance.

The **Financial & Compliance** Services division helps organizations grow safely and profitably. By helping them proactively address risk, compliance, finance, audit and logistics challenges, it empowers customers to make intelligent and clear-sighted decisions in a rapidly changing, global environment. The division's 2,415 FTEs connect to the changing needs of customers from different industries such as banking, securities, insurance, life sciences, healthcare, transportation, energy, and government. Banking solutions, for instance, are used by 49 of the world's top 50 banks, as well as more than 6,000 community banks and credit unions across the United States. One of the brands of this division is [OneSumX](#), whose Financial Crime Control for Anti Money Laundering (AML) delivers a solution that combines the power of profiling and transactional analysis with a customer's compliance program.



#### Cases

### [Wolters Kluwer Financial Services' Anti-Money Laundering Solution Reduces Reputational and Financial Risk](#)

[Wolters Kluwer Financial Services](#) advises financial institutions in the Asia region to take a hard look at their Anti-Money Laundering (AML) processes and procedures following the huge fines for non-compliance which have reached \$8.9 billion.

Wolters Kluwer Financial Services' AML solution is fully capable of both meeting the AML requirements required across the world, including China, and of managing global sanctions risk. Wolters Kluwer Financial Services can also provide instant updates to sanctions and terrorist lists issued around the world to keep customers fully in line with the latest requirements.

### [Web-based Tool Offers Unique Solution for Tracking Affordable Care Act Implementation](#)

[Wolters Kluwer Law & Business](#) introduced [The Health Reform KnowLEDGE™ Center](#), a single destination site for information about health reform and the implementation of the Patient Protection and Affordable Care Act (ACA).

The existing information on health care reform is overwhelming and is coming from multiple and often unreliable sources. The Health Reform KnowLEDGE™ Center's breaking news, research and tools addresses the need for a single, customizable source of reliable information about the implementation of the ACA for attorneys, in-house counsel, human resources and health care professionals. The service includes breaking news with authoritative analysis and practical "how-to" perspectives from attorneys and key industry experts. Our content is written and curated by attorneys and subject matter experts who can keep users both up to date and ahead of the curve.

# Resource Management

We live in an environment with limited natural and social resources. It is therefore important to adapt business practices to manage the use of resources efficiently. Wolters Kluwer's business operations make use of natural and social resources. Our own operations and those of our customers and suppliers impact the environment around us.

## Ambitions and Strategy

With its focus on innovation, Wolters Kluwer intends to increase the efficiency of its customers and reduce their use of natural resources. We keep close track of the natural resources used in our own operations and are exploring different ways to reduce our environmental footprint. The resources with the largest impact are:

- Energy and Emissions Operations;
- Paper Use and Responsible Paper Use;
- Energy Usage of Digital Products and Services.

In addition, we work with our suppliers to reduce their use of natural resources. We aspire to have a sustainable supplier base that enables us to increase the environmental standards throughout our supply chain as a result of our procurement process.

### Customers

Our solutions help organizations, including our own, transition to a non-paper based way of administration, communication, and information consumption. Our customers understand the benefits of our solutions through their productivity increases and their reduction of paper use.

The digitization of our products and solutions comes with indirect developments. It creates a shift in our customers' environmental footprint from paper use to energy consumption. The level of energy efficiency of their devices and the type of energy they consume are

now becoming new factors to take into account when looking to lower our energy consumption. The development of technology shows a trend of increasingly energy efficient devices and more scalable renewable energy alternatives.

These developments qualify digital solutions as a more sustainable option. We consider the effectiveness of our solutions as a key contributor to our societal impact. These developments have significant potential for the future minimization of the environmental footprint of our industry. Wolters Kluwer Document Bridge is an example of our products increasing the efficiency of our customers' workflow and reducing their consumption of paper. It helps customers transform documents from paper to digital format without using a scanner. Simply taking a photo with a smartphone is enough for our app to convert it to a fully searchable and sharable document.

### Wolters Kluwer's operations

Wolters Kluwer's strategy is to lower its environmental footprint by reducing the use of natural resources in its operations. Our strategy is to focus on the resources where the largest impact can be achieved: Energy and Emissions Reduction, Paper Use and Responsible Paper, and Energy Usage of Digital Services. This year we continued to improve the measurement of the total energy usage in our offices and warehouses, including electricity and natural gas consumption. We further reduced our paper use and increased the use of certified sustainable paper. As a customer and producer we search for more renewable energy alternatives. Fortunately, the development of data centers shows a trend of increasing efficiency improvements. For example, based on the increasing capacities of renewable energy, data centers can run on clean energy sources thereby reducing their environmental footprint. This is an initiative we will focus on in the years ahead. We aim to minimize business travel where possible and instead promote the use of digital communications such as videoconferencing.

### Suppliers

Wolters Kluwer not only takes responsibility for the social and environmental impact of its own activities, but also takes a critical look at the impact of the activities of its business partners. We want to ensure we are not part of or party to activities, wherever they may take place, which do not adhere to certain standards of social and environmental conduct. Wolters Kluwer's suppliers can help to achieve this aim.

We require that all our material suppliers adhere to local laws and regulations, including the articles of the [United Nations Universal Declaration of Human Rights](#), the core standards of the [International Labor Organization](#) and the principles of the [United Nations Global Compact](#). Our [Standards of Engagement](#) represent amongst others, our commitment to social aspects of sustainability. It contains Health and Safety, Non-discrimination, Wages and Benefits, Freedom of Association, Child Labor, Forced Labor, Labor Conditions, and protection against Abuse of Labor.

### Policy and Targets

We aim to minimize the use of our customers' natural resources through the development of our products. In addition to our own operations, we acknowledge our impact on society throughout the supply chain and work with our suppliers to embed sustainable policies in their operations.

### Customers

Wolters Kluwer is developing an increasing number of cloud-based solutions. Innovation is an important sustainability driver and we invest annually 8 -10% of our revenues in product innovation. We included our diverse group of employees in this process through the [Global Innovation Awards](#).

### Wolters Kluwer's operations

Our Global Procurement department continued to cooperate in 2014 with the Corporate Sustainability team to activate our resource-related sustainability ambitions. Our environmental policy – set up last year – applies to all Wolters Kluwer companies and business units worldwide. Key points are:

- Waste treatment and recycling;
- Incorporating environmental considerations into core business plans and management practices;
- Prior to procuring paper, checking whether it is certified in accordance with the standards of [FSC](#), [PEFC](#), or [SFI](#);
- Promoting alternatives to business travel, such as teleconferencing, videoconferencing, and presentations via internet.

It is our goal that by the end of 2017:

- 90% of our printed media and office paper will be certified ([FSC](#), [PEFC](#), [SFI](#), [EU Ecolabel](#), [Nordic Swan](#) or [Blauer Engel](#)).

This year, Wolters Kluwer Health's Medical Research unit uncovered additional ways to reduce print quantities. One effort involved a reduction in 'gracing' (or complimentary copies during the renewal process) by more than 200,000 copies. This effort not only saved costs, but also reduced the volume of unused materials saving on additional paper waste. We stimulate more of these kinds of creative solutions to reduce the use of natural resources.

### Suppliers

As an information service provider, Wolters Kluwer's supply base contains many direct and indirect suppliers. ESG-analysts are placing more and more emphasis on active participation in the supply chain. Wolters Kluwer has set up its own [Standards of Engagement](#). In our view this is a good first step of improving participation in the

#### Cases

### Wolters Kluwer Sweden Recycles Old Mobile Phones and Donates the Proceeds to Charity

Swedish employees cleared their storage of old mobile phones no longer in use. They donated the phones to a company that either recycles the phones or sells them. The proceeds from those sold were donated to [UNICEF](#).



supply chain. We ask our suppliers to declare that they accept and follow the social and environmental engagement rules of Wolters Kluwer. Our review of suppliers is based on the following criteria:

- The importance of a supplier for Wolters Kluwer;
- The importance of Wolters Kluwer to the supplier;
- The capacity of a supplier to work on social and environmental issues;
- The capacity of Wolters Kluwer to engage with a supplier on these issues.

At Wolters Kluwer we expect material suppliers from high-risk countries (see our [Standards of Engagement](#)) to carry at least one of the following certifications:

Social	Environmental
<a href="#">OHSAS 18001</a>	<a href="#">ISO 14001</a>
<a href="#">ICTI</a>	<a href="#">FSC</a>
<a href="#">Smeta (Sedex)</a>	<a href="#">PEFC</a>
<a href="#">UL (PGAA)</a>	<a href="#">SFI</a>
<a href="#">SA8000</a>	<a href="#">China Environmental Label</a>
<a href="#">BSCI</a>	<a href="#">QC 080000</a>
<a href="#">ETI</a>	
<a href="#">ICS</a>	

We define material suppliers as suppliers that are (sub-) contracted by Wolters Kluwer to deliver products and services, which are integral part of the products and services Wolters Kluwer delivers to its customers.

We will be working on prioritizing these certifications.

In 2014, we have set the following targets for the future:

- As of 2015 100% of new or renewed engagements with material suppliers that are centrally managed by our Global Procurement department, will include the [Standards of Engagement](#) or an equivalent standard; and
- By the end of 2017 we will require our material suppliers from high-risk countries that are centrally managed by our Global Procurement department to be certified or audited by a credible sustainability standard as described above.

## Performance and Impact

### General

Wolters Kluwer strives to lower environmental impact by reducing use of natural resources throughout the supply chain. Through innovation and deep customer understanding we try to improve the percentage of revenues from digital services and reduce our paper consumption.

### Cases

#### Addressing Climate Risk and Disclosure

Wolters Kluwer received scores on its performance for addressing climate risk and disclosure in 2014. [Carbon Disclosure Project's \(CDP\) Global Scoring and Sustainability Partner, First Carbon Solutions](#) compared these scores to average scores in the industry. CDP is a non-profit organization that works to transform the way the world does business to prevent dangerous climate change and protect our natural resources.

Wolters Kluwer has scored a C for performance, which is in line with the industry average. This score indicates how effectively the company is addressing climate risk. CDP also measures disclosure and on that topic Wolters Kluwer scored 77 out of 100 (note that the industry average is 68). This score indicates the level of transparency the company has achieved.



#### Cyber City

Our office in Gurgaon, India, is housed in the premises called Cyber City, developed by the renowned developer [DLF Ltd.](#) These premises have a total of 12 buildings with world-class infrastructure and safety norms, and eco-friendly, fully compliant features. There is a captive 100 MW co-generation power plant that provides an uninterrupted power supply with zero emissions using natural gas clean fuel. 250 KW of power is produced through solar panels. There are 33 rain water harvesting pits, and no discharge of waste water; through the water recycling plant, 100% recycled water is used for landscaping, cleaning, flushing, air conditioning, and other uses.

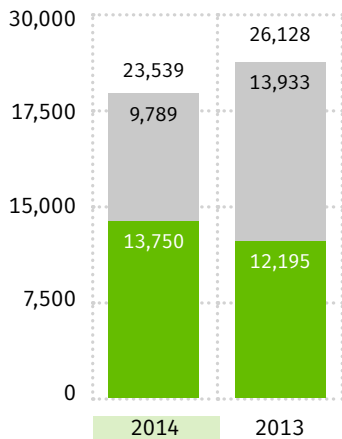


The table on 'Revenue by Media' shows how we performed in 2014 on this sustainability indicator.

Revenues by Media	2014	2013
Digital	2,472	2,286
Services	453	454
Print	735	825
Total revenues	3,660	3,565

**Paper Use**

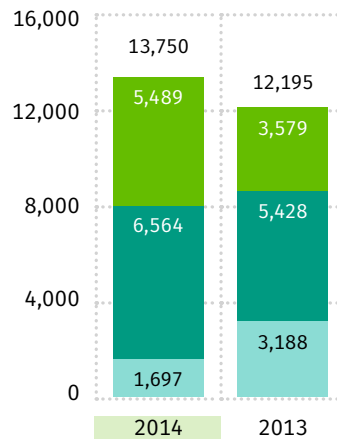
Metric Tons



■ Use Ordinary Paper  
■ Use Responsible Paper

**Certified Responsible Paper Use**

Metric Tons



■ SFI  
■ PEFC  
■ FSC

Overall, paper use has decreased, mainly driven by the U.S. We have increased our sustainable paper use – 58% of our paper is now certified. This is a result of our cooperation with our suppliers.

Case

**Houston Relocation: Green All the Way!**

In 2014, Wolters Kluwer acquired the remaining shares of Datacert, one of the world’s leading providers of enterprise legal management serving corporate general counsel and law firms. We merged Datacert with Tymetrix within the Corporate Legal Services group to form a new unit called Enterprise Legal Management. The head office of the unit recently moved to a new Houston, U.S., office that is certified LEED (Leadership in Energy and Environmental Design) Platinum, indicating earth-friendly materials and best practices.

The office has an energy management system including efficient fluorescent, LED and metal halide bulbs for lighting. It also features a high-efficiency HVAC



system that cools and heats offices, and low-flow water fixtures that reduce water consumption. Native landscaping is supplied by a rainwater reuse system, requiring minimal irrigation. Natural light from floor-to-ceiling windows floods the suite. Interior office space was created using the DIRTT Demountable Wall System, using flexibility to reconfigure the workspace, without demolition or construction. The cubicles are comprised of 60% recycled material and 68% of the furniture recyclable.

**Wolters Kluwer operations**

Our environmental footprint reduction strategy focuses on: Energy and Emissions Operations, Paper Use and Responsible Paper Use, and Energy Usage of Digital Products and Services. We also measure the carbon emissions-related impact of business-related air travel.

Energy Consumption	2014	2013
Total Energy Use in GWh	105	118
Electricity from Renewable Sources	15%	12%
Total CO <sub>2</sub> Emissions from Energy in Metric Tons	34,601	38,655
Tons of CO <sub>2</sub> Emissions from Energy per FTE	1.8	2.0

Energy use is based on electricity, natural gas, heating oil and ethane. In 2014, we saw a decrease in total energy use mainly driven by a decrease in electricity usage. An increase in the proportion of renewable energy use together with the decrease of electricity use lowered our greenhouse gas (GHG)-emissions, including CO<sub>2</sub> emissions, significantly. At the locations where we have access to renewable energy suppliers, we will strive to further increase the percentage of renewable energy use. Data for 2013 has been updated as it now includes ethane consumption and the GHG emissions have been adjusted using updated conversion factors.

Business Travel	2014	2013
Total Millions of Kilometers (km) Travelled by Plane	121	98
Flight Use (km/FTE)	6,220	5,024
CO <sub>2</sub> Emissions from Business Air Travel in Metric Tons	12,205	10,850
CO <sub>2</sub> Emissions from Business Air Travel per FTE in Metric Tons	0.63	0.56
Total Thousands of Liter Consumed by Car Travel	1,515	1,638
Car Use (Liter/FTE)	78	84
CO <sub>2</sub> Emissions from Business Car Travel in Metric Tons	4,784	5,125
CO <sub>2</sub> Emissions from Business Car Travel per FTE in Metric Tons	0.25	0.26

Business air travel is a significant part of our CO<sub>2</sub> emissions. Total reported kilometers travelled increased this year based on increased business travel in the U.S. and the increase of our reporting scope including Australia's business travel. The increase was not offset by a decrease in business class flights and domestic flights. For the first time, we are now monitoring usage of liters (gasoline, diesel, and other types of fuel) and GHG emissions from car travel.

Water Consumption	2014	2013
Total Water Use in Cubic Meters	62,364	62,541
Water Use in Liters per FTE	3.2	3.2

Total water use in 2014 has barely changed compared to last year.

Waste	2014
Total Waste Production in Tons	4,580
Total Waste Recycled	2,235
% Recycled Waste	49%
Waste Production Tons per FTE	0.24

In line with our materiality analysis, we increased the scope of resource management indicators and now also monitor our waste consumption.

#### Case

### Wolters Kluwer France Collects Paper

Wolters Kluwer France carefully reviewed its paper handling processes in 2014. They launched an internal program to collect paper documents. In the process of storing and sorting these documents, employees brought their old documents to designated areas on each floor of the building. The paper went directly to recycling and the proceeds were donated to [Libraries Without Borders](#).

Wolters Kluwer France paid 25,000 euros in Ecofolio tax in 2014, helping to collect, recycle or destroy printed trash. Their printed publications were marked with the following labels:



### Wolters Kluwer Health's Medical Research Unit Resource Efficient

We consistently evaluate resource and process effectiveness, from the start of the publishing manufacturing process until final distribution. We transitioned to internal soft-proofing versus hard-copy proofs to reduce paper and ink consumption. Our print vendors use soy-based ink to minimize waste. Our paper vendors have certifications from the world's three leading forest management programs: the [Forest Stewardship Council \(FSC\)](#), [Sustainable Forestry Initiative \(SFI\)](#), and the [Program for the Endorsement of Forest Certification \(PEFC\)](#). These certifications are carefully managed and ensure resources for the future.

# Community Involvement

As a good corporate citizen, the Wolters Kluwer community supports initiatives which are chosen on the basis of alignment with our business strategy, the degree of local impact, and the degree of dedication for the initiatives by our employees. We invest expertise, time, and money into community projects that are close to our core business. Our community support framework guides and measures our contributions, where we distinguish between Charitable Donations and Community Investments.

## Ambitions and Strategy

Wolters Kluwer has customers in more than 170 countries. Our employees are dedicated to developing and providing our services that benefit numerous communities. We aim to improve the quality of life in these communities and this is an important part of our involvement in the world. We support local societies with knowledge, experience, and effort in the form of different community activities. We believe that our added value as a provider of information solutions can make a real difference in the communities in which we operate. In this way, Wolters Kluwer offers its time, money, products, and expertise to communities in need of our support.

### **Community support framework**

In 2014, Wolters Kluwer continued to use the [London Benchmarking Group \(LBG\)](#) community support framework to help measure and report on our community contribution in a transparent and reliable manner. This framework, which is also being used within the Dow Jones Sustainability Index, makes donations, time, and costs invested in community involvement transparent. In line with the LBG framework we recognize two types of community contributions: Charitable Donations and Community Investments.

### *Charitable Donations*

Our employees spend time and money to enhance living conditions in communities around the world that are in direct need of our help. Wolters Kluwer actively supports communities hit by natural disasters with financial matching programs and by making its solutions available when they can make a difference. An example of an employee initiative in Wolters Kluwer's financial matching program is Clinical Drug Information's annual charity raffle. This year, it raised funds matched by Wolters Kluwer to benefit [Our Little Haven](#). [Our Little Haven](#) is a facility caring for babies and children from birth to 7 years who have been abused, neglected, or affected by drugs.

### *Community Investment*

Community investments are long-term projects where Wolters Kluwer partners with a local organization to improve quality of life in communities, harnessing our knowledge and expertise. Employees are also a part of their own community. As our employees often have a better eye for local community challenges, they regularly collaborate with local organizations on a project basis in order to support the underprivileged in their communities. We support our employees when they use their skills, knowledge, and motivation to help their communities advance. [Wolters Kluwer France](#), for instance, has a partnership with [Libraries Without Borders](#) (ongoing since 2009), providing the organization with law books every year to help share knowledge among underprivileged residents of French-speaking countries, in Africa and around the world.



## Policy and Targets

Wolters Kluwer is an engaged company that enriches the communities where our employees and customers live and work. We provide a positive contribution, supporting employee and customer initiatives we are passionate about and that help communities advance. At a corporate level we arrange for match-funding projects and disaster relief programs. Our other community involvement programs are initiated by our local businesses.

### **Community support framework**

We actively focus on four themes within our Charitable Donations and Community Investment program: Emergency relief, Achieving for our community, Expertise for our community and Supporting the underprivileged.

#### *Charitable Donations*

Wolters Kluwer supports organizations providing basic needs such as food, health and housing with charitable donations. We support communities in need of emergency relief with financial donations and donations in kind.

Emergency Relief: A special case is made for natural disasters such as earthquakes, hurricanes or flooding. These are disasters that do not necessarily affect one specific community, but have a major national, regional or even global impact. In 2014, the World Health Organization called the Ebola virus disease (EVD) outbreak in West Africa an international public health emergency. As a provider of medical information, it is

our mission to provide healthcare professionals with fast access to medical literature for emergency and trauma care. In response to the Ebola outbreak in West Africa, Wolters Kluwer offered healthcare providers access to major biomedicine titles to support emergency treatment and patient care of this infectious disease. In addition, Wolters Kluwer offered institutional medical librarians and researchers Ebola Ovid MEDLINE® Expert Searches – quick access to related EVD evidence-based and peer-reviewed articles on topics including diagnosis, treatment, and transmission. For nursing professionals, Wolters Kluwer's NursingCenter.com had free articles and resources on EVD to assist nurses in emergency care and preparedness.

Achieving for our Community: In 2014, employees all around the company participated in athletic events to raise money for charity. As one example, in Atlanta, Wolters Kluwer employees participated in a corporate run to promote health, wellness, and fitness. A portion of proceeds benefits the Atlanta Community Food Bank, Back on My Feet and the Atlanta Braves Foundation.

#### *Community Investment*

Expertise for our Community: In many cases, community involvement initiatives coincide with our area of expertise. For instance, we sponsor programs that focus on increasing educational opportunities. Wolters Kluwer's Lippincott Williams & Wilkins (LWW) product line is one of the founding publishing partners of the World Health Organization's (WHO) Health InterNetwork Access to Research Initiative (HINARI). HINARI enables

### Case

#### **Dress for Success**

Wolters Kluwer hosts a clothing drive to benefit Dress for Success Twin Cities, an international not-for-profit organization that promotes the economic independence of disadvantaged women by providing professional attire, a network of support and the career development tools to help women thrive in work and in life. Dress for Success has been providing clothing, confidence and career boosts to more than 500,000 women since 1997.

Our employees collect nearly new women's professional clothing and accessories. An investment in Dress for Success Twin Cities is truly an investment in a woman's future and the clothes are just the beginning of how they help women succeed in work and in life each year.



developing countries to gain access to one of the world's largest collections of biomedical and health literature with the goal of reducing the scientific knowledge gap between industrialized countries and the developing world. LWW provides access to more than 300 medical, nursing, and allied health professional journals for nearly 85% of the participating countries in the HINARI program. Wolters Kluwer is committed to this program as part of our mission to provide clinicians, researchers, students, and educators globally with access to important medical information to help improve patient treatment, care and research.

Supporting the Underprivileged: Our employees help to brighten the lives of underprivileged citizens by raising money or by volunteering in their own communities. Volunteers from various Wolters Kluwer CLS finance departments packed meals for The Food Bank for New York City. Employees at Wolters Kluwer Health Clinical Solutions in Indianapolis in the U.S. gathered to sort

clothes at Thrifty Threads in support of the Julian Center which provides services to victims in need of recovery and assistance to build a life without abuse.

## Performance and Impact

Wolters Kluwer keeps track of its community involvement activities, whether they come in the form of Charitable Donations or Community Investments. We do this quantitatively by aggregating our community contributions both in cash and in kind, but also qualitatively by reviewing our own community contributions. We are interested in the effect these contributions have on our communities and our own employees and business performance. This year, we used a survey to understand which key performance indicators were used by our different local offices to measure the impact of their community contributions. The results showed different approaches tailored to the characteristics of the donation or investment.

<i>Community Contributions in Thousands of Euro</i>	2014	2013
Community Contributions in Cash	640	514
Community Contributions in Kind	183	149
Management Cost Related to Community Contributions	28	25
Total	851	688

*Our community contributions in 2014 are in cash, as well as in kind. Most of the initiatives are implemented locally and depend on partnerships with organizations in the communities.*



### Case

#### Opening the Library

In preparation for Wolters Kluwer France's planned office relocation, French employees welcomed over 300 students in labor law and HR. This was an occasion to meet students and provide them with over 200 books and journals from our internal libraries. We also included documents that helped them with their studies.

This event was sustainable in two ways: supporting students unable to afford law books, and saving resources by reusing printed books. The event was also attended by various authors, professors, and lawyers to support our initiative.



#### Cases

### [American Nurses Foundation Announces Collaboration with Wolters Kluwer Health to Expand 'Honor a Nurse'](#)

Wolters Kluwer Health has agreed to help broaden exposure for 'Honor a Nurse' through a major corporate donation and sponsorship agreement. "Honor a Nurse" publicly acknowledges registered nurses who have made a difference in the lives of others while raising money for the Foundation, the philanthropic arm of the [American Nurses Association](#), and its initiatives.

Wolters Kluwer's help will significantly raise the visibility of 'Honor a Nurse' and the public's recognition of the invaluable contributions nurses make to individuals and our nation's health.

Wolters Kluwer Health will use the [Lippincott Nursing Solutions'](#) healthcare software suite to focus attention on Honor a Nurse. Lippincott Nursing Solutions, which includes Lippincott's Nursing Advisor, Lippincott Procedures, and Lippincott Professional Development Programs, enables more than 100,000 hospital-based clinicians, providers, and universities access to current evidence-based practice information through advanced point-of-care software applications and professional development products.

### [The Wolters Kluwer Financial Corporate Services Winners of 2014 Community Impact Award](#)

Wolters Kluwer Financial Corporate Services named [Washington Financial Bank of Washington, Pa.](#) and Chicago-based [BMO Harris Bank N.A.](#) as winners of its 2014 [Community Impact Award](#). The awards honor bank compliance professionals for their innovative use of community development programs and the application of the [Community Reinvestment Act](#) in communities where they operate. The Award is also intended to encourage innovative ways of community lending and to provide the financial industry with examples of superb programs that have made a large impact on underserved communities.

### [Safe Havens for Children](#)

Wolters Kluwer Germany supports the [Peter Maffay Foundation](#), which cares for traumatized and disadvantaged children since 2000. Last year, our employees in Germany donated €30,000 to the Foundation as part of the German School Leader Congress of which Wolters Kluwer Germany is a co-organizer.

As a provider of information and services solutions for schools and day care centers, Wolters Kluwer shoulders its responsibility towards children and youngsters. Our cooperation with the German School Leader Congress and our donation to the Peter Maffay Foundation is an expression of that commitment.



For more community initiatives please refer to our [website](#).

# Employee Engagement

Wolters Kluwer realizes that its business success depends on its employees. As a global publishing and digital information services provider, our employees are a diverse group of highly skilled and talented individuals. Their problem-solving skills and expertise are indispensable to the high quality of our products and services.

## Ambitions and Strategy

Wolters Kluwer continues to focus on the development of an inclusive company culture where attracting, developing and retaining excellent and diverse talent is a central theme. We recognize the skills of our employees and aim to further develop them to their full potential. We developed four principles of our employee value proposition: Make it Better, Embrace Change, Engage the Customer, and Be Influential. These principles are fully in line with our company values of Customer Focus, Innovation, Accountability, Integrity, Value creation, and Teamwork. It is our goal to create the best balance of business strategy, focus and engagement for our employees.

## Policy and Targets

Performance depends not only on skill development, but also on every individual's engagement. Our employee engagement policy comes in four building blocks: our Talent Development program, the Employee Engagement Survey, our vision on diversity and the Global Innovation Awards. The employee engagement programs are key to our success and lead to better products and services for our customers and communities.

### Talent Development

Wolters Kluwer's talent programs are designed to acquire excellent talent with the right set of skills in the right jobs in our company. With these programs, we attract and retain talented individuals to reflect the diversity of our customers. This way, we aim to create the ideal environment for continued innovation and

success. Wolters Kluwer invests in the development of its employees. We see employee development as a shared responsibility between employee, manager, and employer.

Wolters Kluwer focuses on global talent development through multiple programs such as:

- An annual talent review process within each division and function, as well as across the company, to understand the skills, capabilities, and career aspirations of our talent and ensure we are prepared for today's work and tomorrow's strategy with a pipeline of talented individuals.
- Providing best-in-class leadership programs focused on strengthening our leadership pipeline to be ready for growth and expansion.
- Listening to our employees through our employee engagement survey, which measures aspects such as engagement, alignment, agility, development, and cultural components.
- Driving a common performance management approach focused on regular feedback and professional development.
- Our Future Summer Internship Program, which aims to identify and cultivate early career employees from some of the top business schools.

### Employee engagement survey

The first global employee engagement survey was introduced in 2014. With 14,458 respondents - approximately 80% of our workforce - this survey is fully representative of the level of engagement of our employees. By understanding the drivers of employee engagement, we can continuously improve our policies, work processes, and development programs. We understand that pride, energy, and optimism are key employee engagement indicators driven by the universal capabilities of agility and alignment. Understanding and taking meaningful actions regarding strengths and areas for improvement to increase engagement are important opportunities for Wolters Kluwer leadership and our Human Resources professionals.

Employees expressed pride in working for Wolters Kluwer and were positive about their local work groups and teamwork. Opportunities include more support for employee skill and career development, and improving our ability to adapt nimbly to our market place.

### **Diversity**

Our diverse workforce consists of approximately 19,000 employees who operate in 42 different countries, serving customers all over the world. Creating a diverse environment of employees from different backgrounds, nationalities, and talents is of the utmost importance. It is complemented by our policies to stimulate gender balance in our workforce. The latter has resulted in an increasing number of female leaders. Prominent female leaders in our company - in addition to our CEO, Nancy McKinstry - include: Karen Abramson, CEO of Tax & Accounting; Stacey Caywood, CEO of Legal & Regulatory; Corinne Saunders, CEO of Developing & Emerging Markets, and Shasha Chang, CEO China. This year, women comprise 50% of our divisional CEO level positions. This reflects a larger company occurrence as women make up more than half of our workforce.

Wolters Kluwer pays special attention to diversity at the middle management level in order to enable diversity at executive level positions in the future. Our CEO Nancy McKinstry highlights that promoting more women in the workplace is important to Wolters Kluwer: "It is a key objective to see more women in senior management ranks. We have an active talent management program and I fully support any initiative that promotes diversity at a senior management level."

### **Global Innovation Awards**

As our customers' needs are continuously changing, we understand that innovation is an essential strategy for exceptional business performance. Wolters Kluwer aims to inspire its employees by stimulating ideas to facilitate the process of innovative product development. The Global Innovation Awards increase our employee engagement on three different levels: it stimulates on-the-job reflection about how to do our job better, it gives a positive feeling about doing the job through positive feedback, and creates an environment where employees actively take opportunities to discuss possible improvements with others at work. All of this benefits our customers and highlights talent within our company.

### Cases

#### **Wolters Kluwer, CCH Innovation Lab Code Games Foster Innovation, Competitive Spirit**

Wolters Kluwer Tax & Accounting held its inaugural Code Games event in November 2014 bringing innovation, fun, and a competitive spirit to the Irving, Texas office. The intense two-day software development coding competition helped to generate exciting new innovations for the company while showcasing internal technical talent. With over 30 Dallas-based software developers competing and many Wolters Kluwer employees participating, teams were assembled to work on innovations from early in the morning to well into the evening. Despite the intense work atmosphere, Code Games participants were still able to enjoy some down time with yoga, food stations, smoothies and raffles, and hear about the latest technologies and innovations from local event sponsors. Both Wolters Kluwer and the participating sponsors agreed that the inaugural event was a great success.



### **Top of the Jobs**

For the 4th year in a row, Wolters Kluwer in Belgium has been named Top Employer by the Top Employers Institute. The award honors companies that offer employees an excellent work environment, focused on personal and professional growth. We scored high on training, employment and working conditions, and career opportunities. This is great recognition of the HR team's hard work and a boost for our 700 Belgian employees who help build an open company culture every day.

## Performance and Impact

This year we trained:

- Over 450 managers on the fundamentals of managing and developing their employees in the Leadership Essentials program;
- 175 of our most senior leaders at the 2014 Leadership Summit focused on business strategy, external and internal best practices, building leadership competency, and cross enterprise networking.

### Gender Diversity of Total Employees



Workforce in Ultimo FTE per Division	2014	2013
Legal & Regulatory	7,527	7,263
Tax & Accounting	5,688	5,842
Health	2,807	2,779
Financial & Compliance Services	2,415	2,339
Corporate	112	106
<b>Total</b>	<b>18,549</b>	<b>18,329</b>

Employees Who Have Taken Part in Skill Assessments and Capability Development	2014	2013
Employees	77%	66%
Managers	78%	80%
Executives	78%	79%

Engaging our employees through skill assessments and capacity development programs forms a major part of our talent development initiatives. The 2013 data has been adjusted to reflect the same scope as in 2014.

Percentage of Turnover per FTE	2014	2013
Involuntary	6.1	5.2
Voluntary	9.2	6.9
Natural	0.2	0.4

The 2013 data has been updated to reflect the same extended scope in 2014. The turnover is slightly higher than prior year as the company continues to transform the business in line with its strategy. This means focusing on expanding leading positions, accelerating software growth, and taking advantage of global opportunities.

## Cases

## Wolters Kluwer Health Professional & Education Launches iLab to Encourage and Nurture Innovation



In 2014, Wolters Kluwer Health Professional and Education (P&E) launched an iLab (short for 'Innovation Lab') to solicit and incubate innovative ideas from employees across P&E. The development of the iLab was motivated by the recognition that in order to ensure the continued growth and competitive position of the organization, engagement by employees at all levels would be critical to drive innovation – in the solutions we deliver to our customers, in how we operate our business, and in supporting our employees. In developing and launching the iLab, P&E leveraged a similar model that was already implemented within Wolters Kluwer Health Clinical Solutions, taking advantage of the processes and approaches that have proven successful there. Over 25 ideas have already been submitted to the P&E iLab ranging from new product opportunities to operational efficiency improvements to staff welfare initiatives, with participation from employees in all functional areas within P&E.

## Wolters Kluwer Health Professional & Education Drives Culture Change Through Employee-Facilitated Training

Three years ago, Wolters Kluwer Health Professional & Education (P&E) partnered with the Human Potential Project to develop Peplum, a customized training program designed to transform our culture and prepare our employees to succeed in an ever-changing business environment. For the first time in 2014, Peplum was facilitated internally by a team of 16 former graduates. Forty nine employees participated in this successful internal pilot. By participating in Peplum, employees gained insight into their own behavioral styles and learned to coordinate more effectively with local and global colleagues to generate results, build and maintain trust, mobilize resources, and take action. Participants in the program practice their new skills through assignments and project work. This year, participants completed a project to develop and launch a recognition program for P&E employees to recognize and reward behaviors that are aligned with the Wolters Kluwer values and the principles of Peplum.

### Quarterly Employee Recognition

This year, CCH Small Firm Services awarded employees with quarterly recognition honors. The recognition program, modeled after CCH's, is peer-to-peer and customer driven. The awards include monetary, time away from work, and dinner paid for by the company. The Employee Recognition Program promotes employee engagement and acknowledgement of employees' efforts providing company-wide exposure.

# About This Report

This is the 11th report in which we share our ambitions, strategies, policies and performance on sustainability. As of 2012 we report the topics under four building blocks: Customers & Solutions, Resource Management, Community Involvement, and Employee Engagement. This report is compiled according to the principles of the Global Reporting Initiative G4 and is fully in line with the 'Core' guidelines. This is the second year we have followed the latest guidelines in our reporting processes. We were able to report on additional indicators this year. In doing so, by adhering to G4 reporting principles we have generated synergies with other reference tables such as the [United Global Compact](#) and enabled the harmonization of reporting requirements for the different frameworks.

Our efforts are reported on quantitative and a qualitative measures throughout the report.

Our quantitative data has been provided on clear social and environmental impacts of the last two years. In some cases - due to definition adjustments and progressive insight - we have excluded the data from previous years. Below the graph or table we have provided explanations to the trends of the data, i.e. the reason for their increase or decrease, or the exclusion of others.

Our qualitative data relates to the positive environmental and social impacts we realize with our products and services. Our customers report on elements of their sustainability performance, which are often linked to these products and services. Ultimately, society benefits from the knowledge, time saving, and increased resource efficiency that our products and services provide to professionals. We try to cover these benefits throughout this report.

As our sustainability information is continually updated, this report summarizes our performance during one year. For periodic updates, a separate section on our corporate [website](#) reports on latest developments. Additionally, new policies, activities, awards, and engagement opportunities can also be found there.

The data presented in this report is collected on an annual basis by the Corporate Sustainability team. In principle, it represents the reporting period from January 1, 2014, through December 31, 2014. For some locations the data (energy, water and waste) was not available for this fiscal year. Landlords in some countries, for example, provide historical invoice data that can be two years old. To complete this year's data, we extrapolated historical data. For two years now, the heads of Global Procurement, Human Resources, Real Estate, Legal and Communications have been collecting the data from divisions and operating countries within the scope of this report. The Group Accounting department consolidates this data using the financial consolidation system.

These are our scoping guidelines for our sustainability data:

- We collect data from countries that represent at least 1% of total revenue or 1% of Full-Time Equivalents (FTEs)
- Corporate governance data is collected globally, although some exceptions may apply due to local legislation
- For resource management we collect:
  - Energy, water and waste:
    - Data is collected for facilities that cover more than 1,000 m<sup>2</sup> and is extrapolated for all Wolters Kluwer facilities. For the U.S. we only collect data for offices that we own and extrapolate for the leased and rented offices. CO<sub>2</sub> emissions are calculated with location-specific conversion factors, which are adjusted annually based on the newly released conversion factors in ['Guidelines to Defra / DECC's GHG Conversion Factors for Company Reporting'](#)
  - Business air travel: per country
  - Paper: per country
- Community contributions are collected per country
- Employee data are collected perper country

All data expressed 'per FTE' (emissions from energy consumption, business air travel, water consumption, and turnover) are based on average FTE. Where we report data in EUR, currencies from countries outside the Eurozone are converted using the financial year's average exchange rate.



# Company Profile

Our customers make critical decisions every day; we help them move forward with confidence. Wolters Kluwer provides legal, tax, finance, and healthcare professionals with the essential information, software, and services they need to make decisions with confidence.

## **We Support:**

600,000

Legal professionals worldwide

210,000

Top accounting firms worldwide and most of the world's governing tax authorities

1,000,000

Healthcare professionals in 170 countries

90%

of the world's top banks and 98% of the top U.S. banks

## **Our business strategy and ambition**

### **Expand our leading, high-growth positions**

- Focus majority of investment on high-growth segments where we have market leadership
- Drive expansion in emerging, high-growth regions

### **Deliver solutions and insights**

- Drive growth in digital solutions and services
- Develop innovative products and services that support customers to make critical decisions, increase productivity, and add value to society
- Invest in mobile applications, cloud-based services, and integrated solutions
- Product investment of approximately 8-10% of revenues

### **Drive efficiencies**

- Drive efficiencies in sourcing, technology, real estate, organizational processes, and distribution channels
- Deliver cost savings to support investments and margin expansion
- Minimize our environmental footprint

## **Global team of experts**

We are proud to have many leading experts and highly-engaged professionals among our global workforce. What we promise and expect from our employees is to let their actions be guided by four simple but powerful principles: make it better, embrace change, engage the customer, and be influential. Our six company values guide our employees in their work: customer focus, innovation, accountability, integrity, value creation, and teamwork.

2014 Key Figures

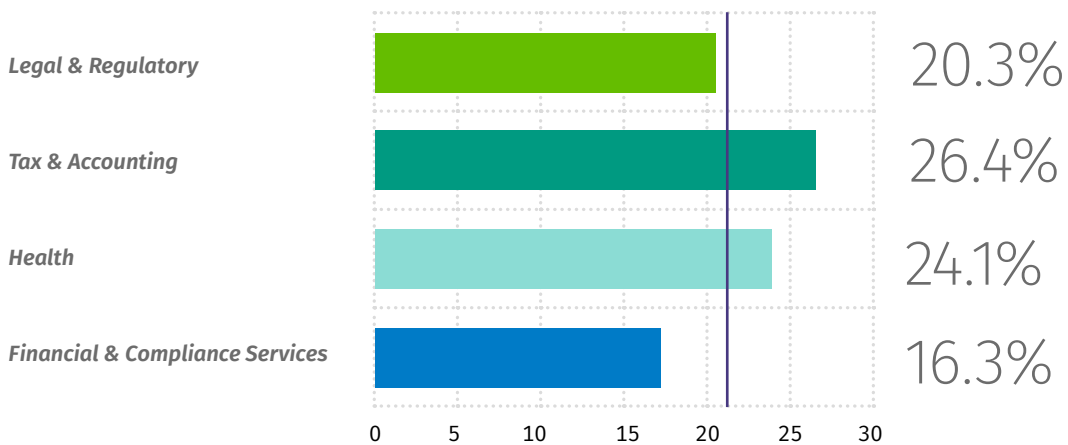
Total annual revenues

€3,660 mln



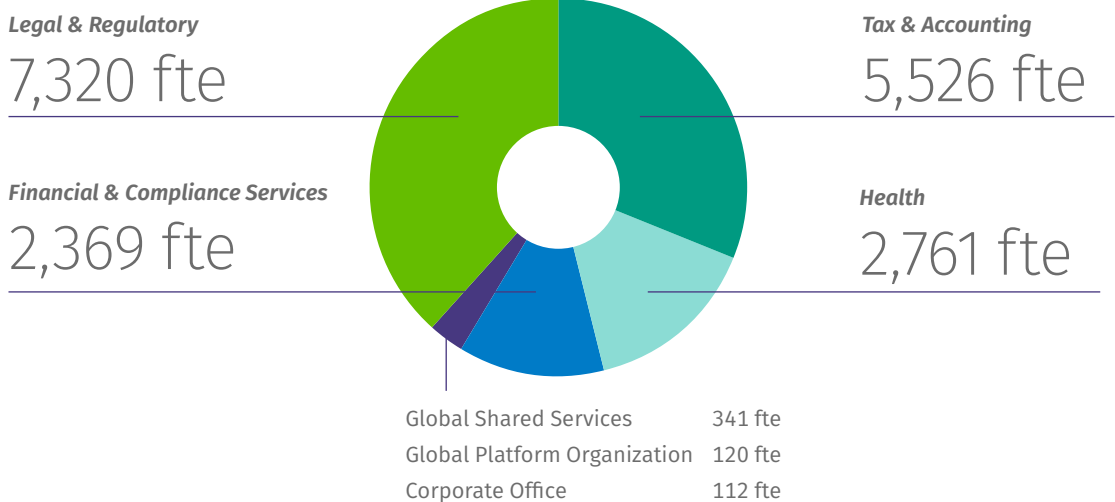
Total adjusted operating profit margin

21.0%

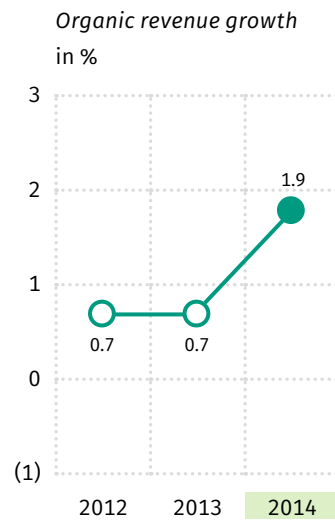
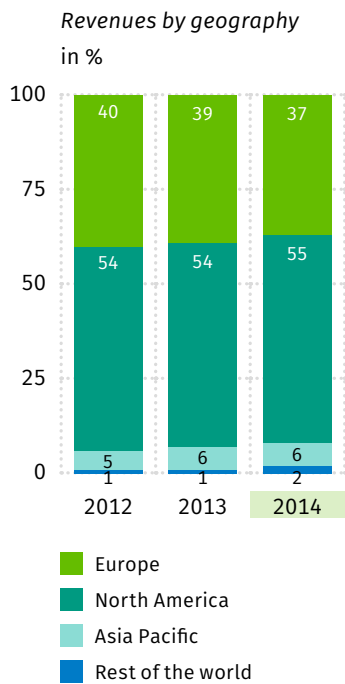
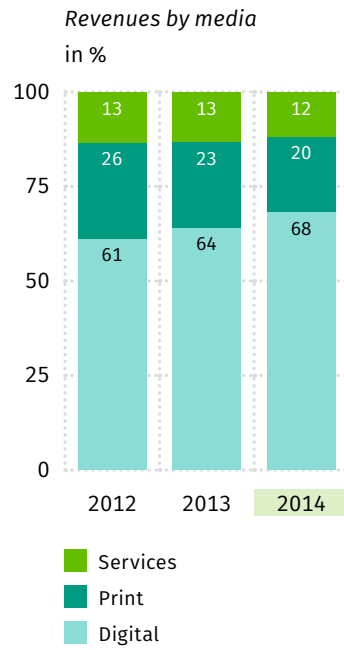
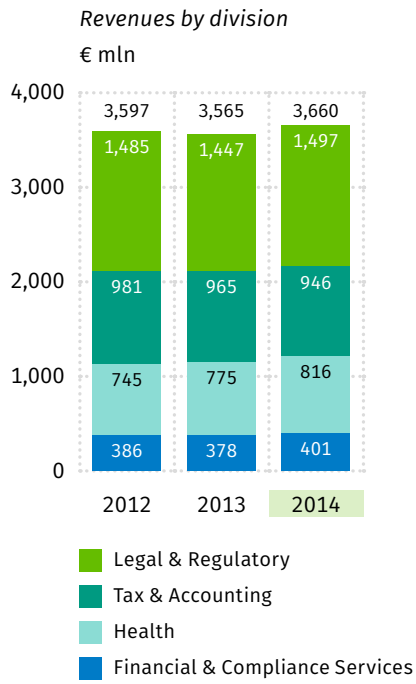


Total employees

18,549 fte



## Revenues

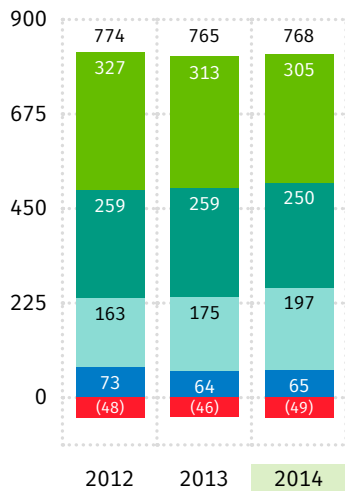


### Key Performance Indicators

		2014	Target 2014	2013
Adjusted operating profit margin	<i>in %</i>	21.0	20.5 - 21.5	21.5
Adjusted free cash flow*	<i>in € mln</i>	513	≥ 475	507
Return on invested capital	<i>in %</i>	8.5	≥ 8	8.7
Diluted Adjusted EPS*	<i>in €</i>	1.59	Low single digit growth	1.55

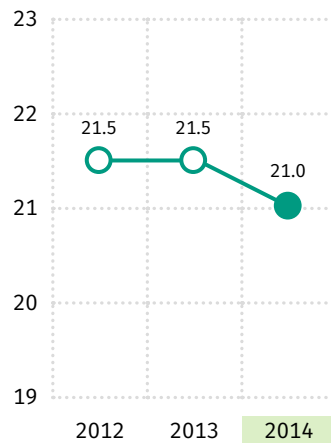
\* in constant currencies (€/ \$ = 1.33)

Adjusted operating profit by division  
€ mln

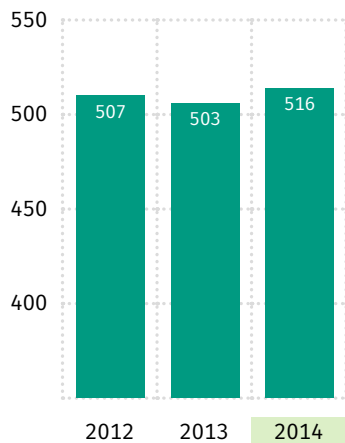


- Legal & Regulatory
- Tax & Accounting
- Health
- Financial & Compliance Services
- Corporate

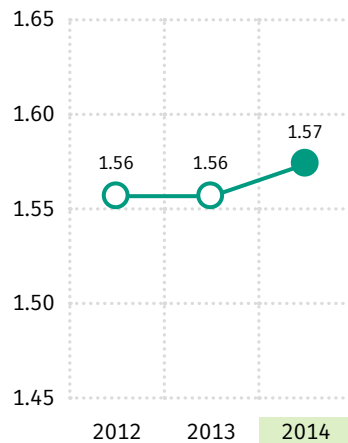
Adjusted operating profit margin  
in %



Adjusted free cash flow  
€ mln

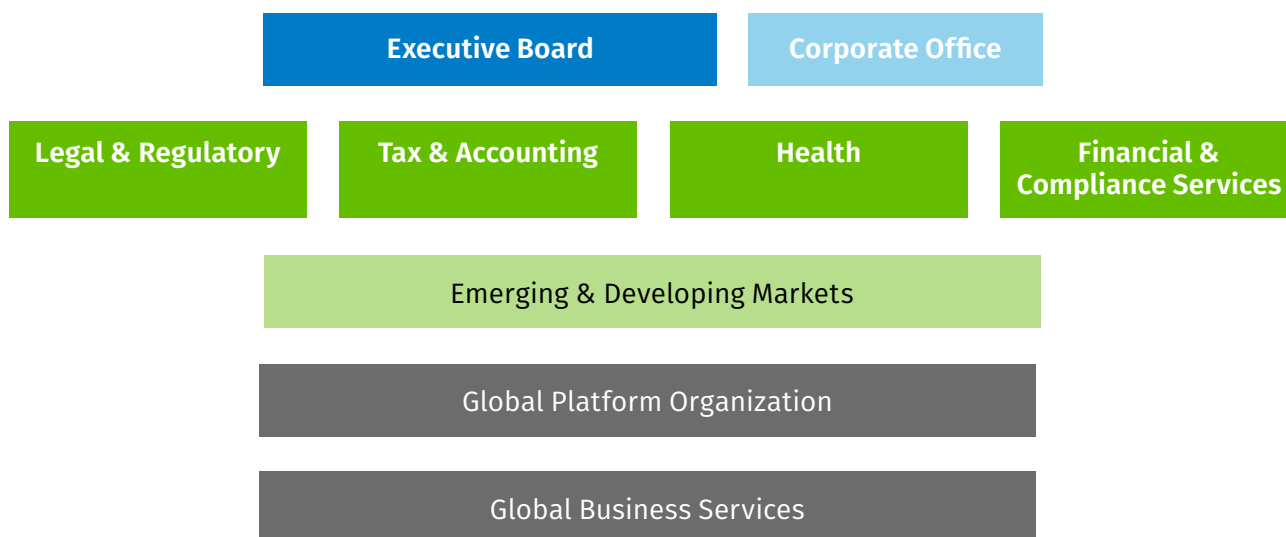


Diluted adjusted earnings per share  
in euro



## Organization

Wolters Kluwer is headquartered in Alphen aan den Rijn, the Netherlands, and stock-listed on Euronext Amsterdam: WLSNC.AS, stock code 39590, ISIN code NL0000395903; included in the AEX and Euronext 100 indices. Wolters Kluwer has a sponsored Level 1 American Depositary Receipt program.



### Legal & Regulatory

The Legal & Regulatory division consists of two groups: Corporate Legal Services and Legal & Regulatory Solutions.

#### Corporate Legal Services

The Wolters Kluwer Corporate Legal Services group is the leading provider of software and information services for legal and business professionals worldwide. Customers rely on Corporate Legal Services for its unrivaled subject matter expertise, workflow solutions, and personalized service in legal compliance, lien management, brand protection, and enterprise legal management.

#### Customers

Corporate legal departments, Law firms, Brand professionals, Underwriters, Small business owners.

#### Portfolio

CT Corporation, CT Small Business, CT Lien Solutions, ELM Solutions, Corsearch.

#### Legal & Regulatory Solutions

The Wolters Kluwer Legal & Regulatory group provides information, software, and integrated workflow solutions to legal and business professionals worldwide. The products and services help customers manage complex compliance requirements, realize higher productivity, and build stronger client relationships.

#### Customers

Lawyers and law firm professionals, Corporate legal departments, Compliance professionals, Legal educators, Universities, Libraries, Government agencies.

#### Portfolio

Kleos, Iter, Navigator, Verifield, MediRegs, IPSOA, Jurion, LA LEY, Lamy, Law Dailies, LEX, Leggi D'Italia, Jura, Croner.

### **Tax & Accounting**

Wolters Kluwer Tax & Accounting is a global, leading provider of tax, accounting, and audit information, solutions, and services. The division delivers solutions that integrate deep local knowledge with leading workflow technology solutions, helping professionals worldwide navigate complex regulations and requirements to ensure compliance with accuracy, efficiency, and ease. The division also helps firms effectively manage their practices and strengthen relationships with their clients.

#### *Customers*

Accounting firms, Corporate finance, Tax and auditing departments, Government agencies, Universities, Libraries.

#### *Portfolio*

CCH, Addison, A3 Software, CCH Axxess, CCH ProSystem, Twinfield, Global Integrator, CCH iFirm, Prosoft, Dinkum, CorpSystem, CCH IntelliConnect, ATX, IPSOA.

### **Health**

Wolters Kluwer Health is a leading global provider of information, business intelligence, and point-of-care solutions for the healthcare industry. Serving more than 170 countries and territories worldwide, Wolters Kluwer Health's customers include professionals, institutions, and students in medicine, nursing, allied health, and pharmacy.

#### *Customers*

Professionals and students in medicine, nursing, allied health, Medical libraries, Hospitals.

#### *Portfolio*

UpToDate, ProVation Order Sets, ProVation MD, Medi-Span, Facts & Comparisons, Lexicomp, Sentri7, Medknow, Language Engine, Medicom, Ovid, Lippincott Williams & Wilkins.

### **Financial & Compliance Services**

Wolters Kluwer Financial & Compliance Services helps organizations around the world manage their most pressing risk, compliance, finance, and audit challenges by providing software, expertise, and services to help them make critical business decisions in a rapidly changing, global environment. The division's solutions help customers manage local, regional, and global risk and performance issues across their business and improve performance and profitability.

### *Customers*

Risk, compliance, audit, and finance professionals in industries such as banking, securities, insurance, and government, Audit professionals in life sciences, healthcare, transportation, energy, and other sectors.

#### *Portfolio*

Wolters Kluwer Financial Services, TeamMate, OneSumX, ComplianceOne, GainsKeeper, Wiz, NILS, Teleroute.

### **Emerging & Developing Markets**

The Emerging & Developing Markets group is focused on accelerating our company's footprint in key high-growth regions, particularly in China, India, Latin America, Middle East, and Africa. The group works across all divisions to leverage our digital investments, tailor products to local customer needs, and establish a long-term presence in these fast-growing geographies.

### **Global Business Services**

Per February 2015, Wolters Kluwer consolidated its Global Shared Services organization with Corporate Strategy into Global Business Services. Global Business Services provides services to Wolters Kluwer's business units in the areas of strategy, technology, sourcing, procurement, finance, and human resources. It supports the company's strategy and execution thereof by raising innovation and effectiveness, and achieving global scale.

### **Global Platform Organization**

Wolters Kluwer's Global Platform Organization (GPO) is the company's technology development and deployment organization. The GPO provides a best-in-class open platform and innovative, differentiating tools that can be incorporated by Wolters Kluwer businesses worldwide into their targeted, segment-specific products and workflows. Partnering with the GPO reduces time-to-market and increases innovation in product development for Wolters Kluwer businesses.

# Awards & Honors

## Sustainability

### Wolters Kluwer Included in Dow Jones Sustainability Indices (DJSI) for Eighth Consecutive Year

Inclusion in DJSI highlights Wolters Kluwer's ongoing commitment to corporate responsibility.

### Wolters Kluwer has been awarded the Bronze Class Sustainability Award from RobecoSAM

Wolters Kluwer Sustainability initiatives again recognized in 2015. For the eighth year in a row, Wolters Kluwer has been awarded the Bronze Class Sustainability Award from RobecoSAM, as part of "The Sustainability Yearbook."

### Wolters Kluwer Included in the Carbon Disclosure Project's Climate Change 2014

Wolters Kluwer is compared to industry and overall scores on CDP's Climate Change Disclosure and Performance Scores.

### Wolters Kluwer Recognized as One of the 'Global 100 Most Sustainable Corporations in the World'

Global 100 Most Sustainable Corporations in the World ranking released by Corporate Knights

### Wolters Kluwer included in the renowned international sustainability indices FTSE4Good and STOXX

These successes emphasize the increasing demand of investors not only for financial KPIs, as well as improved transparency of its ESG performance.

### Wolters Kluwer Recognized as One of the First Companies to Use G4 Reporting

We are one of the first companies to adapt to the new guidelines

For the latest updates and news visit our [website](#).

## Tax & Accounting

### CCH Access Named Top New Product by National Industry Magazine

CCH Mobile App Receives Honorable Mention.

### CCH Mobile Named SIIA Codie Award Finalist for Best Enterprise Mobile Application

Versatile app earns prestigious software industry recognition for its easy, convenient access to tools and information on the go.

### CCH Small Firm Services Earns Top 25 Call Center Award from BenchmarkPortal

Customer Support Center Ranked Among Best in Its Class.

### Advanced Mobile Technology Solution From Wolters Kluwer, CCH Wins Prestigious SIIA Codie Award

CCH Mobile Takes Top Honors as Best Enterprise Mobile App.

### Wolters Kluwer, CCH eSign Solution Wins Prestigious Tax & Accounting Technology Innovation Award

New Solution for IRS Authorized Form 8879 eSignatures Recognized by Leading Information Source for Tax and Accounting Professionals.

### Wolters Kluwer, CCH Professionals Recognized as Industry's Top 40 Under 40 Leaders

The 40 under 40 honorees represent some of the "best and brightest talent in the accounting profession".

### Wolters Kluwer Tax & Accounting Executives Abramson and Mackintosh Once Again Among Most Powerful Women in Accounting

Our commitment is to partner with our customers to help them grow, manage and protect their businesses and their clients' businesses.

For the latest updates and news visit our [website](#).

## Health

### UpToDate, Lexicomp Score Highest in Patient Care

#### Impact in KLAS Clinical Decision Support Report

UpToDate® and Lexicomp® solutions received the highest scores for impact on patient care in their respective categories in KLAS' report on the clinical decision support solutions market.

### UpToDate Receives Third Consecutive NorthFace ScoreBoard Award for World-Class Customer Service

This is the third consecutive year that UpToDate has been recognized by Omega for exceeding customer expectations.

### Wolters Kluwer Health's Ovid and LWW Global Customer Support Team Recognized as Top 25 Center of Excellence by BenchmarkPortal for High-Quality Customer Support

Wolters Kluwer Health Has Received a Top 100 Center Recognition the Past Two Years; 2014 Marks the First Time it has Achieved Top 25 Status.

### Wolters Kluwer Health Receives 23 Awards from the American Society of Healthcare Publication Editors (ASHPE) for Editorial

14 Lippincott Williams & Wilkins Journals Earn 8 Gold, 8 Silver, and 7 Bronze ASHPE Awards.

### Wolters Kluwer Health Wins 21 APEX Awards for Excellence in Publishing

Neurology Today® and Nursing2014 Take APEX Grand Awards for Excellence in the Category of Writing.

### Wolters Kluwer Health Captures Big Wins at 2014 BMA Awards

LWW Titles Honored with 12 Major Awards Including First Place in the Digital and Online Category for Bates' Visual Guide.

### ProVation Order Sets Named Overall Best Performer Among Order Set Solutions in KLAS Clinical Decision Support Report

This marks the third time ProVation Order Sets has achieved top ranking in the annual report on the clinical decision support solutions market.

### UpToDate Receives 2014 eHealthcare Leadership Award for Best Health/Healthcare Content

UpToDate was recognized for its comprehensive clinical content, unique format and user-friendly search capabilities.

### Wolters Kluwer Healthcare Journals Recognized for Excellence in Editorial and Design at the 2014 FOLIO: Eddie & Ozzie Awards

Lippincott Williams & Wilkins (LWW) medical and nursing journal portfolio won 15 awards in nine categories at the 2014 FOLIO: Eddie & Ozzie Awards.

### ProVation Order Sets Earns 2014 KLAS Category Leader Award for Clinical Decision Support-Order Sets Software

Also ranked by KLAS Research as having the best overall performance among order set solutions in its report, "CDS Order Sets and Care Plans 2014: Choosing the Best Option." For the latest updates and news visit our [website](#).

## Financial & Compliance Services

### Chartis Recognizes Wolters Kluwer Financial Services as eGRC RiskTech Quadrant Category Leader for Second Year in a Row

According to Chartis, Category Leaders featured in the report demonstrate a clear strategy for sustainable, profitable growth matched with best-in-class solutions.

### Wolters Kluwer Financial Services Wins GRC Platform of the Year Award

Operational Risk & Regulation Notes Company's Platform is 'Ahead of the Game' in Helping Organizations Address Regulatory Compliance.

### Chartis Recognizes Wolters Kluwer Financial Services as a Category Leader in the Liquidity Risk Management Systems RiskTech Quadrant

Category Leaders combine deep domain knowledge in various risk topics with deep technology assets and capabilities.

### Wolters Kluwer Financial Services Recognized for Fifth Year Running for Exemplary Service to Compliance and Regulation

Regulatory Analysis Team Wins "Best Editorial Team" at 11Annual Compliance Register Platinum Awards.

### Wolters Kluwer Financial Services Earns No.4 Spot in Chartis RiskTech100

Holds Position Two Years in Row; Wins Regulatory Reporting Category Four Years Running.

### Rising Stars Identified as Accountings Next Emerging Leaders

Wolters Kluwer, CCH User Conference Welcomes New Class of Talented, Young Professionals to the 2014 Emerging Leaders Program.

For the latest updates and news visit our [website](#).



# Memberships

L'Association des Editeurs Belges (ADEB, Belgium)	Auckland Chamber of Commerce (New Zealand)
American Institute of CPAs (AICPA, United States)	Australasian Society of Clinical & Experimental Pharmacologists and Toxicologists (ASCEPT, Australia)
Agoria, Federation of Technological Industries (Belgium)	Australian Human Resources Institute
American Bankers Association (Tax and Business Law sections)	Australian Institute of Management
American Bar Association	Australian Society of CPAs
American Chamber of Commerce in the Netherlands	Advies, informatie, netwerk voor werkgevers AWVN (Netherlands)
American Marketing Association	Better Business Bureau (United States)
American Medical Publishers Association	Biotech Industry Association (BIO, United States)
Association for Corporate Tax and Tax Technology Professionals (ACT, United States)	Börsenverein des Deutschen Buchhandels (Germany)
American Institute of Certified Public Accountants (AICPA)	British Educational Suppliers Association
America's SAP Users Group (ASUG)	Canadian Tax Foundation
American Society of Cost Segregation Professionals (United States)	Certified General Accountants (Canada)
American Medical Student Association (AMSA, United States)	Chicago Bar Association (United States)
Amsterdam Partners (Netherlands)	Chartered Accountants (Canada)
Arbeitsgemeinschaft der rechts- und staats- wissenschaftlichen Verlage eV (Germany)	Chartered Institute Management Accountants (CIMA, United Kingdom)
ARMA International (United States)	Circa (United States)
Associazione Italiana per l'Information Technology (ASSINFORM, Italy)	Cobb Chamber of Commerce (United States)
Association of American Law Librarians (AALL, United States)	CrossRef (United States)
Association of American Publishers (United States)	Deutsche Gesellschaft für Personalführung eV (Germany)
Association of Certified Financial Crime Specialists (ACFCS) (United States)	District of Columbia Bar Association (United States)
Association Chartered Accountants (ACA, United Kingdom)	Editors Association of Canada
Association Chartered Certified Accountants (ACCA, United Kingdom)	Federación de Gremios de Editores de España (Spain)
Association of Learned and Professional Society Publishers (United Kingdom)	Fédération Nationale de la Presse d'information Spécialisée (France)
Associazione Italiana Editori (Italy)	Federgon, Federation of HR Service Providers (Belgium)
Assosoftware (Italy)	Groupement Français de l'Industrie de l'Information (France)
	House and Senate Periodical Press Galleries, U.S. Congress (United States)
	Illinois CPA Society (United States)
	Illinois State Bar Association (United States)
	Independent Community Bankers of America (United States)

Institute of Chartered Accountants (Australia)  
 Institute of Management Accountants (United States)  
 International Association of Scientific,  
     Technical & Medical Publishers (STM, Netherlands)  
 International Facilities Management Association  
     (United States)  
 International Legal Technology Association  
     (ILTA, United States)  
 International Society for Medical Publication  
     Professionals (United States)  
 International Society Pharmacoeconomics & Outcomes  
     Research (ISPOR, United States)  
 IRS Volunteer Income Tax Assistance (VITA)  
     Program (United States)  
 La Confederación Española de Organizaciones  
     Empresariales (Spain)  
 Law Society of New South Wales (Australia)  
 L'Association des Editeurs Belges (Belgium)  
 Legal Marketing Association (LMA, United States)  
 L'Union Wallonne des Entreprises (Belgium)  
 Magyar Terjesztés-ellenorzo Szövetség (MATESZ,  
     Hungary)  
 Medical Library Association (United States)  
 Mortgage Bankers Association (United States)  
 Mortgage Industry Standards Maintenance Organization  
     (United States)  
 National Association of Computerized Tax Processors  
     (NACTP, United States)  
 National Association of Federal Credit Unions  
     (NAFCU, United States)  
 National Council of Prescription Drug Programs  
     (United States)  
 Nederlands Uitgevers Verbond (NUV, Netherlands)  
 New York State Bar (United States)  
 New York State Bar Association (NYSBA) (United States)  
 New Zealand Law Society  
 New Zealand Institute of Chartered Accountants  
 Ohio State Bar (United States)  
 Ontario Bar Association (Canada)  
 Peterson Pulaski Business and Industrial Council  
     (United States)  
 Pharmaceutical Management Science Association  
     (United States)  
 Pharmaceutical Marketing Research Group  
     (United States)  
 Pharmaceutical Society of New Zealand  
 Private Law Libraries (PLL, United States)  
 Professional Scholarly Publishers (United States)  
 Risk Management Association (United States)  
 Society for Corporate Secretaries & Governance  
     Professionals (United States)  
 Special Libraries Association (United States)  
 SQL Server Administrators Association (United States)  
 State Bar Associations (United States)  
 State Bar of Michigan (United States)  
 State Specific Bankers Associations (United States)  
 Syndicat National de la Presse Professionnelle (France)  
 Syndicat de la Presse économique et juridique (France)  
 Syndicat de la Presse et des Éditions des Professionnels  
     de Santé (France)  
 Syndicat de la Presse médicale (France)  
 Taxation Institute of Australia  
 Tax Court, Admitted to practice (United States)  
 Tax Payer Choice Alliance (United States)  
 Technology Association of GA (TAG, United States)  
 The Institute of Internal Auditors (Global)  
 The Publishers Association (United Kingdom)  
 Toastmasters (United States)  
 Vereniging VNO-NCW (Confederation of Netherlands  
     Industry and Employers, Netherlands)  
 Vlaams Economisch Verbond (Belgium)  
 Vlaamse Uitgevers Vereniging (VUV, Belgium)  
 Vlaamse Vereniging voor Zakelijke Communicatie  
     (Belgium)  
 Vlaams netwerk van ondernemingen (Voka, Belgium)  
 West Suburban (IL) Bar Association (United States)

# Disclosure of Management Approach GRI and Global Compact

## Global Reporting Initiative

Strategy and Analysis		
G4-1	CEO statement	CEO Introduction
G4-2	Key impacts, risks, and opportunities	Innovation-Driven Sustainability
<i>Organizational profile</i>		
G4-3	Name organization	Front Cover
G4-4	Products and services	Company Profile
G4-5	Location headquarters	Contact & Report Information
G4-6	Countries located	Annual Report
G4-7	Nature of ownership and legal form	Annual Report
G4-8	Markets	Annual Report
G4-9	Size of operations	Annual Report
G4-10	Breakdown of total workforce	Company Profile
		Employee Engagement: Performance and Impact
G4-11	Total employees covered by collective	Innovation-Driven Sustainability: Governance
		Memberships
G4-12	Describe the organization's supply chain	Innovation-Driven Sustainability: Together with our Stakeholders Materiality
		Resource Management: Ambitions and Strategy Policy and Targets Performance and Impact
G4-13	Organizational changes	Annual Report
<i>Organizational Profile: Commitments to external initiatives</i>		
G4-14	Precautionary approach	Annual Report Innovation-Driven Sustainability: Governance
G4-15	Externally developed principles	Introduction: Together with our Stakeholders
G4-16	Memberships in associations	Memberships
G4-17	Operational structure	Innovation-Driven Sustainability Annual Report
G4-18	Process report content	About This Report

G4-19	List of all the material Aspects	<b>Innovation-Driven Sustainability:</b> Materiality
G4-20	Aspect Boundary within the organization	<b>Innovation-Driven Sustainability:</b> Materiality
G4-21	Aspect Boundary outside the organization	<b>About This Report</b> <b>Innovation-Driven Sustainability:</b> Materiality
G4-22	Re-statements	<b>About This Report</b>
G4-23	Reporting changes	<b>About This Report</b>
<b>Stakeholder Engagement</b>		
G4-24	List of stakeholder groups	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders
G4-25	Identification and selection of stakeholders	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders
G4-26	Approaches to stakeholder engagement	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders
G4-27	Key topics through stakeholder engagement	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality
<b>Reporting profile</b>		
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G4-29	Previous report	Website
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G4-32	GRI Context Index	<b>Disclosure of Management Approach</b> <b>GRI and Global Compact Table</b>
G4-33	Assurance	<b>Innovation-Driven Sustainability:</b> Annual Report
<b>Governance</b>		
G4-34	Governance structure	Annual Report <b>Innovation-Driven Sustainability:</b> Governance
G4-35	Delegation process of authority for economic, environmental and social issues	<b>Innovation-Driven Sustainability:</b> Governance
G4-36	Executive-level position with responsibility for economic, environmental and social topics	<b>Innovation-Driven Sustainability:</b> Governance
G4-37	Consultation process between stakeholders and the highest governance body on Governance economic, environmental and social topics	<b>Innovation-Driven Sustainability:</b> Materiality
G4-38	Composition of the highest governance body and its committees	Annual Report
G4-39	Chair of the highest governance body	Annual Report

G4-40	Expertise highest governance body	Annual Report
G4-41	Processes to ensure conflicts of interest	Annual Report Wolters Kluwer website Dutch Corporate Governance Code <b>Innovation-Driven Sustainability:</b> Materiality Together with our Stakeholders
G4-42	Responsibilities for strategy and policies related to economic, environmental and social impacts	<b>Innovation-Driven Sustainability:</b> Governance
G4-43	Enhancement of the highest governance body's collective knowledge of economic, environmental and social topics	<b>Innovation-Driven Sustainability:</b> Governance Annual Report
G4-44	Performance highest governance body	Annual Report <b>Innovation-Driven Sustainability:</b> Governance
G4-45	Procedures of the highest governance body	Annual Report
G4-46	Highest governance body's role in Governance reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	<b>Innovation-Driven Sustainability</b>
		<b>About This Report</b>
G4-47	Frequency of the highest governance body's review	Annual Report
G4-48	Highest committee or position that Governance formally reviews and approves the organization's sustainability report and ensures that all material aspects are covered.	<b>Innovation-Driven Sustainability</b>
G4-49	Communicating process for critical concerns	Annual Report <b>Innovation-Driven Sustainability:</b> Governance
G4-50	Report the nature and total number of critical Governance concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Annual Report <b>Innovation-Driven Sustainability:</b> Governance
G4-51	Remuneration of highest governance body	Annual Report
G4-52	Process for determining remuneration	Annual Report <b>Innovation-Driven Sustainability:</b> Governance
G4-53	Stakeholders' views on remuneration	Annual Report
	<b>Ethics and Integrity</b>	
G4-56	Internally developed statements	<b>Innovation-Driven Sustainability</b> Governance
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity	<b>Innovation-Driven Sustainability</b> Together with our Stakeholders Governance

G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior	<b>Innovation-Driven Sustainability:</b> Governance
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**Economic performance indicators**

	DMA Management approach to Economic performance	<b>Innovation-Driven Sustainability:</b> Governance Materiality <b>Customers &amp; Solutions:</b> Ambitions and Strategy Annual Report
G4-EC1	Direct economic value	<b>Introduction:</b> Together with our Stakeholders Customer & Solutions: Performance and Impact
G4-EC2	Financial implications due to climate change	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Resource Management: Performance and Impact
G4-EC3	Coverage benefit plan obligations	Annual Report
G4-EC4	Financial assistance received from government	Annual Report (Not applicable)

**Indirect Economic Impacts**

G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customer &amp; Solutions:</b> Ambitions and Strategy <b>Resource Management:</b> Ambitions and Strategy <b>Community Involvement:</b> Ambitions and Strategy <b>Employee Engagement:</b> Ambitions and Strategy
G4-EC7	Development and Impact of infrastructure investments and services supported	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customer &amp; Solutions:</b> Performance and Impact <b>Resource Management:</b> Performance and Impact <b>Community Involvement:</b> Performance and Impact <b>Employee Engagement:</b> Performance and Impact

G4-EC8	Significant indirect economic impacts	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customer &amp; Solutions:</b> Performance and Impact <b>Resource Management:</b> Performance and Impact <b>Community Involvement:</b> Performance and Impact <b>Employee Engagement:</b> Performance and Impact
<b>Procurement Practices</b>		
G4-EC9	Locally-based suppliers	<b>Resource Management:</b> Performance and Impact

**Environmental performance indicators**

	DMA Management approach to Environmental strategy	<b>Innovation-Driven Sustainability:</b> Materiality <b>Resource Management:</b> Ambitions and Strategy
G4-EN1	Weight of materials used	<b>Innovation-Driven Sustainability:</b> Materiality <b>Resource Management:</b> Performance and Impact Wolters Kluwer's operations Cases
G4-EN2	Recycled input materials	<b>Resource Management:</b> Performance and Impact
G4-EN3	Energy Consumption within the organization	<b>Resource Management:</b> Policy and Targets Performance and Impact Cases
G4-EN4	Energy Consumption outside of the organization	<b>Resource Management:</b> Policy and Targets Performance and Impact Cases
G4-EN5	Energy intensity	<b>Resource Management:</b> Performance and Impact
G4-EN6	Reduction of energy consumption	<b>Resource Management:</b> Policy and Targets Performance and Impact
G4-EN7	Reductions in Energy Requirements of products and services	<b>Customers &amp; Solutions:</b> Policy and Targets Performance and Impact

		<b>Resource Management:</b> Ambitions and Strategy Policy and Targets Performance and Impact
G4-EN8	Total water use	<b>Resource Management:</b> Policy and Targets Performance and Impact Cases
G4-EN11	Location land in protected areas	Not applicable
G4-EN12	Significant impacts on biodiversity	<b>Resource Management:</b> Policy and Targets Performance and Impact
G4-EN15	Energy direct Greenhouse Gas (GHG) Emissions (Scope 1)	<b>Resource Management:</b> Performance and Impact
G4-EN16	Energy indirect Greenhouse Gas (GHG) Emissions (Scope 2)	<b>Resource Management:</b> Performance and Impact
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	<b>Resource Management:</b> Performance and Impact
G4-EN18	Greenhouse gas (GHG) emissions intensity	<b>Resource Management:</b> Performance and Impact
G4-EN19	Reduction of Greenhouse gas (GHG) emissions	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Resource Management:</b> Performance and Impact
G4-EN20	Emissions of ozone-depleting substances	Not applicable
G4-EN21	NOx, SOx air emissions	Not applicable
G4-EN22	Total water discharge	<b>Resource Management:</b> Policy and Targets Performance and Impact Cases
G4-EN23	Total weight of waste	<b>Resource Management:</b> Policy and Targets Performance and Impact Cases
G4-EN27	Initiatives to mitigate environmental impacts	<b>Resource Management:</b> Ambitions and Strategy Policy and Targets Performance and Impact Cases
<b>Supplier Environmental Assessment</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Resource Management:</b> Ambitions and Strategy Policy and Targets



G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	<b>Innovation-Driven Sustainability:</b>
		Together with our Stakeholders Governance
		<b>Resource Management:</b>
		Ambitions and Strategy
		Policy and Targets
		Performance and Impact

**Social Indicators**

<b>Labor Rights and Decent Work</b>		
	DMA Management approach to Labor Rights and Decent work	<b>Innovation-Driven Sustainability:</b>
		Together with our Stakeholders Materiality Governance
		<b>Employee Engagement</b>
		<b>Resource Management:</b>
		Ambitions and Strategy
G4-LA1	Employee turnover	<b>Employee Engagement:</b>
		Performance and Impact

<b>Occupational Health and Safety</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b>
		Together with our Stakeholders Materiality Governance
G4-LA6	Type and rates of injury, occupational diseases, lost days, and absenteeism, total number of work-related fatalities	<b>Innovation-Driven Sustainability:</b>
		Together with our Stakeholders Materiality Governance
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	<b>Innovation-Driven Sustainability:</b>
		Together with our Stakeholders Materiality Governance

<b>Training and Education</b>		
G4-LA9	Training per employee category	<b>Innovation-Driven Sustainability:</b>
		Governance
		<b>Employee Engagement:</b>
		Performance and Impact
G4-LA10	Programs for skill management	<b>Employee Engagement:</b>
		Ambitions and Strategy
		Policy and Targets
		Performance and Impact

<b>Diversity and Equal Opportunity</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Employee Engagement: Ambitions and Strategy Policy and Targets Performance and Impact
G4-LA12	Gender breakdown of governance bodies	<b>Employee Engagement:</b> Policy and Targets Performance and Impact
<b>Supplier Assessment for Labor Practices</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Governance
G4-LA15		<b>Resource Management:</b> Ambitions and Strategy Policy and Targets Performance and Impact
<b>Labor Practices Grievance Mechanisms</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Governance
G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	<b>Innovation-Driven Sustainability:</b> Governance
<b>Human Rights</b>		
	DMA Management approach to Human Rights Together with our Stakeholders	<b>Innovation-Driven Sustainability:</b> Materiality Governance <b>Resource Management:</b> Ambitions and Strategy Community Involvement
G4-HR1	Significant investment agreements that include human rights clauses	<b>Innovation-Driven Sustainability</b> Together with our Stakeholders Governance <b>Resource Management:</b> Ambitions and Strategy Policy and Targets

G4-HR2	Total hours of employee training on human rights policies or procedures	<b>Innovation-Driven Sustainability</b> Together with our Stakeholders Governance
G4-HR3	Incidents of discrimination	<b>Innovation-Driven Sustainability:</b> Governance <b>Employee Engagement</b>
G4-HR5	Child labor	Innovation-Driven Sustainability: Together with our Stakeholders Governance
G4-HR6	Forced or compulsory labor	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance
<b>Supplier Human Rights Assessment</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance
G4-HR10	Screening of suppliers on human rights	<b>Resource Management:</b> Policy and Targets Ambitions and Strategy Performance and Impact
G4-HR11	Significant actual and potential negative human rights impact in the supply chain and action taken	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance <b>Resource Management:</b> Policy and Targets Ambitions and Strategy
<i>Human Rights Disclosure for the Media Sector:</i>		
G4-DMA	Freedom of Expression	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance
G4-DMA	Cultural Rights	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance
<b>Community Involvement</b>		
<i>Human Rights Disclosure for the Media Sector:</i>		
G4-DMA	Intellectual Property	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance
G4-DMA	Protection of Privacy	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Governance <b>Customers &amp; Solutions:</b> Ambitions and Strategy

<b>Society</b>		
	DMA Management approach to social responsibility	<b>Innovation-Driven Sustainability:</b> Materiality <b>Community Involvement</b> <b>Community Involvement</b>
G4-SO1	Impact on communities	<b>Community Involvement</b>
<b>Anti-corruption</b>		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Governance
G4-SO3		<b>Innovation-Driven Sustainability:</b> Governance
G4-SO4	Employees trained in organization’s anti-corruption policies and procedures	<b>Innovation-Driven Sustainability:</b> Governance
G4-SO5	Actions taken in response to incidents of corruption	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Governance Public Policy
G4-SO6	Total value of political contributions	<b>Innovation-Driven Sustainability:</b> Governance Compliance
G4-DMA		<b>Innovation-Driven Sustainability:</b> Governance
G4-SO8		<b>Innovation-Driven Sustainability:</b> Governance
<b>Product Responsibility</b>		
Product and Service Labeling		
G4-DMA		<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Governance <b>Customers &amp; Solutions:</b> Ambitions and Strategy <b>Resource Management:</b> Ambitions and Strategy
G4-PR3	Product information and labeling	<b>Resource Management:</b> Ambitions and Strategy Policy and Targets Performance and Impact
G4-PR4	Total number of incidences of non-compliance	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Governance
G4-PR5	Customer satisfaction	<b>Innovation-Driven Sustainability:</b> Together with our Stakeholders

		<p><b>Customers &amp; Solutions:</b> Policy and Targets Performance and Impact</p>
	<b>Marketing Communications</b>	
G4-PR6	Marketing communications	<p><b>Customers &amp; Solutions</b></p>
G4-PR7	Total number of incidences of non-compliance	<p><b>Employee Engagement</b> <b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality Governance</p>
G4-PR8		<p>Customer Privacy Together with our Stakeholders Materiality <b>Customers &amp; Solutions:</b> Ambitions and Strategy</p>
	<i>Product Responsibility Disclosure for the Media Sector: Content Creation</i>	
G4-DMA		<p><b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customers &amp; Solutions:</b> Ambitions and Strategy</p>
M2	Methodology for assessing and monitoring adherence to content creation values	<p><b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customers &amp; Solutions:</b> Ambitions and Strategy</p>
	<i>Product Responsibility Disclosure for the Media Sector: Audience Interaction</i>	
M6	Methods to interact with audience	<p><b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customers &amp; Solutions:</b> Ambitions and Strategy</p>
	<i>Product Responsibility Disclosure for the Media Sector: Media literacy</i>	
M7	Actions taken to empower audience	<p><b>Innovation-Driven Sustainability:</b> Together with our Stakeholders Materiality <b>Customers &amp; Solutions:</b> Ambitions and Strategy Policy and Targets <b>Community Involvement:</b> Ambitions and Strategy Policy and Targets Cases</p>

## Global Compact

### Human rights

Principle 1 – Businesses should support and respect the protection of internationally proclaimed human rights.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

Ambitions and Strategy

Principle 2 – Businesses should make sure they are not complicit in human rights abuses.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

### Labor

Principle 3 – Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Memberships**

Principle 4 – Businesses should uphold the elimination of all forms of forced and compulsory labor.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

Principle 5 – Businesses should uphold the effective abolition of child labor.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

Principle 6 – Businesses should uphold the elimination of discrimination in respect of employment and occupation.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Employee Engagement:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Environment**

Principle 7 – Businesses should support a precautionary approach to environmental challenges.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Customers & Solutions:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

Principle 8 – Businesses should undertake initiatives to promote greater environmental responsibility.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

**Customers & Solutions:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Employee Engagement:**

Ambitions and Strategy

Policy and Targets

Principle 9 – Businesses should encourage the development and diffusion of environmentally friendly technologies.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

**Customers & Solutions:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact

**Employee Engagement:**

Ambitions and Strategy

Policy and Targets

**Anti-corruption**

Principle 10 – Businesses should work against corruption in all its forms, including extortion and bribery.

**Innovation-Driven Sustainability:**

Together with our Stakeholders

Materiality

Governance

Risk Management

**Resource Management:**

Ambitions and Strategy

Policy and Targets

Performance and Impact



## Contact & Report Information

### Contact

Stakeholder inquiries:

Roland Waardenburg

Corporate Sustainability Lead

Tel: +31 (0)172 641 450

[sustainability@wolterskluwer.com](mailto:sustainability@wolterskluwer.com)

*Investor inquiries:*

Meg Geldens

Vice President, Investor Relations

Tel: +31 (0)172 641 407

[ir@wolterskluwer.com](mailto:ir@wolterskluwer.com)

*Media inquiries:*

Caroline Wouters

Vice President, Corporate Communications

Tel: +31 (0)172 641 421

[press@wolterskluwer.com](mailto:press@wolterskluwer.com)

### Report

This Sustainability Report is available online

### Concept

Wolters Kluwer Corporate Legal Department

### Content

Lamia Afify, Angelica Parra Cuadros and

Roland Waardenburg

### Graphic Design and DTP

[www.edenspiekermann.com](http://www.edenspiekermann.com)

Wolters Kluwer nv

Zuidpoelsingel 2

P.O. Box 1030

2400 BA Alphen aan den Rijn

The Netherlands

Tel: +31 (0)172 641 421

Fax: +31 (0)172 474 889

[www.wolterskluwer.com](http://www.wolterskluwer.com)

Chamber of Commerce

Trade Registry No. 33.202.517

We invite you to comment on the report:

[sustainability@wolterskluwer.com](mailto:sustainability@wolterskluwer.com)