



# CORPORATE RESPONSIBILITY REPORT 2012



THOMSON REUTERS™

## ABOUT OUR BUSINESS

We are the leading source of intelligent information for the world's businesses and professionals, providing customers with competitive advantage. Intelligent information is a unique synthesis of human intelligence, industry expertise and innovative technology that provides decision-makers with the knowledge to act, enabling them to make better decisions faster. Through approximately 60,000 employees across more than 100 countries, we deliver this must-have insight to the financial and risk, legal, tax and accounting, intellectual property and science and media markets, powered by the world's most trusted news organization.

We are organized in four business units:

- Financial & Risk, a leading provider of critical news, information and analytics, enabling transactions and bringing together financial communities. Financial & Risk also provides leading regulatory and operational risk management solutions;
- Legal, a leading provider of critical online and print information, decision support tools, software and services to support legal, investigation, business and government professionals around the world;
- Tax & Accounting, a leading provider of integrated tax compliance and accounting information, software and services for professionals in accounting firms, corporations, law firms and government; and
- Intellectual Property & Science, a leading provider of comprehensive intellectual property and scientific resources that enable our customers to discover, develop and deliver innovations.

We also have a Global Growth & Operations organization which works across our business units to combine our global capabilities and to expand our local presence and development in countries and regions where we believe the greatest growth opportunities exist.

At our corporate center, we manage Reuters, the world's largest international news agency, which is a leading provider of real-time, high-impact, multimedia news and information services to newspapers, television and cable networks, radio stations and websites around the globe.

## THREE YEAR OVERVIEW

### 2012

- 2012 was a year of change for our company. James C. Smith became our new CEO and Stephane Bello became our new CFO. We also collapsed our divisional structure into a group of strategic business units with a single corporate center to support them.
- Our 2012 revenue growth was 3% before currency.
- We completed 29 acquisitions, sold our Healthcare business, three Financial & Risk businesses and a Tax & Accounting business.
- We further made improvements in product quality, customer service and execution capabilities in our Financial & Risk business.

### 2011

- We continued to invest through a challenging economic cycle.
- Our 2011 revenue growth was 5% before currency.
- We completed 39 acquisitions, investing in faster growing international markets, with a particular emphasis on rapidly developing economies such as Brazil.
- We realigned our sales force more closely with our markets, customers and products.

### 2010

- We focused on restarting growth and returned to revenue growth in the second half of 2010.
- We launched a number of new product platforms, including:
  - WestlawNext
  - Thomson Reuters Eikon
  - ONESOURCE
  - Thomson Reuters Elektron
- We completed 26 acquisitions to support new initiatives such as global expansion and our Governance, Risk & Compliance business.
- We consolidated and integrated technology platforms to achieve cost savings and increase flexibility and scalability.

## EXECUTIVE INTRODUCTION



Dear Reader,

I'm delighted to welcome you to Thomson Reuters second Corporate Responsibility (CR) report.

CR is our commitment to treating people and the environment with integrity and respect. We know that sustainability means good business, and that it's possible to take an ethical stand with a commercial focus. It's the way we believe things will change, and need to change in a world of finite resources and vulnerable systems.

Emerging markets are hugely important to us as we look towards a more connected, global future. Through our Global Growth & Operations organization we are investing in communities, hiring local talent and transferring our knowledge, skills and resources to help these new markets grow and become knowledge based economies.

Diversity and Inclusion are essential to our success and Thomson Reuters takes a strong stand against any kind of discrimination. It makes good business sense and it's the right thing to do. We have been recognized by the Corporate Equality Index for our on-going efforts, and I'm proud of our 100% score this year. This is the first time we have achieved a perfect score and I'm confident it will not be the last. The senior leadership of women continues to be important to us. We have put programs in place to help women at Thomson Reuters achieve their full potential as business leaders.

On a personal level, I am a signatory to the CEO pledge to end global travel restrictions for HIV positive individuals. We are a group of CEOs committed to getting to zero HIV discrimination.

Like many businesses, we realize that sustainability is increasingly important in a turbulent world, and focusing on sustainability – for ourselves and for our customers – is good for business. In 2012 we launched the Thomson Reuters sustainability website as a source of independent news and information on a broad range of social, economic and environmental issues, products and practices. The aim is to serve and encourage sustainability initiatives across our global community of professionals by creating a space where new ideas can be explored and important conversations can begin. We will follow this with our new environmental sustainability strategy, which complements our CR work.

Our annual Community Champion Awards celebrate the efforts of our employees around the world who volunteer their time and expertise to benefit hundreds of communities. Thomson Reuters gives grants to the charities supported by the Community Champion Award winners. I am proud of the passion and commitment of my colleagues at Thomson Reuters and continue to be inspired by their high levels of volunteerism.

I encourage you to read on and find out more.

**Jim Smith, Chief Executive Officer**

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## OUR APPROACH TO CORPORATE RESPONSIBILITY

### 2012 AT A GLANCE

Launched "Sustainability", our website which brings together the latest news, information and discussions on the topic

Scored 100% in the Human Rights Campaign Corporate Equality Index

Listed as one of the World's Most Ethical Companies by the Ethisphere Institute for the fourth consecutive year

Launch of My Community, the one-stop shop for all employees to access our community programs

Saved 3 megawatts of power through data center efficiencies

Being a responsible business is written in Thomson Reuters history. Our Trust Principles<sup>1</sup> – established in 1941 and still relevant today – clearly set out our values and commit us to providing independent, unbiased news and data with integrity. Ethical business practices underpinned by trust are the foundation on which we have built our CR approach.

As the world's leading source of intelligent information for businesses and professionals, operating globally, we have a significant opportunity to make a positive impact in the world around us. Making a difference through our products, services and people informs all of our CR activities. We implement flagship programs focused around four areas where we have the resources and skills to make a positive impact: the workplace, community, marketplace and the environment. Our updated CR strategy wheel, featured later in this chapter, illustrates our refined approach, and related activities are detailed throughout the report.

For us, CR is a journey with changing conditions that require us to adapt and evolve how we plan and respond. In 2012, the reorganization of our business has meant a more efficient global structure, enabling us to better align our CR programs to core business activities and to maximize our positive impact on the world. Our CR approach is connecting people working in collaboration across our organization; it's helping to improve employee health, safety and wellbeing; and boosting motivation levels, along with our bottom line.

**COMMUNITY**  
Strengthening the communities and societies in which we operate



**MARKETPLACE**  
Making a positive difference in the marketplace for customers, suppliers and partners by using our products and services to deliver shared value



**ENVIRONMENT**  
Protecting and preserving the environment on which we all depend



**WORKPLACE**  
Creating a company culture and workplace that promotes diversity, mutual respect and safeguards the health and safety of all employees



#### KEY HIGHLIGHTS FOR 2012

Our focus was on the development of our CR strategy development to align with the core business, consolidating our community work and formalizing our governance process. Key achievements include:

- An updated CR strategy approach identifying broader areas where we can have an impact
- Launch of a new My Community platform as the one-stop-shop for our flagship community programs
- A refreshed governance structure and process
- Launching our customer-focused "Sustainability" platform: [sustainability.thomsonreuters.com](http://sustainability.thomsonreuters.com)

#### LOOKING AHEAD

In the coming year we will be focusing on:

- Continuing to develop CR, ensuring it aligns with the core business and supports our business areas
- Supporting our people across the organization to increase awareness and action on CR in the workplace
- Broadening our CR approach to include citizenship to enhance employee engagement
- Developing our environmental programs to align elements across our CR work
- Reflecting new policy changes, including the two days' volunteering allowance for all permanent employees
- Raising the profile of our sustainable products and services by making their value within the marketplace clear

We look forward to reporting back on these developments in our next report.

<sup>1</sup> [thomsonreuters.com/about/trust\\_principles/](http://thomsonreuters.com/about/trust_principles/)



REUTERS/Mike Segar

**GOVERNANCE AND MANAGEMENT**

In 2012, we enhanced our governance structure, building on the system we put in place last year. Our governance Roundtable is made up of representatives from across the business and is headed by Executive Vice President, General Counsel and Secretary, Deirdre Stanley, our CR sponsor. The Roundtable has oversight of our key activities and is presented with the latest projects and initiatives for feedback throughout the year.

The Roundtable meets quarterly to discuss and provide high level guidance on CR program implementation. This year it has helped to shape our updated CR strategy wheel and has supported the two-day volunteering policy, implemented in January 2013.

**ENGAGING OUR STAKEHOLDERS**

Listening to our customers and employees is a focus across the business and especially for CR. We believe it's important that we understand their expectations, and those of the rest of our stakeholders, regarding the role our business can play in making a positive impact on the world.

Our main stakeholder groups include employees, customers, suppliers and partners, opinion-formers such as non-governmental organizations (NGOs) and key media organizations, international and local

policy makers, and investors. Individuals and teams across our business engage with these stakeholders on a regular basis in multiple ways, from one-to-one meetings and seminars, to surveys.

Last year we started by engaging our internal "customers" – our colleagues – and have continued to talk to them about CR throughout 2012. This year we launched a dedicated "Sustainability"<sup>2</sup> website as a way of providing topical and inspiring sustainability news and information to customers, suppliers and business partners, and to become a platform for debate around key issues. Engagement like this helps us to better understand how we can provide products and services that will enable our customers to do business more sustainably.

Ryan Sheppard, Vice President of Trademark Assets and a leading member of the development team for the site, said: "sustainability is a huge and growing issue for all of us. We must all think in new ways about a world of finite resources and vulnerable systems to ensure a sustainable future and begin conversations that include individuals and corporations, citizens and societies. 'Sustainability' will provide news and other resources to provide context for this new thinking."

*"THIS IS THE MOST WIDE RANGING AND BALANCED COVERAGE I'VE SEEN ON WHAT (I CONSIDER TO BE) THE MOST IMPORTANT ECONOMIC, POLITICAL AND SOCIAL ISSUE. WILL THIS EVOLVE INTO A PRODUCT?"*

Robert Mosimann, Legal, Thomson Reuters – commenting on sustainability.thomsonreuters.com

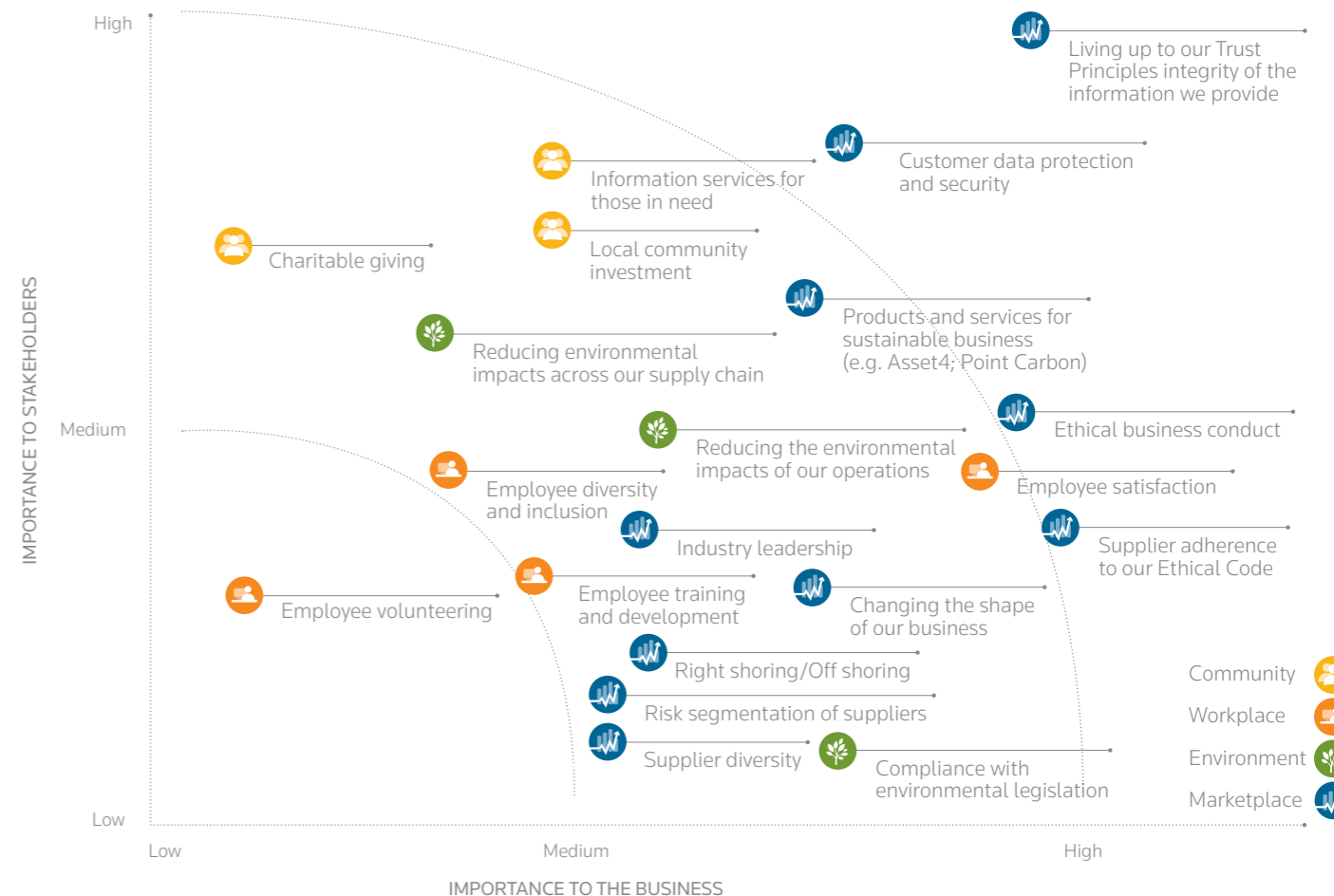
In addition to direct engagement, we also participate in a number of forums. These include chairing the Europe, Middle East and Africa branch of the Green Grid, an international association that promotes best practice on green data centers. Further, our Global Head of CR sits on the Board of the UK's Corporate Responsibility Group, a learning and development network for CR professionals that shares an agenda with the Corporate Responsibility Officer's Association in the US.

In 2013 we'll be working to develop a more formalized and robust approach to engaging stakeholders on our management of CR issues and our approach to CR reporting, focusing in particular on supplier diversity.

**MATERIALITY**

Last year we identified a range of CR-related risks, opportunities and impacts for our business as shown in our Materiality Matrix. Based on internal consultation we plotted the importance of the issues to our business and to our stakeholders. The most material issues included: Living up to our Trust Principles through the integrity of the information we provide; Customer data protection and security; and products and services for sustainable business. We believe that these issues remain relevant for Thomson Reuters today and we continue to address them through our CR approach.

Our aim is to involve external stakeholders in our materiality assessment in the future.



<sup>2</sup> sustainability.thomsonreuters.com



## MARKETPLACE



### INTRODUCTION: INVESTING FOR THE FUTURE

During another year of persistent financial turbulence we continued to invest heavily in future growth opportunities for the knowledge economy. In 2012 we implemented our Global Growth & Operations (GGO) capability, strengthening our resources and providing information solutions for the emergent economies of Latin America, the Middle East, Africa, Russia, China, North Asia and India. We believe that our tailored products and services will help the professional communities in those regions foster growth and innovation with more comprehensive information and analysis of the relevant legal, regulatory and financial contexts.

This year we also invested in a new communications platform for the environmental and social issues relevant to our audiences. For the first time we have a dedicated website which pulls together the work we are doing on sustainability issues across the business and places them in the context of global events. With strong support from our leadership team, we look forward to growing the capabilities of 'Sustainability'<sup>3</sup> and helping it become an invaluable tool on issues like energy and the environment.

In an increasingly interconnected world, we're providing our business and professional customers with the tools that enable them to respond to the environmental and social challenges we all face, wherever they do business or practice. In this chapter you can read about our key highlights, the values that drive the business, how we're helping to make data more secure, and how our growing portfolio of products and services is enabling investors, governments and communities to make better decisions for the long-term.

<sup>3</sup> [sustainability.thomsonreuters.com](http://sustainability.thomsonreuters.com)

## PLACING VALUES AT THE HEART OF OUR BUSINESS



### KEY HIGHLIGHTS

- Implementation of major emerging markets capability (GGO)
- Strong support and leadership from senior management
- Launch of Sustainability website
- Listed in World's Most Ethical Companies award for fourth consecutive year
- Tenth year of Socially Responsible Investing and Sustainability Survey
- Embedding our sustainability criteria for suppliers

*THOMSON REUTERS VOTED AS ONE OF THE WORLD'S MOST ETHICAL COMPANIES FOR THE FOURTH YEAR RUNNING.*

With a footprint in over one hundred countries and a truly international business, upholding the ethical principles that our company was built upon has never been more important, both for our reputation and the long-term credibility of our information services provision.

We have a clear set of values and an effective governance system to ensure they are adhered to at all times, in every aspect of our business. Established in 1941, as an agreement between the Newspaper Publishers Association and the Reuters shareholders, the Trust Principles commit the organization and its journalists to independence, integrity and freedom from bias.

Over seventy years on, and the Trust Principles are just as relevant today as when we only reported the news. As the world's leading provider of information services, our customers rely on the quality of our data and analysis, knowing that we have a clear ethical framework and a commitment to doing what's right.

The Thomson Reuters Founders Share Company, a separate company with access to the Board and voting rights ensures that the Trust Principles are adhered to. Its Board of 16 directors from 12 nationalities meets regularly to consider all major business decisions and can veto any plans that might put the Principles at risk.

For day-to-day decisions, our Code of Business Conduct and Ethics provides clarity on all issues, from protecting company assets to ensuring equal opportunities for all staff, and compliance with regulations and legislation. We have a dedicated whistleblower telephone line and email account, for anyone concerned about suspected contraventions of the Code.

We apply the same ethical values to our supply chain. You can read about our Supplier's Code and recent updates to how we administer it, later in this report.

*"A STRONG ETHICAL FOUNDATION IS A COMPETITIVE ADVANTAGE, AND THOMSON REUTERS RECOGNIZES THE IMPORTANT ROLE CORPORATE RESPONSIBILITY PLAYS IN IMPROVING ITS BOTTOM LINE, AS MORE AND MORE ORGANIZATIONS STRIVE FOR THIS HONOR EACH YEAR, THE INCLUSION OF THOMSON REUTERS AS A WORLD'S MOST ETHICAL COMPANY FOR 2012 DEMONSTRATES ITS INDUSTRY-LEADING COMMITMENT TO ETHICS AND DEDICATION TO INTEGRITY."*

Alex Brigham, Executive Director of the Ethisphere Institute

The Ethisphere Institute, a leading business ethics think-tank, has once again recognized Thomson Reuters as one of the World's Most Ethical Companies for 2012<sup>4</sup>, in its 'Media' category.

Ethisphere reviews hundreds of companies across 36 industries and in 2012 evaluated a record number of applications in its respected annual ranking. Companies were judged on the following issues: Corporate Citizenship and Responsibility; Corporate Governance; Innovation that Contributes to the Public Well Being; Industry leadership; Executive Leadership and Tone from the Top; Legal, Regulatory and Reputation Track Record; and Internal Systems and Ethics/Compliance Program.

<sup>4</sup> [ethisphere.com/wme](http://ethisphere.com/wme)

**DELIVERING SUSTAINABLE OUTCOMES THROUGH PRODUCTS AND SERVICES**

The rapid spread of information technology is creating unparalleled awareness of environmental and ethical issues, placing increased pressure on businesses and governments to respond. From this year's record melting of sea ice in the Arctic<sup>5</sup>, to the devastating impact of Hurricane Sandy in the US<sup>6</sup>, sustainability issues remain firmly on the agenda, despite a flat economic outlook in many markets.

The impacts, and an increasing awareness of climate change and other issues such as rapid species loss and the shifting demographics of the global population, mean that the regulatory and legislative context for companies and individuals is likely to become more complex. Our information services help companies and professionals navigate this rapidly changing landscape.

Thomson Reuters customers include the 25 largest global banks, many of the world's leading law firms, the four largest accounting firms and more than 15,000 customers innovating or legislating in sectors such as biotechnology and pharmaceuticals. Providing information services to such a diverse range of sectors and companies puts us in a unique position to help address the big environmental and ethical challenges we face. The information that we collect, assess and distribute is already helping many companies and communities make decisions with environmental and ethical considerations.

We acquire, develop and market a number of ethically and environmentally-focused products and services, which we describe on these pages. It's worth noting that many of our mainstream products like Thomson Reuters Accelus<sup>7</sup>, which helps companies identify Governance, Risk and Compliance issues, can also play a crucial role in the mitigation of environmental and ethical risks. Below we list some of the services that are helping companies and individuals to succeed responsibly.

**Thomson Reuters ASSET4:** Acquired in 2009, this business provides standardized and comparable environmental, social and governance (ESG) data and news on more than 4,000 leading companies. Professional investors use this ESG data to define a wide range of responsible investment strategies and integrate it into their traditional investment analysis. Recent developments include expanding our coverage to emerging markets and the deeper integration of ASSET4 within our business-wide research platforms. Clients can now download data and make decisions based on a vast array of sustainable ethical performance criteria, easily embedding ESG analysis into their investment decision making.



**THOMSON REUTERS ASSET4 SUMMARY SCORES 2008-2011**

Scores are calculated based on performance indicators and scores are displayed between A+ and D- (where 91.6% – 100% = A+ and 0% – 8.3% = D-)

	2011	2010	2009	2008
Overall ESG Score	A-	B	B	C
Corporate Governance	A	B+	B-	B-
Social	A-	B+	A-	D-
Environment	B	C-	C+	D-

**Thomson Reuters Lanworth:** Acquired in 2011, this company has pioneered the use of satellite imagery and computer modeling to accurately predict outputs in agriculture, forestry and renewable energy production. The Lanworth data is now integrated into our main data terminal product Thomson Reuters Eikon<sup>8</sup> and is being used to help investors and farming businesses assess risks and make better-informed investments.

**Thomson Reuters Point Carbon:** A world-leading provider of independent news, analysis and consulting services for global power, gas and carbon markets, providing customers with unrivalled market intelligence. Our staff include experts in international and regional climate policy, mathematical and economic modeling, forecasting methodologies, risk management and market reporting. Point Carbon now has more than 55,000 clients, including the world's major energy companies, financial institutions, organizations and governments, in over 150 countries. Reports are translated from English into Japanese, Chinese, Portuguese, French and Spanish.

**Socially Responsible Investing and Sustainability Survey:** Thomson Reuters and the UK Sustainable Investment and Finance Association (UKSIF) announced the results of the 10th annual poll of Socially Responsible Investing at an event held at the Thomson Reuters Building in Canary Wharf, London. The 2012 Survey represents the views of over 500 investment professionals from 27 countries, making it the most extensive assessment of socially responsible investing (SRI) in the European investment community. Voting was conducted from 19 March to 4 May 2012. It reflects a contribution from 228 buy-side firms and 29 brokerage firms/ research houses.

<sup>5</sup> in.reuters.com/article/2012/09/19/arctic-ice-idINL1E8KJB5F20120919

<sup>6</sup> reuters.com/article/2012/10/30/us-storm-sandy-insurance-idUSBRE89T0WT20121030

<sup>7</sup> accelus.thomsonreuters.com

<sup>8</sup> thomsonreutereikon.com





REUTERS/Eric Thayer

#### Sustainability Investing – State of the Nation report:

Extel conducted direct interviews with 20 leading sustainability practitioners to create the report<sup>9</sup>. Key highlights from the 2012 Thomson Reuters Extel/UKSIF Survey include: a growing uptake of the UN-backed Principles for Responsible Investment (PRI) has now reached the stage where real action, rather than ‘box-ticking’ is required; 69% percent of buy-side firms want Socially Responsible Investing/Environmental, Social Governance research integrated into mainstream analysis.

**Thomson Reuters World-Check:** World-Check<sup>10</sup> provides information that profiles companies and individuals to identify potential risks such as political exposure and ongoing litigation. The company has more than 5,400 clients in over 150 countries, including 49 of the world’s top 50 banks, 200 enforcement and regulatory agencies, and 45 of the world’s top 100 corporations.

#### THOUGHT LEADERSHIP

As well as the sustainable products and services that we provide for our customers, we also believe we have a valuable role to play in supporting influential individuals and organizations as they try to solve the big ethical and environmental challenges. As the world’s largest international news organization, reaching over a billion people a day, we leverage our brand and resources to help support and promote key thought leadership events.

**Global Ethics Summit:** In March 2012, Thomson Reuters and the Ethisphere Institute partnered to host the 4th annual Global Ethics Summit. Attended by CEOs, Board Chairs, Global Risk and Compliance leaders, and government and regulatory officials, the event offered critical and timely insight into the challenges compliance and ethics professionals face with the increasingly complex regulations of the international marketplace.<sup>11</sup>

#### World Economic Forum – Davos, Switzerland:

Thomson Reuters became a member of the Green Growth Action Alliance (G2A2) in 2012 with Shanker Ramamurthy, President of Global Growth & Operations, hosting one of the table discussions in Davos. Members include more than 50 companies, public and private financial institutions and research organizations. By bringing together the knowledge of many different stakeholders, the Alliance aims to work with governments to help them adopt a systematic approach that rewards innovative green sectors through sound policies and improves their access to finance.

## CASE STUDY

### ASPEN IDEAS FESTIVAL

Thomson Reuters was proud to sponsor the 2012 Aspen Ideas Festival to continue the tradition of uniting thought leaders from across the globe to discuss their work, issues that inspire them, and most importantly, their ideas.

Hosted by the Aspen Institute and The Atlantic, the festival attracts a diverse and influential community. This year leaders from the worlds of science, business, politics, education and the arts gathered in Aspen, Colorado to discuss subjects including the US elections, a seven-billion population world, prospects for democracy, and the impact of disruptive technologies on society.

One of Thomson Reuters main sponsorship components includes three Knowledge Exchanges – where Thomson Reuters works with The Atlantic and the Aspen Institute to craft robust topics aligned to our businesses and discuss key issues of the day. Discussions

included, the “Information’s Beautiful Future” with Thomson Reuters Chief Technology Officer, James Powell. “Cracking the Genetic Code”, where President of Thomson Reuters Intellectual Property & Science, Chris Kibarian, moderated a dynamic panel and “The New Professional” where Deirdre Stanley, EVP, General Counsel and Secretary for Thomson Reuters, participated on a lively panel. Thomson Reuters Foundation CEO Monique Villa also moderated a panel discussion titled, “The Politics of Sex”.

Participants and the wider community had comprehensive access to festival content via Reuters News, our Knowledge Effect blog<sup>12</sup>, Twitter<sup>13</sup> and the numerous independent blogs and sites that reported on this year’s high-profile festival. On site, a Reuters studio helped to spread the impact of the event – broadcasting interviews with key speakers and participants throughout the festival.



<sup>9</sup> extelsurveys.com/Panel\_Pages/PanelPagesBriefings.aspx?FileName=Sustainability\_Investing-State\_of\_the\_Nation

<sup>10</sup> world-check.com

<sup>11</sup> globaleticssummit2012.com

<sup>12</sup> blog.thomsonreuters.com/index.php/heard-around-aspen-july-3rd

<sup>13</sup> #aspenideas

## CASE STUDY

## THE KNOWLEDGE EFFECT

We believe that the right information in the right hands can lead to amazing things. With the best data and analysis our customers in the financial, legal, tax and accounting, intellectual property and science and media markets can shape events, grow economies and promote justice. We call this 'The Knowledge Effect'.

Over 20 million professionals rely on Thomson Reuters, using our intelligent information to spark ideas and actions that can benefit millions more. To help capture and share this process in action, we have a dedicated Knowledge Effect blog<sup>14</sup>. This platform features compelling examples of where Thomson Reuters capabilities and people are delivering value and benefits to our clients and the communities they serve.

2012 was a busy year with many standout international projects featured on The Knowledge Effect blog. In Kerala, India, a villager was inspired by a Thomson Reuters Foundation poll<sup>15</sup> of dangerous countries to fight gender violence. And our Intellectual Property & Science teams worked with Saudi Arabia National Science Agency<sup>16</sup> to trial tools designed to enable the country's knowledge economy.

We run an annual Knowledge Effect contest for staff. This year the standout work in a crowded field was by Frank Pichel and his team in Tax & Accounting, to help people and communities secure land rights in Liberia.


**KNOWLEDGE EFFECT CONTEST 2012, WINNER**  
**Helping Liberians secure their property rights**

Frank Pichel, Regional Manager,  
Tax and Accounting

- Location: Washington DC, US
- Joined: 2004

*"In 2011 and 2012 I was fortunate enough to work on a project in Liberia where our OpenTitle<sup>17</sup> software, land administration expertise and information management skills are helping people to secure their land rights.*

*From the 1980s right up until around 2003, Liberia suffered prolonged civil conflict. This was often a result of disputes over land rights, and the monopoly of the country's rich mineral resources and rainforest products by a small minority who could prove tenure.*

*Like many West African countries, rural property rights in Liberia are often based on undocumented long-standing customs or family arrangements. What documents do exist are generally poorly catalogued, in vulnerable hard copy formats and lack uniformity. Furthermore, they are not always recognized by government agencies.*

*Working with groups like the Liberian Land Commission<sup>18</sup> and the United States Agency for International Development (USAID)<sup>19</sup>, we've helped the Liberians to protect their existing property information, make it more accessible and produce it in secure digital formats.*

*Our low-cost and robust OpenTitle software is proving an invaluable tool in helping Liberia update its approach to property rights. Working with my colleagues in Liberia and across our organization on this project has been a fascinating and rewarding experience. And it's great to share this experience with my colleagues around Thomson Reuters through The Knowledge Effect blog<sup>20</sup>."*

## CASE STUDY


**USING DATA TO HELP INTERNATIONAL**  
**UNIVERSITIES COMPARE PERFORMANCE**

Simon Pratt, Product Manager,  
Institutional Research

- Location: Leeds, UK
- Joined: 1998

## INTELLECTUAL PROPERTY &amp; SCIENCE

The scientific and academic communities are at the forefront of creating the technologies and systems that will support a more sustainable future. We contribute to this process by helping experts in the fields of Intellectual Property, Scientific and Scholarly Research and Life Sciences to manage information, protect their ideas and market their products.

Through products like Thomson Reuters Cortellis<sup>21</sup>, which aggregates all the latest information on drug patents for the Life Sciences sector and IP Manager<sup>22</sup>, which helps research and development professionals bring ideas on-stream, our companies and products are helping to build knowledge economies.

*"For the last three years we've provided the data and analysis that powers the World University Rankings, the leading comparison of academic institutions. The annual publication by Times Higher Education (THE) assesses 400 universities' performance against their core missions – teaching, research, knowledge transfer and international outlook.*

*THE aims to publish the most robust and credible global rating and their methodology must deliver this. Our expertise has helped them to better assess performance at a more granular level. For example, we've eliminated bias for subjects with higher funding and record the number of academic papers published per staff member rather than the total for the department or university.*

*It's a truly global project. Increasingly, governments and the academic community use the rankings as geo-political indicator, helping them to understand the performance of their education policies and how well they're responding to the demands of the knowledge economy. For example, in Australia the universities are very much like an export industry because lots of international students study there. And in Korea and China where they are investing heavily in education, it's really valuable to be able to compare performance to other countries.*

*Our work with THE allows academic institutions to reach new audiences. The World University Rankings 2012-2013<sup>23</sup> is helping the THE website attract tens of millions of page views and Forbes<sup>24</sup>, Huffington Post<sup>25</sup> and BBC<sup>26</sup> were among more than 550 publications to cover the latest rankings. The work also fits into our wider academic programs such as our Institutional Profiles Project<sup>27</sup>."*

<sup>14</sup> [blog.thomsonreuters.com](http://blog.thomsonreuters.com)

<sup>15</sup> [trust.org/trustlaw/womens-rights/dangerpoll](http://trust.org/trustlaw/womens-rights/dangerpoll)

<sup>16</sup> [thomsonreuters.com/content/press\\_room/science/657646](http://thomsonreuters.com/content/press_room/science/657646)

<sup>17</sup> [grm.thomsonreuters.com/software-products/opentitle](http://grm.thomsonreuters.com/software-products/opentitle)

<sup>18</sup> [lc.gov.lr](http://lc.gov.lr)

<sup>19</sup> [mcc.gov](http://mcc.gov)

<sup>20</sup> [blog.thomsonreuters.com](http://blog.thomsonreuters.com)

<sup>21</sup> [cortellis.thomsonreuters.com](http://cortellis.thomsonreuters.com)

<sup>22</sup> [thomsonipmanagement.com/docs/default-document-library/thomson\\_ip\\_manager\\_fs\\_0611.pdf](http://thomsonipmanagement.com/docs/default-document-library/thomson_ip_manager_fs_0611.pdf)

<sup>23</sup> [timeshighereducation.co.uk/world-university-rankings](http://timeshighereducation.co.uk/world-university-rankings)

<sup>24</sup> [forbes.com/sites/susanadams/2012/10/03/the-worlds-top-universities-2012](http://forbes.com/sites/susanadams/2012/10/03/the-worlds-top-universities-2012)

<sup>25</sup> [huffingtonpost.com/2012/10/04/cal-tech-is-number-one-ti\\_n\\_1940338.html](http://huffingtonpost.com/2012/10/04/cal-tech-is-number-one-ti_n_1940338.html)

<sup>26</sup> [bbc.co.uk/news/uk-scotland-19823466](http://bbc.co.uk/news/uk-scotland-19823466)

<sup>27</sup> [ip-science.thomsonreuters.com/globalprofilesproject](http://ip-science.thomsonreuters.com/globalprofilesproject)

CASE STUDY



**SUSTAINABILITY:  
CREATING A NEW DESTINATION  
FOR OUR ETHICAL AND  
ENVIRONMENTAL WORK**

Tim Nixon, Asset Owner,  
Legal Content in Global Resources

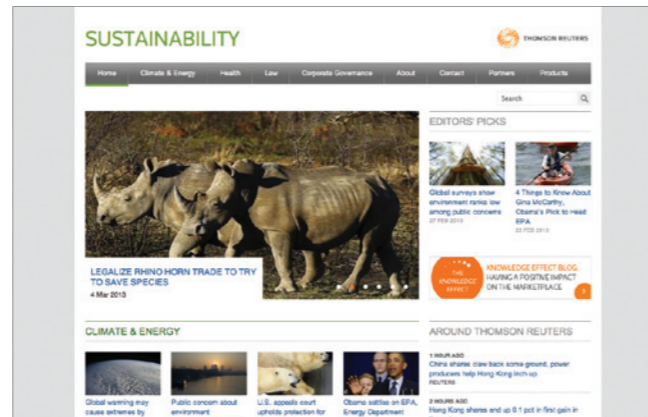
- Location: Baar, Switzerland
- Joined: 2004

*“Everyone we contacted, within the business and externally wanted to be involved in this project. For the first time, we’re providing a single, focused channel for all the sustainability related thinking and projects across the organization, and we have engaged with the wider customer and partner community to bring in additional insight.*

*My role is about identifying synergies across the organization to create more value for our customers and stakeholders. This is a great example of that. We have journalists from Reuters contributing alongside experts from the Thomson Reuters Foundation, and our Point Carbon and ASSET4 businesses.*

*We’re building a resource to be genuinely useful, for our people, clients and the wider community. Also key to this objective is the participation of our external partners such as WWF<sup>28</sup>, the United Nations Environment Programme<sup>29</sup> and the World Economic Forum<sup>30</sup>. Having their support and involvement means that we open the site and content up to different audiences, and we benefit from their deep insights and research into the issues.*

*I’m really proud to have been involved in this project. It’s about aggregating the best information, and connecting people with diverse skills and knowledge to drive solutions – which is what Thomson Reuters is all about.”*



**SUSTAINABILITY – OUR NEW PLATFORM**

In September 2012 we launched a new website called, simply, “Sustainability”<sup>31</sup>. The site brings together our work advising decision makers in the professional and business communities, with our corporate responsibility initiatives and the work of the Thomson Reuters Foundation<sup>32</sup>.

For the first time we have a public-facing online platform where environmental and social conversations can take place, with input from all aspects of the business, as well as leading experts from outside of the Thomson Reuters community. WWF, the United Nations Environment Programme and the World Economic Forum have partnered with us for the project, providing expert insights and new data from their own research. In time we also hope to co-create new products and services with the NGOs and their networks.

Thomson Reuters has a growing portfolio of market-leading business services which are helping companies improve their performance and investing behaviors along environmental and ethical lines. The insights we and our customers gain from products like ASSET4, Accelus, World-Check, Point Carbon, and Lanworth, should provide an invaluable contribution to the efforts of the global community on issues like climate change and resource scarcity.

Reuters<sup>33</sup>, the largest international news agency in the world, provides relevant breaking stories and perspectives on climate, energy, health, law and corporate governance. In-depth analysis and opinion from Thomson Reuters specialists is complemented by the voices of respected commentators, NGOs and other news organizations.

<sup>28</sup> wwf.org

<sup>29</sup> unep.org

<sup>30</sup> weforum.org

<sup>31</sup> sustainability.thomsonreuters.com

<sup>32</sup> trust.org

<sup>33</sup> reuters.com

*“FOCUSING ON SUSTAINABILITY – FOR OURSELVES AND FOR OUR CUSTOMERS – IS GOOD BUSINESS. THIS NEW THOMSON REUTERS WEBSITE ENCOMPASSES A BROAD RANGE OF ISSUES, PRODUCTS AND PRACTICES CONCERNING THE ENVIRONMENT, ECONOMIES, CORPORATE CITIZENSHIP AND RISK MANAGEMENT. IT IS INTENDED TO SERVE AND ENCOURAGE SUSTAINABILITY INITIATIVES ACROSS THE GLOBAL COMMUNITY OF PROFESSIONALS.”*

Jim Smith, CEO, Thomson Reuters

With a fast-growing audience, we’ve leveraged our status as the world’s leading source of intelligent information to enlist contributions from major figures in politics and business. Called Executive Perspectives, we’ve launched a series of thought pieces with contributions from leading climate change communicator Al Gore, and Paul Polman, the visionary CEO of Unilever, amongst others.

As well as featuring in this publication, the Sustainability site is also linked to the online version of our Annual Report<sup>34</sup>, emphasizing its significance internally and amongst groups such as the investment community.

**IMPROVING OUR SUPPLY CHAIN**

To ensure consistency across our organization and for absolute clarity with all existing and future suppliers, we publish our Supply Chain Ethical Code<sup>35</sup>. This concise document, updated in 2011, ensures that the organizations and individuals we procure from understand our high standards on issues such as child and forced labor practices, unionization, working hours, diversity, bribery, corruption and responsible environmental practices. To strengthen adherence to the Supply Chain Ethical Code, in 2012 we embedded its terms in the Terms and Conditions of all Purchase Orders.

As Thomson Reuters has grown, both organically and through acquisitions, our network of suppliers has become large. In 2012, we began an orchestrated plan to implement

tighter criteria and reduce the number of companies who provide us with services and goods. This ensures that we are less exposed to the risks associated with ethical or legal failures by third parties.

Our supply chain also represents the greatest share of our total carbon footprint. As climate change impacts legislation and our own environmental ambitions increase, having greater control of who we spend with will help us to avoid emissions and reduce our carbon footprint.

We currently spend the greatest portion of our budget in the US and UK, but as we consolidate our hubs in emerging markets such as Latin America, India and China, this profile will change. We have a number of proprietary tools and services which increase our ability to identify suitable supplier partners. These include World-Check<sup>36</sup> and IntegraScreen<sup>37</sup> both market-leading due diligence screening services owned by Thomson Reuters.

To help us maintain a proactive, diverse approach to ethical and environmental standards we also partner with NGOs with specialist knowledge on sourcing and supply chain issues. In 2012 we worked with the National Minority Supplier Development Council<sup>38</sup>, based in the US.

<sup>34</sup> ar.thomsonreuters.com/home.html

<sup>35</sup> thomsonreuters.com/about/corporate\_responsibility/marketplace/supply\_chain\_ethical\_code

<sup>36</sup> accelus.thomsonreuters.com/solutions/screening/world-check

<sup>37</sup> accelus.thomsonreuters.com/solutions/screening/integrascreen-reports

<sup>38</sup> nmsdc.org/nmsdc



## WORKPLACE



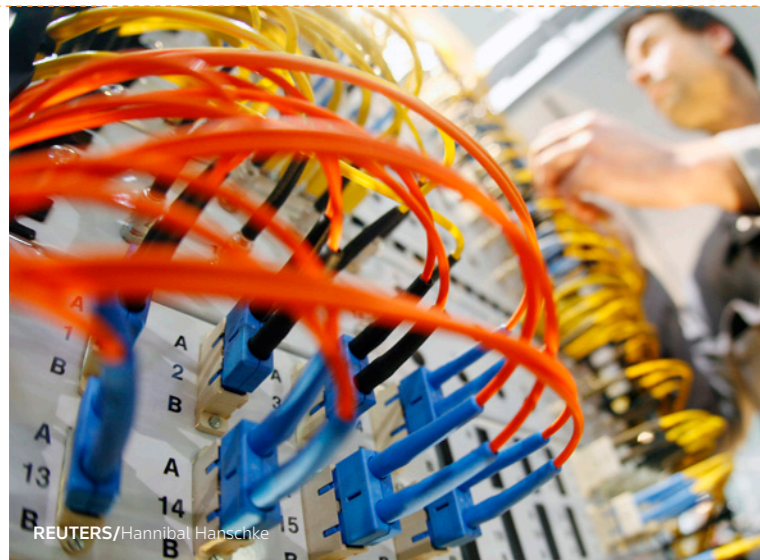
### INTRODUCTION: BUILDING STRENGTH FROM WITHIN

We are the world's leading source of intelligent information for businesses and professionals. Maintaining that role requires a workplace where growth and innovation can thrive at a time when economic, environmental and societal challenges have never been more complex. We believe that the key to this is by attracting and retaining the best, diverse talent and giving them the tools and development opportunities to connect with their clients, colleagues and communities in the most useful ways possible.

Thomson Reuters began 2012 with a simplified organizational structure with new senior management. During the year we also refined our approach to Human Resources, helping our ambitious people and their managers to become more results-orientated and prioritize customer needs above all else. We've reoriented the People function to align more closely to the needs of the businesses, emphasizing the need for specialist expertise, for example in our high-growth markets of Latin America, India, China, and the Middle East, Africa, North Asia and Russia.

On these pages you can read about our key 2012 Workplace highlights, how we secure and retain the best people, and our approach to training and development. We also set out how we manage employee benefits, health and wellbeing, safety and security and share our performance on diversity and inclusion. For readers interested in our volunteering activities, please see the Communities section of this report.

## WORKING WITH THE BEST PEOPLE



REUTERS/Hannibal Hanschke

### KEY HIGHLIGHTS

- New senior leadership team
- Wellness Weeks in USA, Canada, the UK, Hong Kong and Poland
- Score of 100% on the Human Rights Campaign Corporate Equality Index
- Implementation of a new Diversity and Inclusion Strategy
- Standardization of benefits

Our People function has a critical role to play in driving our four focus areas – customer, collaboration, performance and talent – into the organization, as well as supporting our colleagues in putting the customer first and working together to deliver results. We ensure we have the right talent in areas poised for growth and implement a systemic approach to diversity while also developing our leaders of tomorrow. These are no small tasks, but ultimately our company will thrive because of our people, supported in an environment that leads to success – for our company, for our employees and for our customers.

As Chief People Officer (CPO), Peter Warwick brings to the role extensive client-facing business experience gained at Thomson Reuters. Based on his personal 2012 goal to “Focus on making successful those projects that increase the flow of talent and expand opportunities for women and high potential managers from a diverse background,” he set the 2012 priorities for the wider People function as:

- Focus on having the right talent, at the right time, in the right place
- Ensure we have competitive reward and recognition schemes
- Make significant progress in systematically tackling gender and diversity issues
- Cultivate an organization of learning and development
- Improving the user experience for managers and employees around HR data, content, processes and systems

*FOCUS ON MAKING SUCCESSFUL THOSE PROJECTS THAT INCREASE THE FLOW OF TALENT AND EXPAND OPPORTUNITIES FOR WOMEN AND HIGH POTENTIAL MANAGERS FROM A DIVERSE BACKGROUND*

### LEARNING AND DEVELOPMENT

Thomson Reuters recognizes the high level of expertise we demand from our people. To support individuals in achieving their business and personal objectives, we provide thorough and wide-ranging learning and development opportunities.

We developed two new leadership programs to target specific talent segments. The Business Leader Program is a two-year, global leadership program with participation across Thomson Reuters. It has been designed to provide opportunities for our top talent to further develop the skills and career experiences needed to accelerate their careers on the path of becoming business leaders/General Managers. In addition, the Leadership Program for Women, a six month development program, was developed to support women in enhancing the specific leadership skills to help them progress and succeed in senior roles.

Thirdly, a series of management development modules for new, first time managers was piloted and sets the foundation for future management development efforts. The First Line Management Development program equips team leads, through bite-size, high impact sessions, with the skills to manage the performance of their teams.

Our new leadership and management programs have been designed to complement our existing suite of programs which range from a world class executive graduate program, **MAP**, leadership programs for global talent segments, **Generate** and our **Asia Leadership Program**, Women’s Leadership Programs and initiatives, to our core management programs, **Management Development Program** and **Advanced Leadership Program**. Incremental updates were made to our suite of programs throughout 2012 to ensure their continued impact and relevance for our business.



REUTERS/Daniel Munoz

## REWARDING BEYOND THE SALARY

**Overview**

As a business employing approximately 60,000 highly-skilled individuals, we believe it's essential that our people feel consistently rewarded and supported by Thomson Reuters, wherever they work. We aim to provide our people with access to quality healthcare, support in achieving long-term financial security, and the resources and facilities to ensure a health and work-life balance.

Differences in regulations, culture and state provision mean that every country has its own set of constraints. By working proactively we are constantly evolving our offering to ensure that we remain competitive on key issues like benefits covering fatalities, disability and general healthcare.

**Performance in 2012**

2012 has been another busy year for our benefits teams, both centrally and locally, with refinements happening in all our key markets. A key issue for our teams is how to manage continued integration of benefits following acquisitions. With the purchase of the market-leading risk-assessment group World-Check<sup>39</sup> the role for the benefits teams was in the harmonization and integration of plans following its acquisition. Local human resources teams in countries from Panama

to Chile worked closely with our Corporate Benefits team to achieve solutions that met everyone's expectations. Below we list more highlights which demonstrate some of the issues that we are responding to across our international operations.

- In Korea we designed and implemented a new defined contribution pension plan, replacing the existing benefits package. The new plan, which takes advantage of recent legislation, will aid attraction and retention of our people while allowing Thomson Reuters to manage its risk and control its long-term cost
- We were able to negotiate better terms with a new health insurance provider in France. This will benefit our people with both a more comprehensive package and an in-built structure to limit future costs rises
- Thomson Reuters responded to the new Pensions Act in Nigeria by securing a partnership with the leading pension fund administration company. By researching the local market thoroughly and through preferred provider recommendation we were able to make an informed choice to our staff and make the administration process simpler and more efficient

"HEALTH IS A STATE OF COMPLETE PHYSICAL, MENTAL AND SOCIAL WELL-BEING AND NOT MERELY THE ABSENCE OF DISEASE OR INFIRMITY."

World Health Organization

## CASE STUDY

**TAKING THE INITIATIVE ON WELLBEING**

Anette Grahns, Program Manager, Financial & Risk, Instrument and Pricing Content

- Location: Exeter, UK
- Joined: 2001

"Following the completion of a postgraduate module in Public Health, I initiated and developed the Devon Wellbeing program, setting up a local Wellbeing Team in 2009, using the British Heart Foundation's template for designing and implementing health and wellbeing programs. By surveying our colleagues we identified smoking, alcohol and breaks away from the desk as key issues.

To address these issues we invited an NHS Smoking Cessation officer to come and speak, arranged for classes and walks during lunch time, and designed an alcohol awareness campaign. We also set up a bicycle user group, and shared the best routes for an active commute. In our 2012 survey 9.3% of staff were smoking, with 8% of this group wanting to give up. In the past two years over 9% of the survey participants have managed to quit.

For UK Wellbeing Week we organized a series of events. In 2012 our highlights in Exeter included Pilates classes, healthy breakfasts, table-tennis games, sleep and stress seminars, and a competition against other local businesses in Exeter Business Games. Our 2012 Wellbeing Survey showed that of all Exeter respondents, 100% are physically active, up from 95% in 2011 and 88% in 2010.

For me corporate responsibility is about creating positive changes to people's lives and having some fun. I feel fortunate to work for a company which values this kind of work, and I often hear comments from friends and family who are impressed by the matching funds scheme, health benefits and volunteering day that Thomson Reuters people benefit from."

**HEALTH AND WELLBEING****Overview**

Comprehensive research<sup>40</sup> and our own experience strongly indicates that investing in the health and wellbeing of our people is vital for long-term success. We rely heavily on the happiness and motivation of our workforce to serve the needs of our customers. By creating a working environment that encourages good mental and physical health we help our people to achieve and sustain better performance, we enhance our reputation amongst clients and communities, and we can reduce our medical bills and absence costs.

In 2012 we continued to invest heavily in health, with a significant spend on direct medical care across our international footprint. Our policies vary according to the quality and status of local provision and we carefully track which types of conditions affect Thomson Reuters communities, and their impacts. For example we know that treating musculoskeletal problems absorbs the largest proportion of our health spend. You can read more about our specific health packages in our Benefits section of this report.

This year our international health and wellbeing provision included programs on behavioral health and stress management, health screenings and assessments. We also provided access to fitness centers, smoking advice and support, on-site and on-line consultations with doctors, provision of flu vaccinations and the management of chronic diseases such as diabetes.

We continued to raise awareness at all levels of the organization with 'Wellness Weeks' in the US, Canada, the UK, Hong Kong, India and Poland with regular communications across our internal online platform The Hub. And our senior management has commissioned research into how we can simplify the communication of our global activities, pulling them together into one comprehensive strategy to be launched in 2013.

Reflecting this growing emphasis, Jim Smith, our Chief Executive Officer has been playing an active role and recently joined other leaders of major international businesses in committing to end travel restrictions for people living with HIV. And in the US we've introduced an innovative incentives-led program called Blueprint for Wellness where our people will receive US\$200 for participating in a free health assessment.

<sup>40</sup> who.int/features/factfiles/mental\_health/en

<sup>41</sup> blog.thomsonreuters.com/index.php/tag/jim-smith

<sup>39</sup> world-check.com

## CASE STUDY

## SAFETY AND SECURITY

## Keeping our people safe

Thomson Reuters is committed to conducting its business operations and activities in a way that protects the health and safety of our employees, customers, visitors and contractors. Our Trust Principles<sup>42</sup>, in place since 1941, provide the ethical framework for our business and commit the organization to protect all of our people.

With a footprint in over 100 countries, understanding how to minimize risks and comply with laws and regulations on environmental and health and safety (EH&S) issues in all markets is complex. Since 2010 we've been organizing our policies and approaches centrally. But now, as we seek to empower local leadership to grow our international businesses, it makes sense to recruit local experts familiar with site-specific constraints.

At the end of 2012 we reshaped our EH&S function to better serve our business requirements. Some environmental responsibilities will transfer to the Global Corporate Responsibility team, while the Facilities Operations teams will audit and oversee the implementation of appropriate EH&S procedures.

## Ensuring the security of our operations

The Security team oversees all aspects of physical and business threats. Teams are split regionally with location-specific knowledge and skills. Responsibilities include support for fire safety, medical emergencies, emergency response to incidents, supervision of the building access control systems and processes, as well as perimeter security.

Our teams have advanced skills in personal and travel security, helping Thomson Reuters people and affiliates to prepare themselves, whether operating in the hot spots of the world or simply working from home. Information Security specialists cover all data and IT threats.

## Responding to emergencies

For major humanitarian crises which affect our staff such as natural disasters, accidents, conflicts and terrorism we have an Emergency Response Plan, supported by a Security Operations Center and 24-hour medical provision. Our first priority is to protect all personnel within or near our facilities, and secondly to protect our property and assets.

The plan is designed to provide three levels of support:

- 1 Emergency Response: immediate provision of life-saving resources and supplies
- 2 Crisis Management: overall coordination of Thomson Reuters response
- 3 Business continuity and Disaster Recovery: restoration of all systems and procedures

All staff have access to the Emergency Response Plan via designates in the facilities where they work and through internal resources such as our intranet, The Hub.

## RESPONDING TO A CRISIS: HURRICANE SANDY

*Hurricane Sandy brought havoc to the US, devastating people's lives, homes and businesses. As owners of the crisis management program, the Thomson Reuters Security team had a large role to play in the storm's aftermath. The group coordinated our response to the disaster, helping to bring organization and discipline to the clean-up process in the immediate days following the storm.*

*More than 35 Thomson Reuters facilities were located in the affected region and we had over 6000 colleagues to account for. The Security team held twice daily calls with Incident Management Teams from these sites to ensure our people were safe and business remained operational. Situation reports were drafted by Security to provide updates to stakeholders on the weather forecast, communications plan, and status of people affected.*

*The commitment of Thomson Reuters people was impressive, with all company personnel accounted for. Business operations were able to continue and households with electricity opened up their homes to people without power so they could continue to work. An assistance exchange was set up to match those with needs to those who could help and we provided emergency assistance loans to colleagues. Volunteers helped in the clean-up of heavily damaged areas, and colleagues came together to raise funds for hurricane relief. When the hard work was done we celebrated Thomson Reuters people's commitment with a "hurricane heroes" event.*



*"WE OWE SPECIAL GRATITUDE TO OUR COLLEAGUES WHO COMMITTED AS FIRST-RESPONDERS. PEOPLE LIKE THE OPERATIONS SPECIALIST WHO SERVES ON HIS LOCAL FIRE DEPARTMENT AND FOUGHT HOUSE FIRES WHILE WAIST-DEEP IN WATER, AND WHO HELPED TAKE SEVERAL BUSLOADS OF PEOPLE TO SAFETY. OR THE SALES DIRECTOR WHO POSTED A MESSAGE ONLINE OFFERING HIS GENERATOR TO A FAMILY WITHOUT ELECTRICITY – AND WHEN A COLLEAGUE TOOK HIM UP ON THE OFFER, DROVE MANY MILES THROUGH THE NIGHT TO DELIVER AND INSTALL THE GENERATOR. PEOPLE LIKE THESE ARE THE HEART AND SOUL OF OUR COMPANY!"*

Jim Smith, CEO, Thomson Reuters, commenting on Hurricane Sandy efforts

SUPPORTING A DIVERSE AND INCLUSIVE COMMUNITY  
Overview

2012 represented an important year for Thomson Reuters and our conviction that long-term success is explicitly tied to being a diverse and inclusive company. Led from the very top of the organization, our progress this year was built on our new Diversity and Inclusion (D&I) strategy driving an extensive series of development and networking opportunities, strengthening our internal culture through engagement and the creation of a Diversity and Inclusion Community of Practice. We positively encourage feedback with our CEO and CPO hosting several breakfast and lunch events around the world actively seeking feedback from our colleagues. Additionally The Hub provides opportunity for unmoderated and open discussion.

Our focus and attention is being acknowledged by the wider community. Recent awards include a perfect score of 100 on the Human Rights Campaign Corporate Equality Index<sup>43</sup> and the recognition by Women in Leadership India that Thomson Reuters is one of the Best Employers for Women.<sup>44</sup>

## Leading with a new strategy

In 2012 we reinforced the principles set out by our Code of Business Conduct and Ethics<sup>45</sup> with the roll-out of our new D&I strategy. Our strategic goal is to create a global workforce comprised of the most talented and diverse individuals to provide the innovative solutions our customers expect from us.

Led by, our Jim Smith our CEO and Peter Warwick, our CPO, we have shared with our people how this strategy will be achieved by focusing on three goals:

- **Diverse Talent:** Establish programs and processes that systematically attract, develop, and accelerate the careers of our top diverse talent
- **Inclusive Workplace:** Create a workplace in which everyone is valued and has an opportunity to reach their full potential
- **External Positioning:** Position Thomson Reuters as a great company for diverse and female talent

## Implementing the strategy

We plan and manage our approach to D&I at central, regional and local levels. The D&I Center of Excellence provides direction, guidance, support and budget to the organization, leveraging Regional Councils established in the Americas, Asia, UK and Europe. Additionally we have an extensive network of local Employee Resource Groups (ERGs) to share communications and align with strategic priorities.

To embed our strategy and enhance communications we established the D&I Community of Practice. This forum provides a dedicated space for D&I champions – including D&I Council members and ERG Chairs – to meet virtually with senior leaders, share best practices and review progress at least once a quarter.

Hosted on our intranet, we've also introduced new Diversity and Inclusion learning tools. These provide all our people and managers with the resources to understand and respond to our D&I goals.

<sup>42</sup> thomsonreuters.com/about/trust\_principles

<sup>43</sup> hrc.org/corporate-equality-index

<sup>44</sup> willforumindia.com/default.asp

<sup>45</sup> ir.thomsonreuters.com/phoenix.zhtml?c=76540&p=irol-govConduct

CASE STUDY



**ENGAGING THE CORPORATE COMMUNITY TO REALIZE THE POTENTIAL OF A DIVERSE WORKPLACE**

Kelly Miller, Operations Manager, Wealth Management in Financial and Risk

- Location: New York City, US
- Joined: 2010

“One of the big highlights of the year for me was our participation in the annual Out & Equal Workplace Summit<sup>46</sup>. This marquee event draws participation from nearly 3,000 representatives of the world’s leading corporations to share experience, knowledge and resources on issues facing lesbian, gay, bisexual and transgender (LGBT) employees in the working environment.

As the leading provider of information services, and with such a strong Diversity and Inclusion culture, it’s vital for Thomson Reuters to have a voice there. Leaders from Pride at Work, our employee resource group for LGBT individuals and friends, worked to secure sponsorship budget from senior management who were quick to realize the value of the opportunity.

As a result we increased our presence in 2012, with Thomson Reuters serving as a champion-level sponsor and fielding a diverse delegation from nine countries. In addition to learning best practices and leadership skills from corporate peers, these representatives also helped establish Thomson Reuters as a thought leader by contributing our own expertise.

I was especially proud of our workshop on the cultural, political and legal issues facing LGBT people in India and The Philippines, presented by my colleagues Dana Rosete, Jai Carinan, Kalyani Srinivasan and Eric Burroughs. It was a good reminder that Diversity and Inclusion is not just a big opportunity, but a vital necessity - and it’s good to be amongst peers in our organization and others that recognize that.”

Key new initiatives for 2012

**Women’s Advisory Task Force:** Launched in May 2012 and chaired by our CEO and CPO, the Task Force comprises 10 senior business leaders from across Thomson Reuters. The first steps have been to identify four pillars of focus for women in leadership in 2012 and to take action across those pillars throughout the year.

**Women’s Leadership Program:** Launched in October with 34 participants and their managers participating in a virtual session, this global program develops women with strong leadership potential through knowledge sharing, networking and skill-building. Underpinned by research and analysis into gender trends within the organization, we also launched a formal Career Sponsorship Program to focus on the careers of our top women and to encourage and increase exposure internally and externally.

**LeadHership1:** We ran a 6-month global virtual leadership development program called LeadHership for over 80 of our mid-level female technologists in eight global locations. The program aims to build self awareness and leadership confidence and prepare women for their next career step.

Employee Resource Groups

Employee Resource Groups (ERGs) create awareness and understanding of the cultures represented in our business and throughout the world. They also provide a network of support for our people and help to deliver our Diversity and Inclusion strategy.

In 2012, we had over 80 active local groups representing the interests and exchanging information for our Asian, black, disabled, Latino and Hispanic, LGBT, veteran and female colleagues across our markets.

2012 activities included the UK Disability Employee Network organizing an event for Thomson Reuters parents of Autistic Spectrum children to meet and share insights. The Black Employee Network hosted a number of career development workshops with leading business people and thought leaders including human rights activist Naomi Tu Tu and UN Ambassador Andrew Jackson. Pride at Work hosted an evening for LGBT heroes in New York, and the Women @ Thomson Reuters group facilitated a number of successful events with external organizations and mentoring relationships for specific skills such as project management and career advancement.



REUTERS/Kiyoshi Ota

**Developing future leaders with the Generate program**

Our award-winning Generate leadership program, offers future leaders in our businesses a unique opportunity to build their business skills, and helps to retain talent who have high potential for long-term success at Thomson Reuters. The demanding 11-week program, developed with global people development company Impact International<sup>47</sup>, fosters collaboration and innovation across international borders by asking participants to solve live challenges for charities in rapidly developing economies.

The program is split into four phases: **Engage:** Four-weeks of virtual learning to develop self, team and organizational awareness; **Consult:** One-week consultancy in a rapidly developing economy providing consultancy services for a local community partner around their specific business need; **Lead:** Six weeks of virtual collaboration to deliver against the business project for handover to the client; **Excel:** Ongoing performance in the business, application of learning and mentoring via alumni networks.

In 2012, we provided 29 rising stars with the experience, including a demanding week working on the ground in Mumbai with their allocated organization. The results of the program since it launched in 2010 are impressive. 75% of Generate participants have received a promotion, and 23% have been promoted twice. 95% of Generate participants still work with Thomson Reuters.

Generate received the 2012 Training Journal Award<sup>48</sup> for ‘Best use of Technology in Learning’.

CASE STUDY



**GENERATE: DEVELOPING EFFECTIVE COLLABORATION IN REAL AND VIRTUAL SETTINGS**

Alvaro Arjona, Editorial and Content Manager – Clinical

- Location: Barcelona, Spain
- Joined: 2009

“My project team worked with Mumbai Mobile Creches<sup>49</sup>, an NGO whose mission is to provide children of families living and working on construction sites with education and a safe, healthy environment. Our challenge was to build a sustainable, efficient and systematic framework to support the organization’s marketing and communication activities.

It was thrilling to better understand how different cultures and skill-sets approach problems. By building trust in a virtual environment, our team moved from the basic sharing/small talk base to effectively consult with our client and deliver meaningful and useful support to the community partner.

In Mumbai day-long sessions were held at the NGO office and construction sites. We followed these with group sessions where we would analyze the performance of the team, individual contributions and interactions with the NGO representatives, while trying to build the project proposal for presentation to our client by the end of the week.

The challenges of the environment provided an extremely stimulating learning experience characterized by honest feedback, straightforward communication, and importantly, acts of leadership.

I couldn’t help but feel a great sense of fulfillment and satisfaction after our client’s positive response to our work, and also when reflecting on how far we had come as a team in just two months.”

<sup>46</sup> outandequal.org/summit-2012

<sup>47</sup> impactinternational.com

<sup>48</sup> impactinternational.com/news/training-journal-award-winners

<sup>49</sup> mumbai-mobilecreches.org



# COMMUNITY



## INTRODUCTION:

As a global organization operating in different cultural contexts, we value having good relationships with the communities where we work. We support our local communities directly with company funds and initiatives, and we also back the causes our employees are involved in personally. At a local level, we work with community partners and internationally through our charity the Thomson Reuters Foundation, striving for a positive impact on the world around us.

2012 was a busy year for our work with communities. We refreshed our support policies and enhanced the opportunities available to our people with more flexible giving programs and an updated approach to community support. In addition we launched our My Community platform, a simple and direct portal for our employees across the world to access all of our community programs.

Our refreshed community policies and activities have had a positive impact: volunteering time registered on our My Community platform have risen to 35,661 hours and we have registered increased engagement across all of our programs, with more employees making use of the tools available. We look forward to extending the reach of our community activities further in 2013.

## SUPPORTING WITH FUNDS



## KEY HIGHLIGHTS

- Policy refresh to better support our people's community volunteering and giving
- Launch of My Community platform, bringing all our programs together for the first time
- Increased engagement with volunteering programs across our global operations

In the following section we outline the different ways in which we support organizations, causes and events. Detailed activities by region can be found in subsequent sections.

Through the Thomson Reuters Matching Gifts program employees can double their personal charitable donations with an equal donation from the company, up to a limit of US\$1,000. In 2012, to enable even more donations we lowered the minimum match threshold from US\$75 to US\$50. Following this change we can report that 34% of Matching Gifts donations were within this new threshold.

We continue to invest financially in programs and projects which reflect our core activities and where we can add the most value. Often championed at an executive level, one-off grants in local communities enable us to offer short-term support to projects proposed by our own people or through contact with partner organizations and the wider community. For long-term community projects we act as sponsors, either on our own or with partners.

Available in a number of locations, our Employee Giving Campaign offers our people the opportunity to pledge nominated funds to a charitable cause of their choice, matched by the company. Through a dedicated communications campaign and championed at an executive level, the program has, to date, raised US\$23.8M for charitable causes.

## GIVING WITH TIME

Our volunteering policy enables our people to spend at least one day a year giving their time to a cause of their choice. In 2013, volunteering time off will increase to two days for all eligible Thomson Reuters employees. This change underlines our commitment to empowering our employees to support the causes that mean the most to them, and to share their skills beyond the workplace.

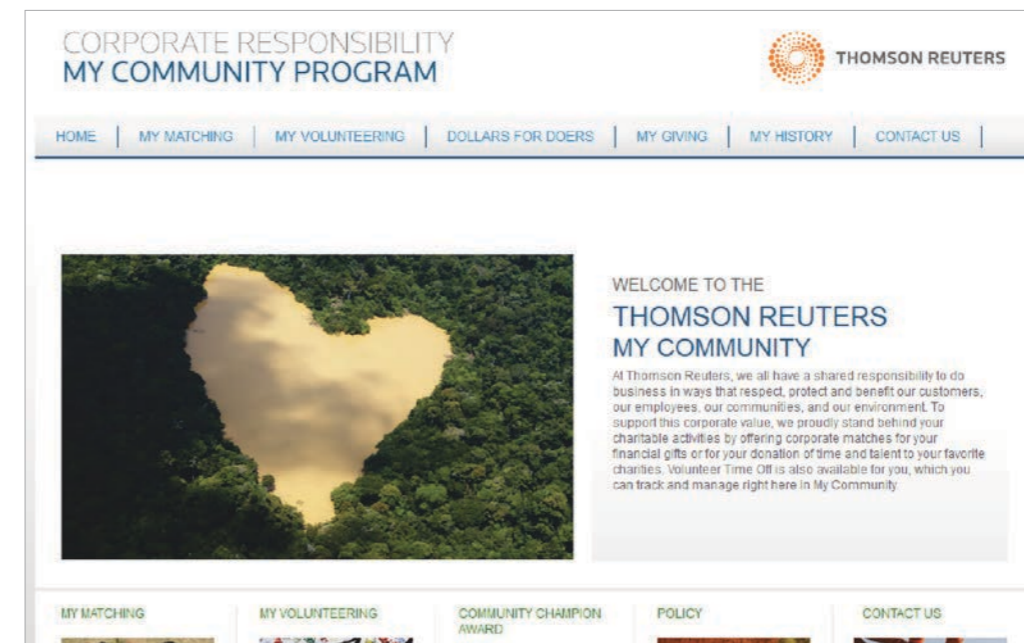
Our Dollars for Doers program rewards our people's volunteering efforts, both during and outside working hours, with grants. Employees who volunteer 40 hours or more can earn US\$1,000 from Thomson Reuters for their nominated charity. This year, to encourage more activity and donations, we boosted the program with a grant of US\$500 for 20 hours of volunteering.

## SHARING OUR EXPERTISE

With approximately 60,000 people in over 100 countries we have a vast range of skills and expertise across our business. We encourage our people to share these assets by working directly with registered charities and community organizations. We provide opportunities throughout the regions in which we have a presence, both company sponsored or empowering our employees to pursue an opportunity of their choice, depending on the skills, interests and experience of the individual. These include trusteeships for boards, developing marketing strategies for charities and mentorships for young people.

## USING THE RIGHT TOOLS

This year, we've developed a new platform, called My Community, which connects anyone in our organization to our charitable giving and volunteering activities. Created using employee feedback and an in-depth analysis of industry provisions, the site enables our employees to log their volunteering time and apply for their chosen charity to receive Matching Gifts or a Dollars for Doers grant. With our programs, policies and FAQs we can track and measure usage to ensure the best service provision for our people.



We will continue to update and enhance the platform, with planned functionality including the capacity to initiate payroll giving, where available. We'll continue to work with our provider to ensure the best possible experience for both Thomson Reuters people and charities and causes they choose to support.

## COMMUNITY CHAMPION AWARDS

Our flagship program now in its eleventh year, Community Champion Awards rewards our people's outstanding volunteering commitments with donations from company funds. In 2012, a panel of Thomson Reuters employees from across the business awarded 45 charitable grants totaling US\$150,000. Since the program began in 2001, we have donated over US\$1M to charities across the globe through the scheme.

## OUR TOP COMMUNITY CHAMPION AWARD WINNERS

Award winner Jack Conrad has worked hard to raise funds and awareness for Young Heroes, a non-profit that helps to meet the medical and psychological needs of children and teens orphaned by AIDS in Swaziland. With the HIV/AIDS epidemic exerting a heavy toll in the Kingdom, Young Heroes is the only Swaziland-led initiative supporting this vulnerable group. In late July, Jack, who serves as the Communications Chair on the Board of NGO Friends of Swaziland (FOS)<sup>50</sup>, completed an 800-kilometer bike ride across six countries in Europe over six days. Soliciting pledges of support from colleagues at Thomson Reuters and FOS, he raised more than US\$8000 for the charity. Jack has also twice participated in the Red Ribbon Ride, a 480-kilometer, four-day bike trek across the upper Midwest of the US, raising over US\$10,000 for Young Heroes.



Community Champion Blanca Cofino is recognized for her work on the Board of Directors and in the Strategy and Planning Committee of US non-profit the Mercy Center. The New York based organization empowers women and their families in the South Bronx to liberate themselves from economic poverty. Founded nearly 22 years ago, the Center works to build community and change lives, one woman, one family at a time. Today, the Mercy Center<sup>51</sup> serves more than 2,000 people a year, providing the community with free, high-quality, intensive programs that enable women and families to connect with resources to become financially independent, create social networks, and catalyze positive changes in their own neighborhoods.



<sup>50</sup> friendsofswaziland.org

<sup>51</sup> mercycenterbronx.org/about.htm

## SPONSORING FOR GOOD

We are proud of the sponsorship investments we make across the globe, supporting causes that we believe in and which have clear links to our brand, products and services. We continue to ensure that our sponsorship opportunities not only support our brand but also benefit community focused campaigns and projects where possible.



### Williams F1 and Plan International

In 2012, our sponsorship of the Williams F1 Team supported a bespoke campaign with Plan International. A special "Go Japan!" message was created for school children in the tsunami affected areas of Japan. With many children receiving counselling support through Plan following the tsunami, the "Go Japan!" posters featuring Thomson Reuters sponsored Williams F1 Team drivers, Pastor Maldonado and Bruno Senna were a positive message seen in 20 schools.

"In the last year tsunami survivors, especially children, have gone through a very challenging time. Supporting a return to normality for children has been a key priority of Plan's aid response. The 'Go Japan!' posters will certainly put a smile on children's faces and give a boost to our efforts." said Gabriel Kazuo Tsurumi, Executive Managing and National Director of Plan Japan.

### Fortune Most Powerful Women Summit

2012 marked Thomson Reuters third year sponsoring the Fortune Most Powerful Women Summit<sup>52</sup>. The Summit which provides a great opportunity for our executives to spend three days with the most prominent women leaders in business, philanthropy, government, education and the arts.

The program includes dynamic panel discussions, on-stage conversations and interactive breakout sessions which are aimed to inspire attendees with new ideas and valuable connections. The event brings customers together to discuss relevant global business and professional development issues face-to-face.

Thomson Reuters co-sponsors a successful component of the Summit called "Notebook Mentoring." Each year talented local high school girls unite with 25 Summit executives in a 'speed dating' format to seek candid advice.



This year, young ladies from Camp Pendleton – a major United States Marine Corps base in Southern California – rotated among the mentors, receiving guidance and hearing personal accounts of career paths.

We believe in the power of information, and the sharing of knowledge in the Notebook Mentoring session reflects this. To prove it we gave these impressive young women Apple iPads™ filled with educational apps. It's our hope that this gift of intelligent information will enable them to make their own contributions to the world as they pursue further education.

This initiative reflects the work of our Women in Leadership Taskforce which is focused on establishing a culture across our company that will ensure that we are viewed as a best in class organization for the career development and advancement of women. Underpinning that mission is a focus on education and development of all women, both within Thomson Reuters and in the wider community.

### Mike Weir Miracle Golf Drive

Mike Weir Miracle Golf Drive has raised over CA\$5 million for children's awareness with over CA\$3 million raised for children's health care and related causes over the last eight years. As a long term sponsor, Thomson Reuters is proud to be involved with such a dynamic charity as they partner with more hospitals to provide critical care and education treating over 2.6 million children each year.

<sup>52</sup> fortuneconferences.com/most-powerful-women-summit-2012/

**VOLUNTEERING FOR IMPACT**

Our Volunteer Action Network and Corporate Responsibility Champions work with local community partners to develop opportunities in line with our corporate programs and policies across our international footprint. They drive employee engagement with their communities, promoting collaborative events and local volunteering opportunities.

Our people invest money, time and expertise into local community projects. The following sections feature some of the employee-driven and company-sponsored activities taking place in the different regions where we operate.

**Americas**

Our active volunteering community in Philadelphia, PA supported MANNA<sup>53</sup>, a charity which provides food and support to those vulnerable to malnutrition. Throughout the year, volunteers helped to make more than 15,000 meals for those in need. We also made a donation to support the charity's Thanksgiving campaign.

Our people in Carrollton, TX raised US\$70,000 for United Way<sup>54</sup>, the community advocacy and volunteering network. Through a combination of payroll giving and other events including a silent auction, our donations increased by nearly US\$25,000 from previous years. United Way recognized this effort with an award for "Outstanding Campaign Growth".

Our virtual mentoring scheme has gone from strength to strength in Eagan, MN. Working in partnership with financial literacy and business education non-profit BestPrep<sup>55</sup> over 150 volunteers support pupils on curriculum topics through weekly emails, and offer teachers and volunteers expert advice on a range of topics including workplace skills, economics and financial literacy. Evaluation of the program has demonstrated that the initiative helps students to better understand how valuable their education is to their future careers.

<sup>53</sup> mannapa.org

<sup>54</sup> worldwide.unitedway.org

<sup>55</sup> bestprep.org/

<sup>56</sup> klimaka.org.gr

<sup>57</sup> defibz4kidz.co.uk

**Asia Pacific**

In May 2012 our offices in the region took part in the first ever Asia Corporate Responsibility Day. This was a unique opportunity for our people to spend time sampling a broad range of volunteering projects, from litter clearing and gardening projects to raising funds for school supplies.

For the second year running, colleagues in India took part in the Community Service Program. Over 3,000 volunteers from New Delhi, Mumbai, Bangalore, Chennai, Hyderabad and Nagercoil supported over 270 projects for 42 non-profit partners, making this our most well-attended volunteering day ever.

**Central and Eastern Europe, the Middle East and Africa**

100 employees in Germany took part in the Team Challenge 2012 which combined philanthropic commitments with a wellbeing challenge. 20 teams walked, ran, cycled or swam, with each kilometer completed raising a 10 Cent donation to a range of charities nominated by those taking part. All participants received a free heart rate check and over the three week challenge we raised €2,320.

Instead of giving Christmas cards to clients, the Athens office in Greece made a financial contribution to charity, Klimaka<sup>56</sup>, which addresses social inclusion and the mental health of vulnerable groups. In addition to the charitable donation there was also a clothing drive for the charity.

**United Kingdom and Ireland**

With the London 2012 Olympics and Paralympics taking place on our doorstep, our employees volunteered as Games Makers, London Ambassadors and even performers in the Opening and Closing Ceremonies. To support the Games and encourage participation in the world's largest multi-sport event, we developed a special volunteering policy which matched time-off with an additional five days of leave.

Supporting a local campaign in the region, our Exmouth office funded the provision of a defibrillator and training for eight members of staff at the local community college. In response to an initiative by a local resident called "defibz4kidz"<sup>57</sup>, the campaign seeks to ensure that there are defibrillators at all schools in the region.

**CASE STUDY****CHANGING THE FACE OF WOMEN'S HOMELESSNESS**

Thomson Reuters Elite, part of our legal business, embarked on an 18 month partnership project with homeless charity, St Mungo's<sup>58</sup>. The multi-media research project addressed the challenges of homeless women in London through a series of candid interviews and photography. The blog "Where From? Where Now?"<sup>59</sup> charted the work of photographer and journalist Georgina Cranston who immersed herself in life at St Mungo's hostels, and went out with their outreach teams to deliver the research. The project was funded to support St Mungo's women's strategy, developing materials and evidence of why women become homeless and how they are rebuilding their lives. The project culminated in a free public exhibition in central London in November 2012.

Over 300 employees across the globe were involved in this unique project. Fundraising activities, raffles, marathons, abseils and quiz nights raised in excess of £70,000 including corporate donations and our people also committed their time by volunteering their skills directly to the project through photo editing, transcribing audio and manning the exhibition.

"We decided to focus on a long-term project with specific, tangible deliverables that would have a direct impact on the community around us. We are leaving St. Mungo's with a visceral, powerful series of images, texts and videos that they will be able to use for many years to come in their efforts to address the issue of homelessness among women. We are incredibly proud of our achievements in this endeavour, and grateful to everyone who donated time and/or money to make it a success for both St Mungo's and Elite."

Patrick Hurley, VP Global Expansion, Thomson Reuters Elite



Maria, 25, walks through the subway at Elephant & Castle in London where she slept rough on her own. She is now in hostel accommodation ©Georgina Cranston

<sup>58</sup> mungos.org

<sup>59</sup> wherefromwherenow.org

<sup>60</sup> trust.org

**UPDATING OUR COMMUNITY STRATEGY**

In 2013 we're taking our community strategy forward under the theme and title Citizenship. The new approach will build on the existing work taking place across the company with increased emphasis on the environment. We want to ensure that our brand and values continue to be aligned, empowering our people to use their skills and expertise to make a positive impact on the world around us.

Selected representatives from across the globe are helping us to develop the strategy. The group, called the Social Investment Workstream, will consist of employees who champion community support initiatives in their regions. They will be sharing insights and examples of best practice in community support.

**THOMSON REUTERS FOUNDATION**

[www.trust.org](http://www.trust.org)

Established in 1982, the Thomson Reuters Foundation, is committed to empowering people in need around the world with trusted information and free legal assistance. A registered charity in the US and UK, the Foundation leverages the skills, values and expertise across Thomson Reuters to promote the rule of law, save lives in disasters and improve standards of journalism.

Our initiatives stand for better governance, greater transparency, more effective humanitarian relief and a robust global press.

To read more about the work of the Thomson Reuters Foundation you can access their 2012 Annual Report on their website<sup>60</sup>.



**THOMSON REUTERS  
FOUNDATION**



# ENVIRONMENT



## INTRODUCTION: WORKING INSIDE AND OUT

During another twelve months of financial turbulence and extreme weather events, the pressures both from within our organization and the wider community have underlined how important our work on environmental stewardship has become. From NASA reporting<sup>61</sup> 97% of Greenland's sea ice melting during July, to the frequency of intense storms lashing the East Coast of the US, and floods from Argentina to Germany, carbon management is big news again. Issues like energy security and the rising prices of commodities like conventional oil, gold and wheat are underlining how important it is to be thinking beyond the quarterly reporting cycle.

Environmental pressures represent an opportunity for Thomson Reuters. By providing timely and accurate information and analysis we can help our customers to reduce their environmental impacts, and measure and communicate their successes. And by assessing and responding to the environmental risks of our activities, we develop a more resilient business with the license to operate. But as well as the environmental services and intelligence that we offer through products like Point Carbon and ASSET4, we recognize that our operations have significant impacts, which we are addressing.

In this section we set out our approach to managing our environmental impacts, and we collate the latest data on issues like carbon and recycling. We also describe the significant material improvements that teams all over the business are making around issues like sourcing, data centers and building a green Thomson Reuters culture.

<sup>61</sup> [reuters.com/article/2012/07/25/arctic-ice-melt-idUSL2E8IPHFR20120725](http://reuters.com/article/2012/07/25/arctic-ice-melt-idUSL2E8IPHFR20120725)

## IMPROVING OUR PERFORMANCE



REUTERS/Vincent West

## KEY HIGHLIGHTS

- New governance structure
- Overall carbon emissions reported as 496,316 metric tonnes CO<sub>2</sub>
- Carbon Saver Standard achieved in the UK
- 3 megawatts of power saved through data center efficiencies

By improving our environmental performance we reduce risks and create opportunities. With increased global regulation and legislation, such as the UK's Carbon Reduction Commitment (CRC) Energy Efficiency Scheme<sup>62</sup>, there will be a future impact on our bottom line. But perhaps more importantly, our clients are requesting more information on our environmental stewardship, during the bidding process for contracts and beyond. And as the frequency and volume of information about the impacts of resource scarcity and climate change increase, the pressure mounts to be part of the solution.

In 2012 we enhanced our environmental stewardship approach with a new system of governance, structured around a Green Advisory Council, set out below. This built on work we had carried out with leading sustainable development NGO Forum for the Future in 2011. They had helped us map our key impacts using the Scope 1 to 3 model of carbon emissions and identified key opportunities in areas such as our real estate portfolio and our supply chain.

The new governance structure was the first step in helping us to better manage issues like carbon. Following organizational changes we'll need to continue to modify the structure in 2013 but the new approach should help us to drive performance on other key areas such as water, waste and recycling:

- **Executive Sponsors** – senior leadership who can set the strategic priorities and assess performance
- **Green Advisory Council** – made up of 60 representatives from key functions across our international business. The group, which includes experts on data centers, real estate, strategy, and client-facing roles, meets quarterly to run and oversee specific projects
- **Environmental Sustainability Teams** – small, temporary groups chosen from the Green Advisory Council with specialist skills to implement and deliver projects. Focus areas for 2012 have included sourcing, benchmarking, e-waste and supporting our grass roots Green Teams
- **Green Teams** – the highly-valued grass roots volunteers who identify and implement change to help our business and our employees live and operate in a more environmentally sustainable way

OUR ENVIRONMENTAL IMPACTS, ALTHOUGH RELATIVELY SMALL COMPARED TO THE MANUFACTURING AND EXTRACTIVE INDUSTRIES, STILL REQUIRE CAREFUL MANAGEMENT AND INVESTMENT.

## MEASURING OUR IMPACTS

We're a global business, providing products and services through around 14 million square feet of office space and one million square feet of energy-intensive data centers. Our environmental impacts, although relatively small compared to the manufacturing and extractive industries, still require careful management and investment.

During the last twelve months we've been working hard to standardize and improve our assessments across our international business. We've been using our existing proprietary services and tools while developing more as the demand for accurate data and analysis on environmental responsibility grows.

Innovations for the year include designing a bespoke system to approximate our global carbon footprint. And we're beta testing a global compliance tool to help our facilities managers and senior site officers understand the precise regulatory landscape in the countries and regions they operate in. Below we list some measures that are ready for the scrutiny of the wider community:

## Overall performance

We've used our proprietary tool ASSET4 service which ranks the performance of over 4,000 international companies against environmental, economic, social and governance criteria. On the environment we have demonstrated continued improvement taking our score from C- to B. You can read more about ASSET4 in the Marketplace section of this report.

## CARBON EMISSIONS

## Total Carbon Footprint

- **2011 footprint:** 508,562 metric tonnes of CO<sub>2</sub> including gas, electricity, air travel and some local staff travel.
- **2012 footprint:** 496,316 metric tonnes of CO<sub>2</sub> including gas, electricity, air travel and some local staff travel.

Per the Greenhouse Gas (GHG) Protocol direct and indirect emissions are categorized into three broad scopes:

- **Scope 1:** All direct GHG emissions – Energy directly generated from fuel on site due to testing our emergency backup power generators. Approximately 4% of our footprint
- **Scope 2:** Indirect GHG emissions – Consumption of purchased electricity, heat or steam, energy purchased from third party generators. Approximately 86% of our footprint
- **Scope 3:** Other indirect emissions – Transport-related activities in vehicles not owned or controlled by the business, electricity-related activities not covered in Scope 2, outsourced activities, waste disposal, business travel. Approximately 10% of our footprint

<sup>62</sup> carbonreductioncommitment.co.uk

## CASE STUDY

**Carbon Disclosure Project**

Our 2012 disclosure score dropped slightly from 63 points (2011) to 61 points (2012). We remain on band D (on a spectrum of A – E) for our overall performance rating. We are analyzing our 2012 score to understand where to focus our efforts for 2013 with the intent of improving our position. We believe we can strengthen our score through greater disclosure, executive engagement, target setting and external verification of our data collection and analysis.

**Carbon Saver Standard**

In June 2012, we achieved the Carbon Saver Standard<sup>63</sup>, demonstrating that our UK business is taking positive action on climate change. The Award follows three years of measuring, managing and reducing the carbon emissions of our primary locations in Britain. The experience of achieving this standard in the UK will help us to reach carbon reduction targets across the rest of our international footprint.

**Reducing Business Travel**

We are managing our energy-intensive business travel, and substituted it with over 38,000 hours of TelePresence meetings in nearly 60 special facilities worldwide during 2012. Travel has steadily reduced since 2010 from 269 million miles to around 172 million miles in 2012.

**Reducing waste and recycling**

Although we have yet to set company-wide targets, we're committed to waste-reduction across our international footprint and have made electronic waste a focus for one of our Environmental Sustainability Team initiatives. Recent successful initiatives include the work by the Bangkok Green team on recycling and e-waste during this year's Green Week.


**USING COMMUNICATIONS  
TO ENGAGE COLLEAGUES  
WITH ETHICAL AND  
ENVIRONMENTAL ISSUES**

Anontawong  
'Rut' Marukpitak  
Communications  
Specialist, Global Growth  
& Operations Center

- Location: Bangkok, Thailand.
- Joined: 2003

*"For my first six years at Thomson Reuters I worked as a software engineer and then on a Support team. I'm now a Communications Specialist which means I get to be very involved in our ethical and environmental activities. We use our intranet, The Hub, and many other channels such as events and direct marketing campaigns to get our people to engage with the issues.*

*2012 has been another very busy year in Thailand. We've been working hard to reduce waste and have launched a number of targeted recycling programs focusing on particular products. Our successes include reaching a tally of over 25,000 collected beverage cartons and 266 kg of old calendars.*

*One of my proudest moments this year was being involved in the Thomson Reuters Mini-Marathon at Lumpini Park. We managed to get over 600 colleagues participating, either as runners or helping with logistics, timing, photo shooting, and handing out refreshments and medals. The event raised over US\$9,000 for Thailand's National Cancer Institute Foundation, which Thomson Reuters doubled with their Matching Gifts program."*

**MAKING DATA CENTERS WORK SMARTER**

Our data centers containing servers, switching and other computing tools, are the workhorses of our business. They perform the vital job of aggregating and processing the information that we provide and analyze for our customers. Currently producing around 50% of our direct emissions, these facilities represent a key opportunity for us to reduce our total carbon footprint. And every gram of CO2 represents a monetary value in terms of energy prices, and regulation and compliance costs avoided.

To improve the data centers' effectiveness, reduce their costs and their emissions, we've been running a comprehensive five-year work rationalization and efficiency program. We're standardizing our operating model and improving the efficiency of servers. We're replacing physical machines with virtual systems, removing redundant machines and shutting facilities, and improving the design of the buildings and infrastructure that remain. At the start of 2012 we had in excess of 300 data centers of varying size in our global estate but have now initiated a multi-year program to rationalise this into a number of regional hub data centers augmented by a number of smaller sites to support location specific needs of Thomson Reuters and our clients.

Our people are playing a key role in reducing the carbon footprint of our data center stock. This year, following the success of a similar program in 2011 we ran a staff engagement program called the 'Two Megawatt Challenge' to reduce the energy demanded by our data centers. Through the commitment and technical skills of our teams, we successfully reduced our power consumption by over 3 megawatts, roughly enough power to run 3,300 US homes and treble what was saved in 2011.

As we're able to remove machines and reduce the square footage of data centers we need, this produces other attendant environmental and financial benefits. We can reduce the amount of buildings we need to own and service and we reduce the emissions of the supply chain that supports the facilities. In 2012 we continued to share knowledge and expertise with our competitors in the industry, chairing industry bodies such as the influential Green Grid<sup>64</sup>, and attending events.

## CASE STUDY


**MAKING EFFICIENCY  
AN EVERYDAY  
CONSIDERATION**

Robb Gamm, Vice  
President, Data Center  
Rationalization

- Location: Eagan, US
- Joined: 1985

*"My role is to get the most value out of our data center assets. It's a broad program with many facets that involve many people. On one level it's about identifying redundant equipment and using virtualization to take out unnecessary machines which frees up real estate and saves costs and carbon emissions. But it's also about ensuring that what remains is operating more efficiently. Without this program, if we'd just carried on, we'd have had to increase our capacity by something like 2.5 megawatts every year to satisfy the demand.*

*The key thing is to make efficiency second nature. 2012 has taken us an important step closer to that goal, I think. In 2011, our program 'Cash for Kilowatts' did well - we saved over a megawatt of energy by incentivizing our people. People thought that this would be hard to improve upon, but this year, we've more than doubled that target with our 'Two Megawatt Challenge'. We did this by integrating this efficiency thinking into our teams' targets. So there was no cash incentive but we made it more about being an effective worker or manager.*

*Last year everyone was working really hard in December to achieve the one megawatt saving but in 2012 we'd cracked two megawatts by as early as November and we were able to raise the target to 2.5 megawatts. We've made our systems more powerful, which is great for our customers, less carbon-intensive and has ultimately saved in excess of US\$2m in energy bills as well as millions more that we would have had to spend on running new facilities if we'd stayed put."*

<sup>63</sup> carbonsaver.org

<sup>64</sup> thegreengrid.org

## DATA

EMPLOYEES	2012	2011	2010	2009
Total Employees	59,400	60,500	57,900	55,000
Gender: Male   Female %	58%   42%	58%   42%	No verifiable data	No verifiable data

HEADCOUNT – BY REGION	2012	2011	2010	2009
Americas	27,600	28,500	27,900	27,700
Europe, Middle East and Africa	12,100	12,300	12,300	12,100
Asia	19,700	19,700	17,700	15,200

COMMUNITY	2012	2011	2010	2009
Employee Volunteering Hours	35,661	20,675	16,662	No verifiable data
Matching Gifts (US\$)	1,365,727	1,395,284	1,343,723	No verifiable data
Matching Gifts at ExCom level (US\$)	No program	122,709	52,780	No verifiable data
Dollars for Doers (US\$   Employees)	235,500   280	159,000   318	129,000   258	No verifiable data

ENVIRONMENT	2012 TONNES	%	2011 TONNES	%
TOTAL CO2 EMISSIONS	496,316	100	508,562	100
Scope 1	19,824	4.0	19,824	3.9
Scope 2	429,660	86.6	437,498	86
Scope 3	46,832	9.4	51,240	10.1
Emissions per US\$ million	36.0	n/a	36.9	n/a
Emissions per square foot	35.5	n/a	36.3	n/a

SCOPE 2 CO2 EMISSIONS – BY REGION	TONNES	KWH	TONNES	KWH
UKI	65,608	132,488	67,101	132,798
CEMA	7,045	49,590	7,073	50,376
AMERICAS	291,860	447,225	301,569	459,111
ASIA PACIFIC	65,148	101,630	61,755	97,125

TELEPRESENCE USE	2012	2011	2010	2009
Number of TelePresence	57	52	28	21
Hours of Use	38,594	25,086	14,205	5,841

BUSINESS TRAVEL*	2012	2011	2010	2009
Air: Miles Flown	170,634,027	196,976,982	267,310,625	No verifiable data
CO2 Emissions (KG)	30,884,759	35,660,994	48,482,874	No verifiable data
Rail: Miles Traveled	1,588,031	2,444,871	2,228,357	No verifiable data
CO2 Emissions (KG)	173,095	266,591	183,991	No verifiable data
Total Miles Traveled	172,222,058	199,421,853	269,538,982	No verifiable data
Total CO2 Emissions (KG)	31,057,854	25,927,585	48,666,865	No verifiable data

\*Travel as booked through business approved agents

## AWARDS

BENCHMARKS	2012	2011	2010	2009
Ethisphere	Listed	Listed	Listed	Listed
FTSE4Good	Listed	Listed	Listed	Listed
Human Rights Campaign Corporate Equality Index	Scored 100/100	Scored 90/100	Scored 85/100	Scored 75/100
Ethibel Excellence Investment Register	Listed	Listed	Listed	Listed
Carbon Disclosure Project	Category D 61/100	Category D 63/100	Category D 50/100	Listed
Green Rankings Global 500	Listed	Listed		
Best Global Brand – Interbrand	Listed #44	Listed #37	Listed #39	Listed #40
Most Admired Companies – Fortune	Listed #1 in Financial Data	Listed #2 in Financial Data	Listed #2 in Financial Data	Listed #3 in Financial Data
Best Adoption Friendly Workplace	Listed	Listed	Listed	Listed
Canada's Top 100 Employer	Listed	Listed	Listed	Listed
Great Place to Work Institute – Best Workplaces	Listed: Canada	Listed: Canada, Poland	Listed: Canada	Listed: Canada, Portugal



CARBON DISCLOSURE PROJECT

## 2012 AWARDS

2012 Training Journal Award: Best Use of Technology in Learning

WILL Best Employers for Women Award, 2012

NDTV Profit Business Leadership Awards – Inclusion &amp; Diversity Award



