



# 2013 at a glance

## Marketplace

- Launched new CR Indices measuring the ESG\* performance of 4,600 companies
- Achieved an A+ ASSET4 score for our own ESG\* performance
- Integrated ESG products into Eikon, our flagship financial markets desktop

## Workplace

- Scored 80 percent in employee survey on pride in working for Thomson Reuters
- Improved significantly our management of greenhouse gas emissions with an improved Carbon Disclosure Project (CDP) score of 95 percent, up from 61 percent
- Reduced business travel during 2013

## Citizenship

- Exceeded new targets for take-up of volunteering programs
- Celebrated 12-year anniversary of Community Champions with more than US \$1 million donated
- Launched an exciting project to support social entrepreneurs

\*Environmental, Social, Governance (ESG)

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## EXECUTIVE INTRODUCTION

Dear Reader,

Welcome to our third annual Corporate Responsibility (CR) report, showcasing our performance related to responsible business practices with customers, employees, suppliers, business partners and the communities where we work.

Our commitment to CR remains strong. As the world's leading source of intelligent information for businesses and professionals, our news and insights reach over a billion people every day. Operating in over 100 countries, the potential scale of our impact is significant, as is the responsibility. We are proud to be recognized as one of the world's most ethical companies and to be meeting growing demand for responsible investment by adding CR Indices to our 10,000 strong portfolio of financial measurement tools.

Throughout 2013 we worked to simplify our approach to CR and create greater alignment with our business objectives and core values. This year's report highlights our commitment to customers, how we manage our environmental impact and the activities and organizations we support in the communities where we work and live.

I encourage you to read on and to get in touch with any questions or feedback.



Jim Smith, Chief Executive Officer



## 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. 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 information, decision support tools and services that enables governments, academia, publishers, corporations and law firms 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.

We also operate 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.

## OUR APPROACH TO CORPORATE RESPONSIBILITY

Being a responsible and ethical business is part of the Thomson Reuters heritage and remains highly relevant for us today. Our Trust Principles, created in 1941, demonstrate our commitment to providing independent, unbiased news, information and data with integrity. The Principles, overseen and assured by an independent body, are a key part of our Code of Business Conduct and Ethics, and guide the behavior of every Thomson Reuters employee.

Trust, ethics and integrity are not only the fundamentals of our business but also the basis of our Corporate Responsibility (CR) approach. With the evolution of our business in 2013, and with an on-going focus on innovation and collaboration, our CR policies and flagship programs in the areas of Marketplace, Workplace and Citizenship are helping us to identify and capture business opportunities, as well as reduce risks.

Our simplified, three-area approach contains a variety of programs that reflect the on-going integration of our CR activities into daily business practices. Environmental management, for example, is now embedded in our data centers, facilities teams and green action groups, giving them ownership of activities at a local level. Additionally, the governance of CR shifted in 2013, with the team now reporting directly to the Office of the Chief Executive Officer (CEO). As a result, we now have greater executive sponsorship of our activities.

Interest in CR and sustainable business is shifting both internally and externally. We're seeing a greater number of customer requests for sustainability-related information and data to help them deliver value. And our colleagues are increasingly motivated and engaged by CR activities which are now a distinctive and familiar part of our organizational culture.

## CORPORATE RESPONSIBILITY WHEEL

Our CR wheel, a visual representation of our approach, is divided into three areas:



Detail on each of these areas can be found throughout the report.

Governance and management

In 2013 we embedded our governance structure, building on the system we put in place in 2011. We have a Governance Roundtable, made up of representatives from across the business and headed by Karen McArthur, Global Head of CR. The Roundtable, which is sponsored by the Office of the CEO, has oversight of our key charitable activities and is updated on the latest projects and initiatives for feedback throughout the year.

The Roundtable met three times in 2013, with a focus on driving simplicity and action around CR. While the overall program is now more directly linked with the Office of the CEO, individual members of the Executive Committee sponsor specific areas – for example, Stephane Bello, Executive Vice President and Chief Financial Officer, is now our Environment sponsor. Senior sponsorship helps to build understanding and support in the wider business for CR initiatives.

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 shaping the external agenda.

Our main stakeholder groups include employees, customers, suppliers and partners, opinion formers – NGOs, media and CR professionals, policy makers – national and international governments and regulators, 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.

In 2013, the CR team continued with targeted engagements to advance the agenda in our sector and across the wider business and professional communities. Our Global Head of CR spoke at events and conferences, sat on the Board of the Corporate Responsibility Group and we became a founding member of the Institute of Corporate Responsibility and Sustainability. We also provided feedback on a number of consultation documents from organizations, including the European Forum and Department for Business Innovation and Skills.

Following last year's launch of the Thomson Reuters Sustainability website, we have generated strong engagement with the platform and many high-level contributions. The site showcases topical and inspiring sustainability-related news and information to customers, suppliers and business partners. The work we have done in 2013 has helped us to better understand how we can provide products and services that will enable our customers to do business more sustainably.

Internally, we are increasingly using our communications platform, The Hub, to communicate and engage our colleagues in CR with a growing number of followers. The platform enables CR teams and the wider Thomson Reuters community to collaborate on a wide range of activities, including green team initiatives and other subject-specific activities.

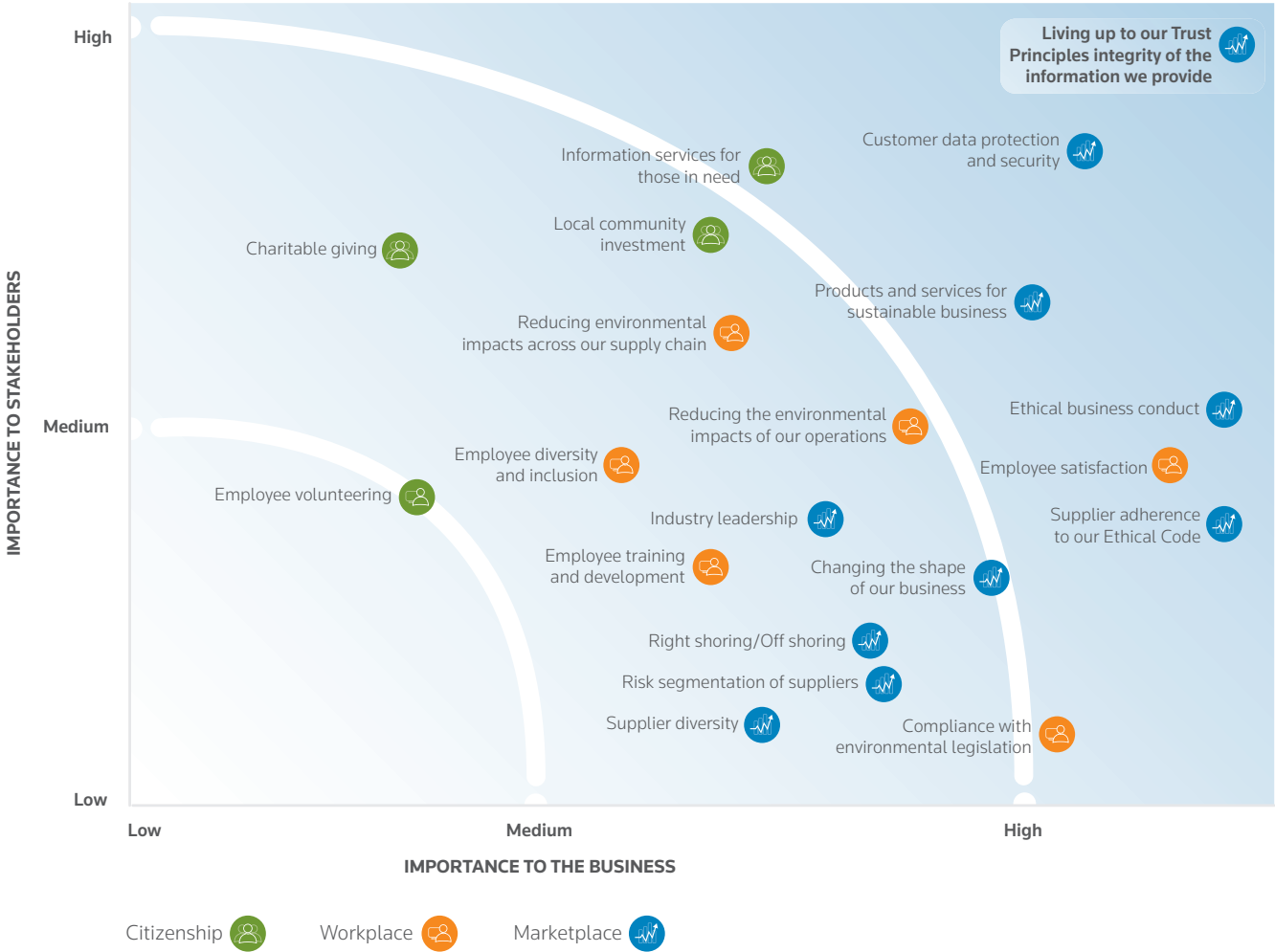
In 2013 we also launched our CR Indices, a key project. Launched at our customer-conference, this new tool provides ESG data on companies with large market capitalization and is helping to meet growing responsible investment needs. The Indices were well received at the conference and the Thomson Reuters team was on hand to help answer questions.

Materiality

In our first CR report (2011) we identified a range of CR-related risks, opportunities and impacts for our business. Using a process of internal consultation, we plotted the importance of the issues to our business and to our stakeholders on a "materiality matrix", illustrated below. As you can see from the graph, the most material issues for our participants were:

- Living up to our Trust Principles through the integrity of the information we provide
- Customer data protection and security
- Products and services for sustainable business.

We have continued to use these priority issues to inform our on-going engagement with stakeholders and in business development. For future materiality assessments we plan to also involve external stakeholders.





**Every day we reach over  
a billion people through  
Thomson Reuters News  
and Insights.**

# Marketplace

Delivering intelligent information for long-term value

In 2013, our role as the leading provider of intelligent information for business and professionals became even more critical. With the exponential growth of data, and a fast evolving regulatory and legislative context, our expertise collecting, analyzing and communicating intelligent information via innovative products and services puts us at the center of the knowledge economy.

Our global insights and knowledge are vital at a time when the global economy's recovery remains fragile<sup>1</sup>, and businesses and communities face challenges from megatrends like climate change, a fast-expanding global population, and increased demand for limited resources. 2013 represented another milestone for these issues with global carbon dioxide levels recorded at 400 parts per million for the first time<sup>2</sup>, and with the world population reaching 7.2 billion in July 2013<sup>3</sup>.

This year we've done more than ever to support our customers in the worlds of finance, business and academia, helping to identify the opportunities and to reduce the risks presented by these challenges. We've developed Corporate Responsibility (CR) Indices to track high performers and reduce volatility for responsible investors. We're working to help our partners rebuild the economies of countries emerging from conflict such as Myanmar and Libya. We've applied technology to help scientists use data to understand diseases like multiple sclerosis. We've developed our online legal resource Practical Law with expert insights on both China and family law. And we've grown our Sustainability website to enable opinion-formers and decision-makers of all generations to discuss and engage with these issues.

On the following pages you can learn more about the key services that are helping our clients deliver sustainable value, the new products we've developed, and how we're securing the integrity of our supply chain.

## Key Highlights

- Integration of ASSET4 data on Thomson Reuters Eikon
- Improved our own ASSET4 ESG score
- Launch of Thomson Reuters CR Indices and TRust Index
- Addition of China and family law to new Practical Law platform
- Insightful contributions to our emerging Sustainability platform

<sup>1</sup> [uk.reuters.com/article/2014/01/21/us-imf-economy-idUSBREA0K0X620140121](http://uk.reuters.com/article/2014/01/21/us-imf-economy-idUSBREA0K0X620140121)

<sup>2</sup> [reuters.com/article/2013/05/11/us-climate-carbon-idUSBRE9490YD20130511](http://reuters.com/article/2013/05/11/us-climate-carbon-idUSBRE9490YD20130511)

<sup>3</sup> World Population Prospects, 2012 Revision<sup>1</sup>, United Nations: [esa.un.org/wpp/index.htm](http://esa.un.org/wpp/index.htm)

## SUSTAINABILITY RESOURCES

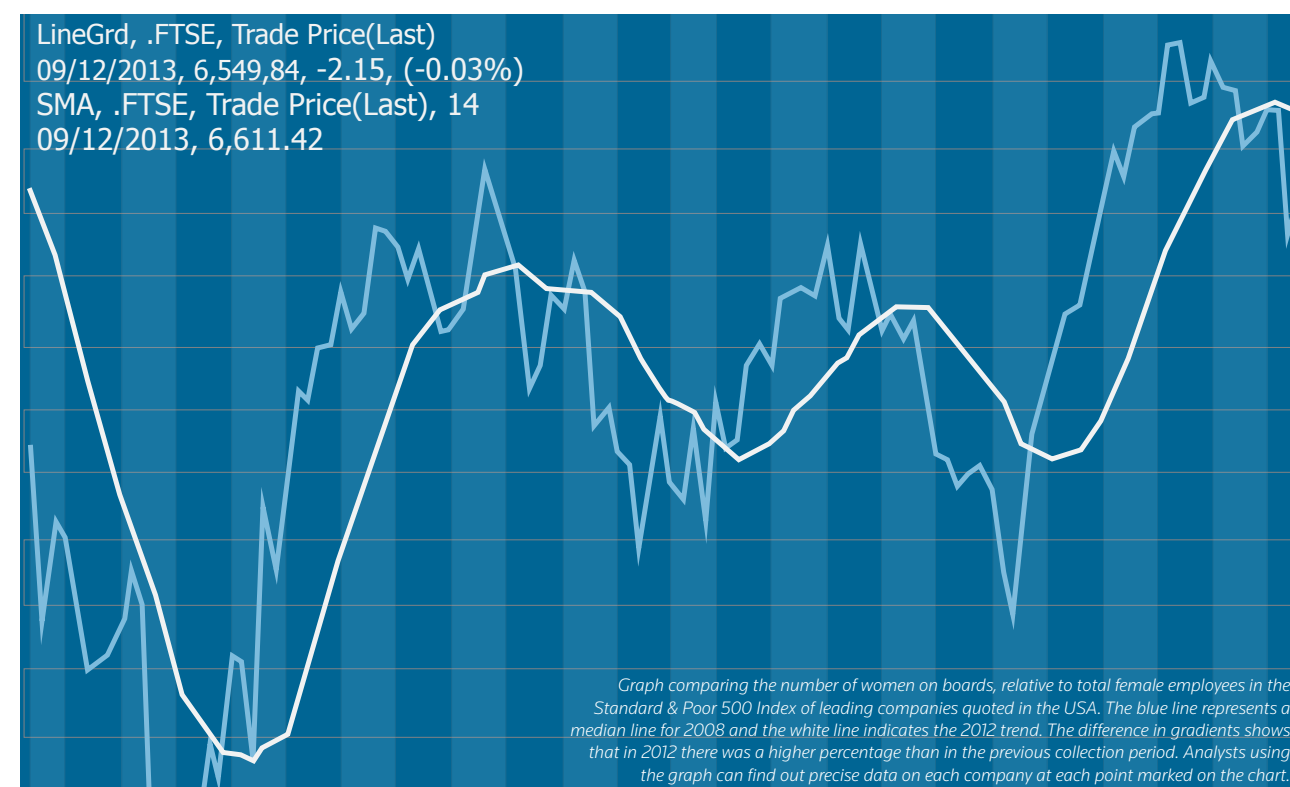
An expanding portfolio of products and services

In 2013, we've met the rising demand from businesses and professionals for information and analysis on environmental and ethical issues by developing and launching more new products and services. ASSET4<sup>4</sup>, our environmental, social and governance (ESG) business is playing an increasingly significant role in providing information that is helping investors to de-risk their investments and to seek maximum returns from increasingly regulated and resource-constrained environments. Now integrated into our Eikon platform, ESG information is also helping to power innovative, new services like our CR Indices and TRust Index of financial markets.

### Major trading platform integrates ASSET4 ESG data

Thomson Reuters Eikon, our comprehensive market, analytics and trading software platform<sup>5</sup>, acquired a new resource for responsible investors this year with the integration of ESG data. The terminal now incorporates ASSET4 information via Datastream charts, enabling analysts and investors to see the latest data in the same way as they would view traditional financial information.

Information is compiled from over 4,700 companies on issues including their responses to climate change, reputational risks, and health and safety. More than 120 expert analysts collect and standardize the data, ensuring its accuracy and ease of use.



Over 400,000 professionals use our financial desktops including our flagship Thomson Reuters Eikon.

<sup>4</sup> [im.thomsonreuters.com/solutions/content/asset4-esg/](http://im.thomsonreuters.com/solutions/content/asset4-esg/)  
<sup>5</sup> [thomsonreutereikon.com/](http://thomsonreutereikon.com/)

## Corporate Responsibility Indices increase depth of our analysis

This year we added to our large portfolio of financial measuring tools with a new group of CR Indices. This suite of benchmarking tools measures the performance of over 4,600 companies with superior ratings for ESG performance amongst peers in the US "Large Cap"<sup>6</sup> market and international developed markets. Launched in April at the New York CSR Investing Summit<sup>7</sup>, the CR Indices assess performance for each of the ESG pillars, as well producing a combined score.

Powered by more than 500 constantly updated indicators from Thomson Reuters ASSET4 ESG database, the ratings compare quantitative performance such as CO2 emissions, divided by total revenue. Qualitative issues such as whether a company has an emissions reduction strategy or has suffered reputational

damage are also considered in the scores. The results are tailored to reflect the industry, country and regional focus of a company's operations.

"The Thomson Reuters Corporate Responsibility Ratings and Indices provide a valuable tool for shaping global socially responsible investment practice and we look forward to ongoing cooperation with our partners in this venture, including S-Network Global Indexes, on their further development."

*Herb Blank, Senior Consultant, S-Network Global Indexes LLC*

Over US \$3 trillion in financial assets are managed by signatories of the United Nations Principles for Responsible Investment, a measure of the sustainability of companies' business practices<sup>8</sup>.



<sup>6</sup> US companies with market capitalization exceeding US \$10 billion: [trcr.com/index.php?pg=esgus](http://trcr.com/index.php?pg=esgus)  
<sup>7</sup> [csrinvestingsummit.org/](http://csrinvestingsummit.org/)  
<sup>8</sup> [unpri.org/news/pri-fact-sheet/](http://unpri.org/news/pri-fact-sheet/)

# THOMSON REUTERS ACHIEVES ESG SCORE OF “A+” WITH ASSET4

We are pleased to report that our most recent ASSET4 scores show an overall improvement of our ESG performance, with a combined total score moving us to “A+” in 2012 from “B” in 2010.

This shift is due to major improvements in areas including our approach to emissions reduction, with our score moving to “A-” in 2012 from “C-” in 2010. This is the result of consolidating and improving the efficiency of our data server facilities and reducing business travel with investments in virtual conferencing platforms. We’ve also continued to develop our approach and performance on human rights, achieving a shift to ‘A’ from ‘C+’ over the same period. Refreshed community policies and a new platform “My Community” – for employees logging their donations of time, expertise and funds – all helped to raise our performance.

Our 2013 score<sup>9</sup> will reflect investment in product innovation, with the incorporation of ASSET4 data into services like Eikon and our CR Indices to help our customers and the wider community make more sustainable investment decisions.

You can read more about the specific changes we have made during 2013 to our facilities and work on Human Rights in the Workplace and Community chapters of this report, both of which have helped to improve our score. Our 2012 and 2011 CR Reports contain information about earlier initiatives.

## ASSET4 scores

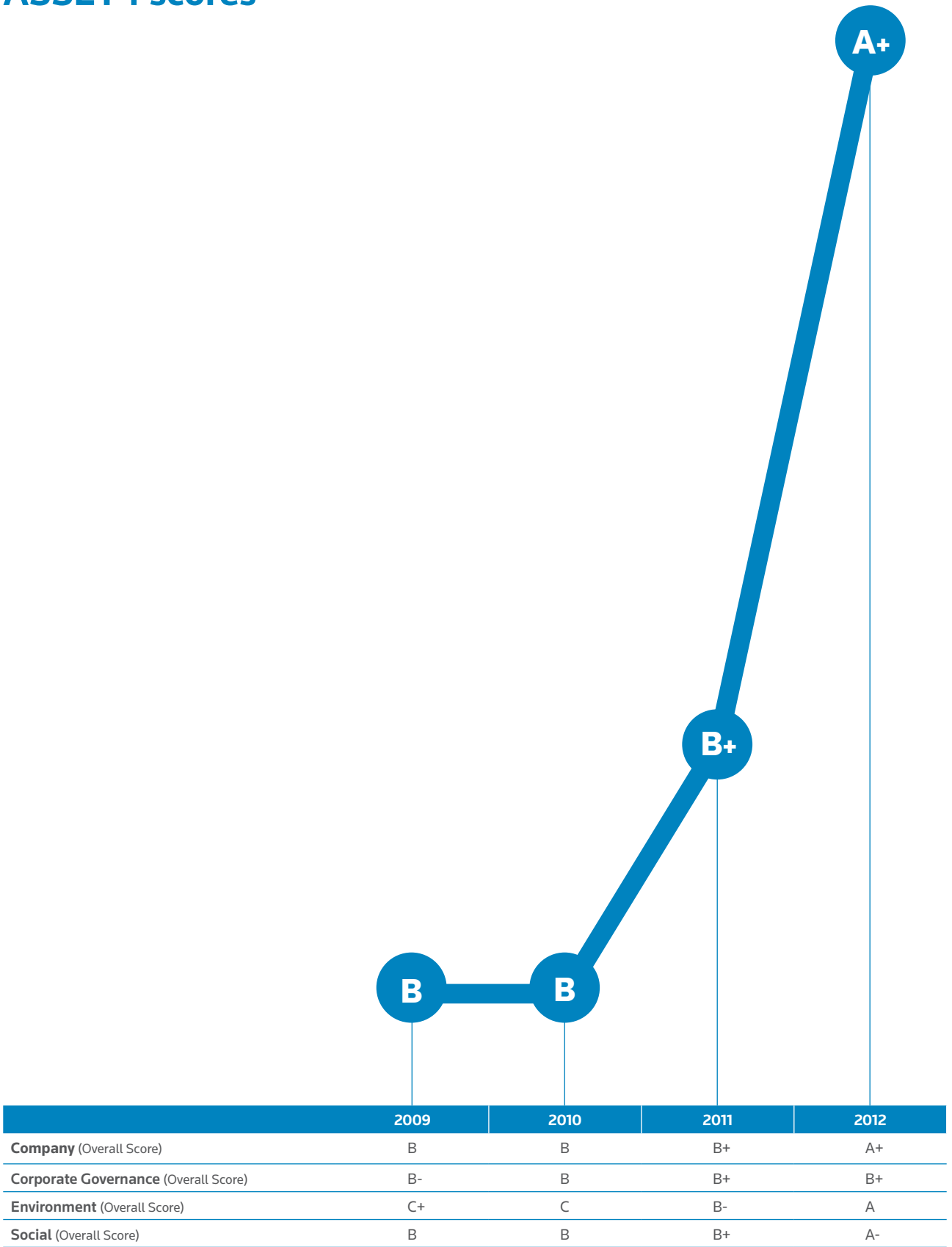


Fig: Scores are calculated based on performance indicators with a range from between 'A+' and 'D-' (where 91.6% to 100% = 'A+', and 0% to 8.3% = 'D-')

9 Score will be made publically available in mid-2014 on [thomsonreuters.com](http://thomsonreuters.com)

## THE TRUST INDEX: HELPING TO UNDERSTAND PERCEPTIONS OF THE FINANCE SECTOR

In 2013 we launched the TRust Index<sup>10</sup>, a quarterly series of benchmarks that assess trust in the global financial sector. Drawn exclusively from Thomson Reuters data, news and analytics resources, the Index assesses a group of the 50 largest global financial institutions based on market capitalization.

The TRust Index was developed by a global team of experts in our Financial & Risk business. It provides valuable trends and insights for the financial community, policymakers and regulators who are trying to rebuild the industry following the financial crisis that began in 2008.

To understand sentiment we analyze millions of pages of business and financial news, together with social media sources. We also look closely at analysts' forecasts and combine these with an understanding of market behaviors using indicators like the patterns of credit default spreads. Our ASSET4 tools also help power the Index with data on controversy and governance issues, along with assessments of relevant regulatory trends.

The TRust Index is a natural extension of the Thomson Reuters Trust Principles, underscoring our belief that integrity helps to drive long-term value. It also directly supports our vision to connect and enable the global financial community through the provision of intelligent information.

**“Our ongoing monitoring of key metrics on trust in the global financial industry reveals that five years post-crisis, financial institutions are stronger and more stable.”**

David Craig, President, Financial & Risk, Thomson Reuters commenting in Q3, 2013<sup>11</sup>

<sup>10</sup> [thomsonreuters.com/site/trust/](http://thomsonreuters.com/site/trust/)

<sup>11</sup> [thomsonreuters.com/press-releases/102013/trust-index-third-quarter-2013-results](http://thomsonreuters.com/press-releases/102013/trust-index-third-quarter-2013-results)

## TRUST IN THE TOP 50 GLOBAL FINANCIALS EXPRESSED THROUGH MEDIA SENTIMENT

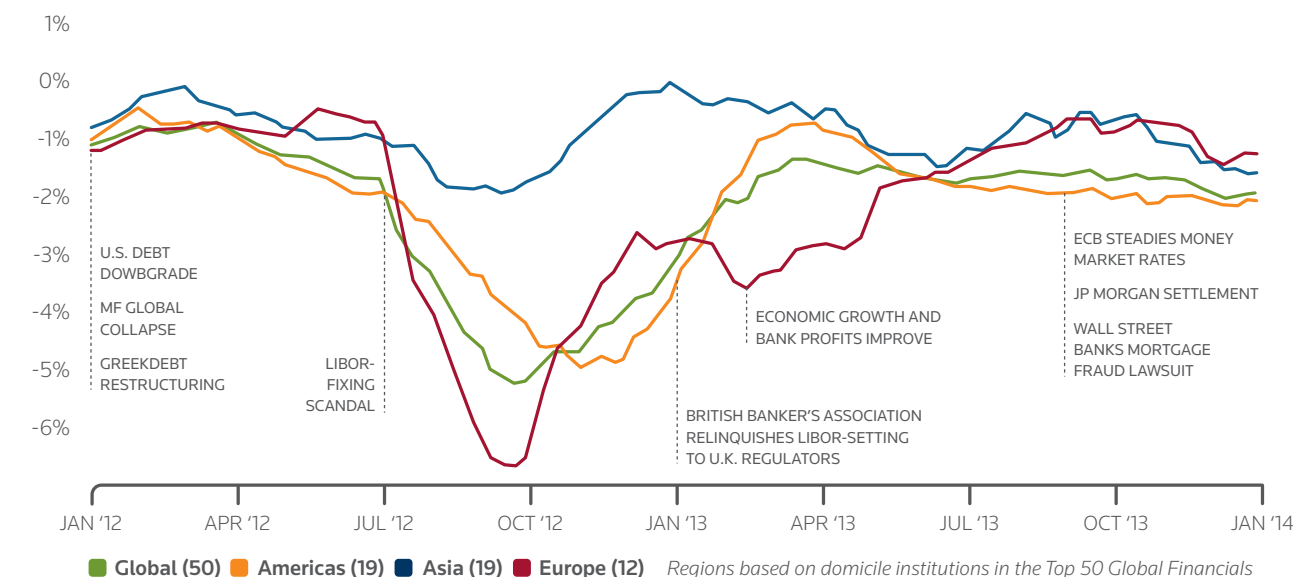


Fig: Despite recent impacts from the LIBOR scandal of 2012 in Q3 of 2013, the 12 European institutions in the Index improved their trust score from -1.5 percent to -1.0 percent. This was in line with the performance of Asian institutions and significantly better than the Americas which, at -1.6 percent, remained negative for the quarter.

### case study

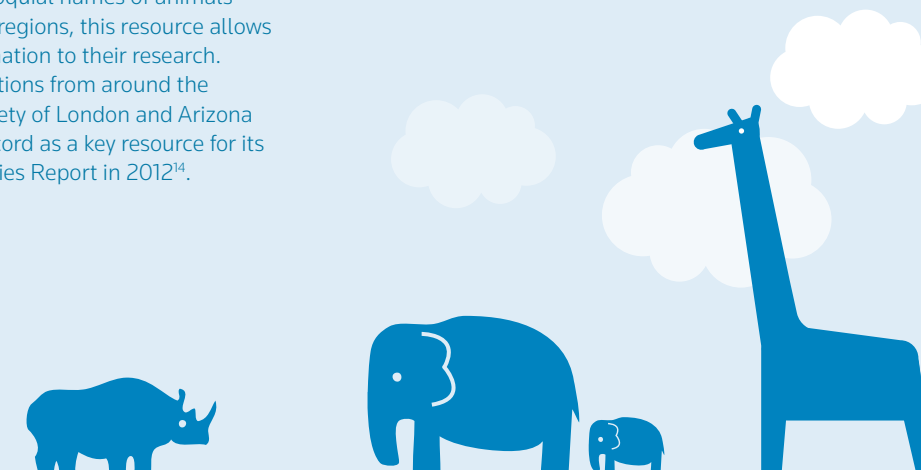
#### Zoological Record: a vital archive in daily use 150 years after its creation

Created in 1864, our proprietary Zoological Record<sup>12</sup> is the oldest active database of animal biology and a vital tool for researchers and scientists today. As the world's leading taxonomic reference, the Zoological Record has long acted as the world's unofficial register of animal names. Its broad coverage includes information on biodiversity and the environment, taxonomy – the classification of organisms, and veterinary sciences. With tens of thousands of species being discovered every year<sup>13</sup>, and the colloquial names of animals changing over time across different regions, this resource allows biologists to apply consistent information to their research. Customers include academic institutions from around the world, including the Zoological Society of London and Arizona State University, which used the Record as a key resource for its influential State of the World's Species Report in 2012<sup>14</sup>.

“The Zoological Record has a unique and practical value, allowing researchers to go back to first descriptions but also receive information on details like the migration and distribution patterns of animals. This is vital information in assessing the broad and specific impacts of issues such as climate change and invasive species. A classic example is the use of details from the Zoological Record on the composition of infant milk, which was used to save Rosie, a very rare black rhino.”

Ann Sylph, Librarian of the Zoological Society of London

<sup>12</sup> [thomsonreuters.com/zoological-record/](http://thomsonreuters.com/zoological-record/)  
<sup>13</sup> [timgostony.com/iisetemp/SOS2011\\_FINALr.pdf](http://timgostony.com/iisetemp/SOS2011_FINALr.pdf)  
<sup>14</sup> [species.asu.edu/](http://species.asu.edu/)



### Data Citation Index: vital tool created to help the international research community

In 2013, we launched a powerful new resource that enables researchers and funding bodies to track the impact of original research data across multiple international projects. The Data Citation Index<sup>15</sup>, hosted on our Web of Science platform, is helping researchers working in multiple disciplines, from climate science to zoology, to understand the full impact of their work by tracking how and where it is implemented elsewhere.

Through linked content and summary information, data is displayed within the context of scholarly research, enabling users to gain perspective that is lost when data sets or repositories are viewed in isolation. The tool is helping scientists and academics maximize research efforts, compounding their knowledge rather than repeating research on a broad range of issues, from pandemics to species loss.

### Practical Law: Online legal know how solution redesigned and expanded with new family law and China services

Our online legal resource received a significant boost in 2013, with a new user interface and new services. Practical Law<sup>16</sup>, which provides lawyers and businesses with essential know-how, including standard legal document templates, practical toolkits and how-to guidance for a variety of different practice areas and legal markets, launched a new online platform in July for UK and global customers.

To meet demand and add further value for our customers, we expanded the scope of Practical Law to cover UK family law and the Chinese market. The family law service is designed to help lawyers draft documents quickly and advise with confidence in this complex area, while the Practical Law service in China provides vital support on transactional issues for lawyers working in this evolving market. Practical Law China has a unique set of resources, including toolkits on how to establish a new business in China and how to protect intellectual property.

In a world of globalized trade and increasing regulation, Practical Law provides reliable and practical guidance for lawyers and companies around the world, enabling them to work more intelligently and advise with confidence.

# More than 20 million individuals use our Intellectual Property & Science products in academic, government, corporate and legal institutions.

<sup>15</sup> [wokinfo.com/products\\_tools/multidisciplinary/dci/](http://wokinfo.com/products_tools/multidisciplinary/dci/)

<sup>16</sup> [uk.practicallaw.com/about/uk-testimonials-tab3\\_abouttestimonialstabs](http://uk.practicallaw.com/about/uk-testimonials-tab3_abouttestimonialstabs)

## sustainability.thomsonreuters.com

A COLLABORATIVE SUSTAINABILITY PLATFORM FOR BUSINESS, COMMUNITIES AND CIVIL SOCIETY

2013 has been an important year for the Thomson Reuters Sustainability<sup>17</sup> site with the development of two thought leadership series to support the sustainability news provided by Reuters and other sources. Launched a year ago with a range of expert partners<sup>18</sup>, the ambition for the platform is to curate an informed, collective voice on what sustainability means for global business practice.

During 2013, we partnered with leading brands, thought leaders and institutions to

create a twin series of articles and video content, exclusively commissioned for the site, called “Executive Perspectives” and “Youth Perspectives”.

Executive Perspectives<sup>19</sup> focuses on the environmental and social issues facing companies as well as the wider community. In-depth content has included over 50 pieces from leaders of organizations including Oxfam, Novo Nordisk, the Rainforest Alliance, Unilever and the United Nations, with topics ranging from the value of corporate reporting,

to the ethics of using lead in ammunition.

Youth Perspectives<sup>20</sup> provides analysis by young writers on the issues facing the thinkers and decision-makers of tomorrow. We encourage young people to comment and reflect using words and video on big environmental and societal questions. Recent articles include analysis of the high incidences of female infant deaths in India, the impact of Typhoon Haiyan on young people and the youth employment strategies of the European Union.

## Contributing is collaborating

“At Novo Nordisk we believe the path forward to increased responsible business practices begins with fostering awareness by sharing inspiring examples from industry and public enterprises. The Executive Perspectives series on Thomson Reuters Sustainability platform has been an opportunity for us to communicate how healthcare companies can work in partnership to improve access to essential medicines and prevent the rise of type-2 diabetes. We hope that through our Executive Perspective contributions, we join others in identifying the ‘bright spots’ that offer concrete and tested solutions to global and local sustainability challenges.”

Susanne Stormer, Vice President, Corporate Sustainability, Novo Nordisk<sup>21</sup>

<sup>17</sup> [sustainability.thomsonreuters.com](http://sustainability.thomsonreuters.com)

<sup>18</sup> [sustainability.thomsonreuters.com/partners/](http://sustainability.thomsonreuters.com/partners/)

<sup>19</sup> [sustainability.thomsonreuters.com/executive-perspective](http://sustainability.thomsonreuters.com/executive-perspective)

<sup>20</sup> [sustainability.thomsonreuters.com/youth-perspective](http://sustainability.thomsonreuters.com/youth-perspective)

<sup>21</sup> [novonordisk.com/default.asp](http://novonordisk.com/default.asp)

COLLABORATION AND PARTNERSHIPS

Creating shared value through knowledge

Collaborations and partnerships play a key role in our approach to sustainability. We work closely with many of the world’s most influential organizations and groups, helping to address the complex social and environmental challenges facing business, professionals and society.

Our highly trained teams provide our customers and the wider community with valuable insights on a broad range of interlinked geopolitical and economic issues. But we also see our role as being able to leverage our substantial information resources and global presence to bring together the people and organizations that are making change happen.

Whether it’s providing expert commentary and the information architecture at headline events, such as the World Economic Forum meeting in Davos, or helping to unlock knowledge on diseases like multiple sclerosis – our highly trained people, our brand and resources are helping to drive the knowledge economy.

In this section we highlight some of the rewarding projects that have kept us and our partners busy during 2013.

Partnering with the world’s leading political foundation



As a Strategic Partner to the World Economic Forum (WEF)<sup>22</sup>, we are one of a hundred leading global companies, selected because of our alignment with the Swiss foundation’s values. Our formal role is to help shape the intellectual debate at Forum meetings, contribute to its published papers and increase the impacts of its initiatives.

Under the theme of “Resilient Dynamism”, we supported the 2013 Annual Meeting with a number of contributions and resources. Our CEO Jim Smith participated in a panel on embedding anti-corruption in companies’ growth strategies. He was accompanied by a team of leading Reuters journalists who sat on panels and gave interviews. We also provided communications platforms and infrastructure for the event. These included the innovative Global Chat Forum, a 24-hour invite-only global chat community, and news crews reporting on events for participants and the many people watching from a distance.

Aspen Ideas Festival: significant event for thinkers and doers



2013 was our sixth year as an official sponsor of the Aspen Ideas Festival<sup>23</sup>. Created by the Aspen Institute<sup>24</sup> and The Atlantic Media Group<sup>25</sup>, the festival assembles some of the world’s most influential thinkers and leaders to discuss their work and the challenges that inspire them. 2013’s festival explored a wide range of topics and issues including the divisions in American society, macroeconomics, new energy solutions, design and innovation, exploring the cosmos, and citizen artists. Thomson Reuters participated in a variety of events, including three Knowledge Exchange sessions where we helped create and lead conversations around topical issues. As well as hosting panels and debates, the Reuters news team was on-site to film and broadcast content, along with social media content which we shared via our corporate blog<sup>26</sup>.

Sponsoring for good

Sponsorship represents a key opportunity to reinforce our brand values and corporate responsibility commitments for an external audience. Our partnerships with Aspen Ideas Festival, Washington Ideas Forum<sup>28</sup> and World Economic Forum demonstrate our commitment and leadership within the knowledge economy. While our relationships with the Williams F1® Team<sup>29</sup> and the National Ballet of Canada<sup>30</sup> underline our alignment with organizations who share our passion for performance and innovation.

Innovation Challenges: crowd-sourcing solutions from customers and our people

Our culture encourages innovation and enterprise, with new products and services being developed and launched every year. We hold a series of annual internal and external competitions to find innovative solutions to complex problems, rewarding winners with cash prizes.

In 2013, we challenged the global scholarly and scientific research community to submit ideas on creative uses for our Web of Science<sup>31</sup> content.

We also asked the same group to develop programs that streamline online research. Winners shared US \$20,000 with submissions including visualizing the relationships of elements of research, and creating personalized learning platforms.

Our internal Innovation Challenge was proposed by our consumer-facing FindLaw<sup>32</sup> team, who were looking for ideas to re-think established ways of conducting business. Three groups of winners shared US \$13,000 with ideas that included improved call tracking technology and a tool that aggregates legal outcomes for new lawyers.

“My time with Williams was a fantastic insight into the elite levels of motorsports. The science and technology that the team uses to create the highest performing race cars is astounding, and I hope to use similar techniques on my future engineering projects.”

Andrew Misthos, 2013 placement student

case study

Aspen Ideas Festival debate: ‘You: The Worldwide Leader in News’

The professional world as we currently know it is in the midst of change. Big shifts rooted in the Digital Revolution and globalization are creating challenges and opportunities for organizations driving the new economy. Research by Thomson Reuters into 1,000 professionals from Brazil, China, India, the United Kingdom and the United States has uncovered insights in how professionals are operating and consuming news today.

One key change, which was debated at a panel discussion at the Aspen Ideas Festival, is the relationship that professionals today have with news – where they’re getting it, how they’re

personalizing it and how they are in fact serving as redistributors of news. This is shown by the rise of individuals functioning as micro-news networks, curating their own news feeds from a multitude of traditional and non-traditional sources and then broadcasting these through their social channels and networks.

Discussions during the debate focused on how blogs and social media have become trusted news sources for professionals around the globe, with 65 percent of professionals finding this information highly useful in helping them understand an issue or news item. The conversation continues on the “Professional Revolution” section of our corporate blog<sup>27</sup>.

case study

Williams F1 Sponsorship: a shared approach

Our 14-year relationship with this highly successful motor racing team is founded on the belief that we share some key characteristics. As the world’s leading source of intelligent information, our success depends on teamwork, accuracy and reliability – the same qualities that are essential for achieving high performance in the sport. Our association with the Williams F1® Team means that our brand is shared with 540 million viewers watching Grand Prix live around the globe in 188 markets.

There are other less obvious but just as important benefits. In 2013 our partnership enabled us to support an engineer of the future by offering Andrew Misthos a, 21 year-old student, the opportunity to work with the Williams F1® Team. An avid Williams fan, Andrew enjoyed a two-week placement at the team’s Head Office in The Grove, Oxford, experiencing the complexities and thrills of the team’s preparations.



THOMSON REUTERS™

WILLIAMS  
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RACING

OFFICIAL PARTNER

22 weforum.org/  
23 aspenideas.org/  
24 aspeninstitute.org/

25 theatlantic.com/  
26 blog.thomsonreuters.com/  
27 blog.thomsonreuters.com/professionalrevolution

28 aspeninstitute.org/topics/washington-ideas-forum  
29 williamsf1.com/  
30 national.ballet.ca  
31 thomsonreuters.com/web-of-science-core-collection/  
32 findlaw.com/

case study

Thomson Reuters ESG data and analysis helps to power leading green brands study

Our ASSET4 database provides key data that is used in an influential annual survey of the world's most sustainable brands. Best Global Green Brands 2013<sup>33</sup>, a project organized by Interbrand in partnership with Deloitte, assesses 50 of the world's most valuable brands. It uses 83 indicators in the following categories: governance; stakeholder engagement;

operations; supply chain; transportation and logistics; and products and services. Overall scores are calculated by looking at both performance and perception of the brands, with the final ranking also taking into account companies' scores relative to other companies and improvements on the previous years' results.

case study



Providing more opportunities for inspiring debate

Developed by the influential non-profit TED (Technology, Entertainment, Design), the TEDx program is designed to "give communities, organizations and individuals the opportunity to stimulate dialogue through TED-like experiences at the local level".

In 2013, we were proud to be able to support two TEDx projects. In March, the TEDxTeen<sup>34</sup> conference took place in New York City, with excellent presentations given by young people on themes such as experimentation and how to defeat extremism<sup>35</sup>. The Thomson Reuters Diversity & Inclusion team also supported July's TEDx Wan Chai<sup>36</sup> conference. The Hong Kong event attracted diverse speakers, including an entrepreneur who develops biofuel from the by-products of whiskey, and a photo-journalist who supports street children throughout Southeast Asia.

33 [interbrand.com/en/best-global-brands/Best-Global-Green-Brands/2013/Best-Global-Green-Brands-2013.aspx](http://interbrand.com/en/best-global-brands/Best-Global-Green-Brands/2013/Best-Global-Green-Brands-2013.aspx)  
34 [tedxteen.com/](http://tedxteen.com/)

35 [tedxteen.com/talks/tedxteen-2013](http://tedxteen.com/talks/tedxteen-2013)  
36 [tedxwanchai.com](http://tedxwanchai.com)

# NYTECH MEETUP

## COMMITMENT TO INNOVATION, SUPPORTING KEY PLAYER IN NEW YORK'S SILICON ALLEY

Thomson Reuters has become an Annual Sustaining Sponsor for the influential NY Tech Meetup<sup>37</sup> (NYTM) non-profit. We'll be supporting the organization's operations, including its monthly demo events showcasing technology innovation from businesses across New York, and its efforts to promote the area's technology community.

Founded in 2004 by meetup.com founder Scott Heiferman and Dawn Barber, the NYTM has more than 35,000 members, representing professionals from across the New York technology community. Monthly events bring together members to watch emerging companies demo new ideas, hear leading-edge thinking on technology topics, and network. NYTM has been integral to the creation of New York's Silicon Alley, with many notable new brand successes, including Foursquare and Tumblr, making their debut at a NYTM demo.

"As a technology business leader in New York, Thomson Reuters is a great partner to help drive our efforts to build and support the technology industry here, and we're excited to have them on board to support us in our mission."

Jessica Lawrence, Executive Director of NY Tech Meetup

37 [meetup.com/ny-tech/](http://meetup.com/ny-tech/)

# Multiple sclerosis cases hit 2.3 million worldwide

**LONDON** Tue Oct 1, 2013 7:03 EDT  
(Reuters) – The number of people living with multiple sclerosis around the world has increase by 10 percent...  
Ref: <http://www.reuters.com/article/2013/10/01/us-multiplesclerosis-cases-idUSBRE9901FJ20131001>

Knowledge and computer modeling to help an expert network better understand the debilitating neurological condition of multiple sclerosis.

This year we began collaborating with a non-profit alliance of leading organizations in patient care, research and computer modeling to advance the understanding of multiple sclerosis (MS), currently affecting 2.3 million people globally. Announced in October 2013, our Intellectual Property and Science<sup>38</sup> business is working with Orion Bionetworks<sup>39</sup> – a co-operative of specialist institutions that aims to transform the study of brain disorders and accelerate the discovery of new therapies and cures.

Our researchers and technology contribute to the discovery of new information on the underlying biology of MS by using Thomson Reuters databases, advanced computer modeling techniques and big data analytics that enable the development of new predictive models for the disease.

“We are pleased to welcome Thomson Reuters, who bring unique modeling capabilities that will help advance our shared goal of accelerating the search for cures for MS. This collaboration further underscores the importance of building a robust computational modeling community with diverse expertise and assets to help realize the promise of predictive modeling in disease research.”

**Magali Haas, founder and CEO, Orion Bionetworks**

## Helping leading universities reach further

Our Intellectual Property & Science business works with leading institutions around the world, giving scientists and academics access to the most comprehensive research assessing the impact of their work. In 2013, we announced several new international partnerships. These included the extension of our three-year partnership with all of New Zealand’s universities, giving them ongoing access to Web of Science<sup>40</sup> – the world’s longest-standing and most comprehensive scientific citation database. This resource provides students, administrators, researchers and lecturers in all disciplines with access to high quality, curated scientific literature.

In the Czech Republic, our Intellectual Property & Science team is helping Masaryk University<sup>41</sup> demonstrate the global impact of the institution’s research. Using our proprietary Thomson Reuters InCites tool<sup>42</sup>, the university is able to measure the reach of its output and benchmark against peers, locally and internationally.

38 [ip-science.thomsonreuters.com/](http://ip-science.thomsonreuters.com/)  
39 [orionbionetworks.org/](http://orionbionetworks.org/)  
40 [thomsonreuters.com/thomson-reuters-web-of-science/](http://thomsonreuters.com/thomson-reuters-web-of-science/)  
41 [muni.cz/](http://muni.cz/)  
42 [researchanalytics.thomsonreuters.com/incites/](http://researchanalytics.thomsonreuters.com/incites/)

# Europe pushes ahead with stricter data privacy rules

**BRUSSELS** Mon Oct 21, 2013 7:16 BST  
(Reuters)  
Ref: <http://uk.reuters.com/article/2013/10/21/uk-eu-data-idUKBRE99KOLF20131021>

Data protection: ensuring that trust is maintained in a challenging context

In 2013, the issue of data privacy was rarely out of the news but this was business-as-usual for Thomson Reuters. Our risk and compliance, and public policy specialists continue to ensure the integrity of our operations. As governments, businesses, communities and individuals have embraced digital information products and services, we have developed and enhanced procedures and training for our teams. In 2013, this included issuing new Privacy Guidelines for everyone in the business and the provision of accessible communications on our internal platform, The Hub.

The revelations by Edward Snowden<sup>43</sup> on mass surveillance by the US National Security Agency reinvigorated the privacy rights vs. national security interests debate on a global scale. At the same time, the regulatory environment is changing, with a significant review of privacy law in Europe. This is being accompanied by revisions to data sharing policies and the exploitation of content and metadata by both corporations and governments in Europe, China, California and other regions.

In this context, we leverage our knowledge and experience on these issues to help inform policy. We are active members of industry bodies in many of the regions where we operate, including the American Chamber of Commerce to the European Union<sup>44</sup>, the European Publishers Council<sup>45</sup>, International Association of Privacy Professionals<sup>46</sup>, the Software and Information Industry Association<sup>47</sup> and the World Economic Forum<sup>48</sup>.

## Reinforcing our approach to the supply chain: Business Partner Engagement Program

The integrity of our supply chain is just as important to our customers and our reputation as the robustness of the information and products we deliver. This year we have continued to strengthen our approach to suppliers, putting into practice our new Business Partner Engagement Program (BPEP). The aim is to provide a simple, automated process that minimizes the burden on our employees and business partners, using sophisticated screening to reduce and avoid risks.

Initially piloted in four countries, this process further strengthens awareness of the Supply Chain Ethical Code that has, since 2012, been in all our terms and conditions on supplier contracts. BPEP is also supported by our proprietary

Governance Risk & Compliance Accelus products: World-Check<sup>49</sup> provides quality risk intelligence on issues like quality of business relationships; and IntegraScreen<sup>50</sup> delivers detailed background-check reports.

Now, when a potential business partner is nominated, a simple but rigorous process is implemented to reduce risks. The process will ensure that approved suppliers are suggested for the task. If none is available, the proposed firm will be assessed against a number of criteria including their acceptance of the Supply Chain Ethical Code. In the first half of 2014, the BPEP will become mandatory across all of our businesses globally and the focus will move to compliance reporting, with regular and detailed management reports.

43 [reuters.com/article/2013/11/25/us-usa-security-doomsday-idUSBRE9A00Y120131125](http://reuters.com/article/2013/11/25/us-usa-security-doomsday-idUSBRE9A00Y120131125)  
44 [amchameu.eu](http://amchameu.eu)  
45 [epceurope.eu](http://epceurope.eu)  
46 [privacyassociation.org](http://privacyassociation.org)  
47 [siaa.net](http://siaa.net)  
48 [weforum.org/](http://weforum.org/)  
49 [thomsonreuters.com/world-check-risk-intelligence/](http://thomsonreuters.com/world-check-risk-intelligence/)  
50 [accelus.thomsonreuters.com/products/integrascreeen-reports](http://accelus.thomsonreuters.com/products/integrascreeen-reports)

**For the second year running,  
the Human Rights Campaign,  
has awarded us the top  
rating of 100 percent on its  
Corporate Equality Index.**



# Workplace

Building a highly skilled, diverse workforce for sustained success

Intelligent information and effective analysis are critical for the long-term success of our customers and the communities they serve. We believe this is best delivered through an expert and diverse talent pool with the ability to tailor global thinking to local situations and with the resources and skills to innovate.

2013 was another year of changes. A combination of new advanced technologies and the desire to simplify what we present to customers, resulted in the streamlining of some business units. This limited consolidation will ensure stability in the future, and we are continuing to strengthen our approach to training and opportunities across the organization.

To encourage high performance for all managers on diversity and inclusion we've introduced a new "People" objective. We've also developed innovative training programs so that managers at all levels of the business can progress their careers more quickly.

We've worked hard to ensure that our people can be proud to work for our organization and produce outstanding work, wherever they are. That means thinking hard about environmental impacts, not just from the facilities and offices where we do business but also in the way that we connect to each other.

On the following pages you can read more about the events and projects we have completed, the new systems we have in place, and the significant improvements we are making on employee benefits and our environmental performance.

## Key Highlights

- Creation of new training programs for managers at all levels
- Launch of new global HR platform Workday
- Increased provision for non-married partners
- Refined, proactive approach to security
- Large improvement in Carbon Disclosure Project score
- Simplification of environmental management approach

DEVELOPING TALENT

Helping managers to get the most from their teams

Successful management plays a key role in enabling us to deliver useful, trusted information and products to solve the economic, environmental and social challenges facing businesses and professionals. During 2013, we rolled out the first of two programs designed to increase the capabilities of our managers.

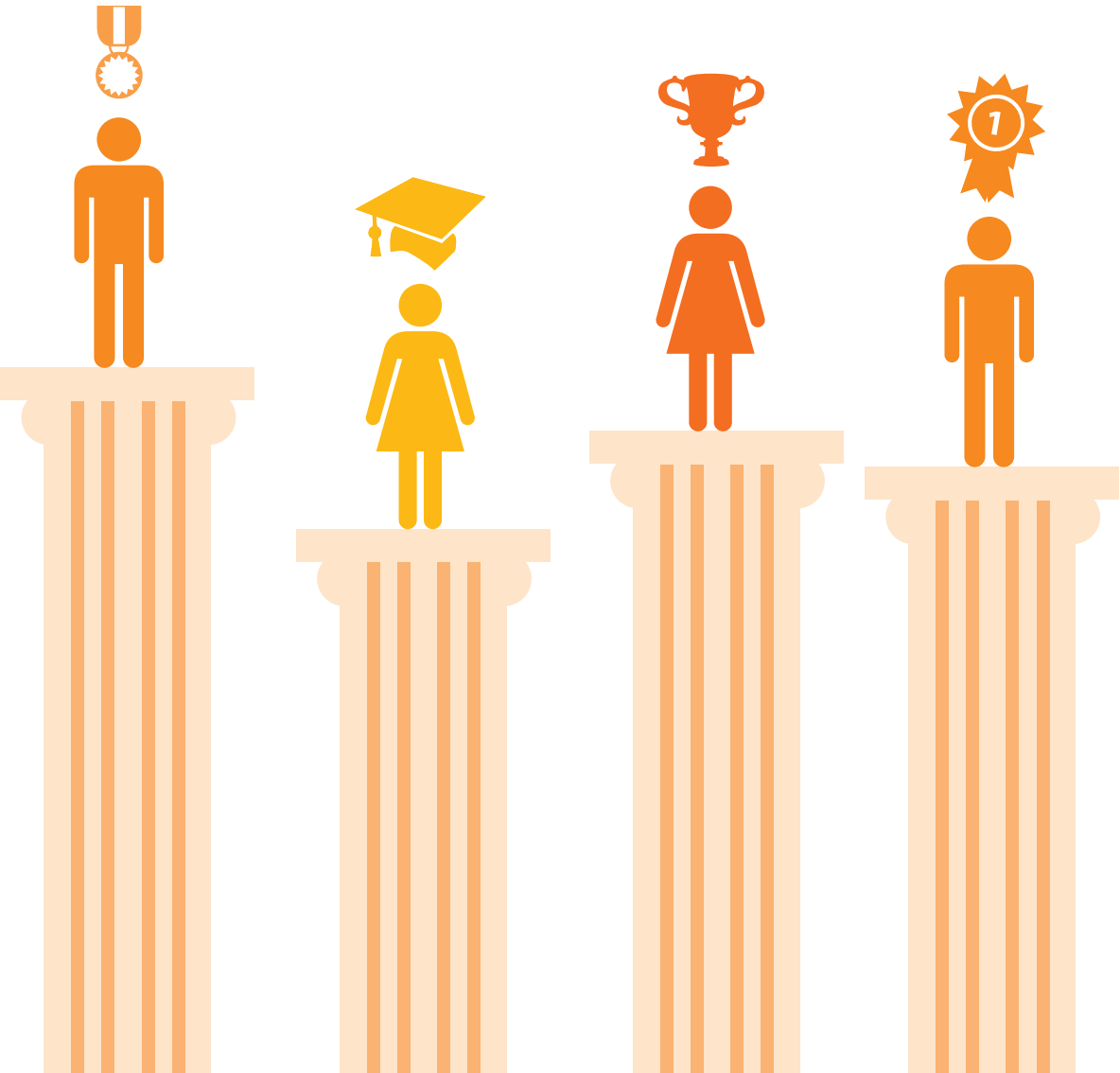
Sponsored by our Executive Committee, our Management at Thomson Reuters (MaTR) program is helping our managers to develop their skills. Participants answer a questionnaire to identify their strengths and weaknesses and then attend an intense one-day summit, facilitated by professional coaches. The sessions allow attendees to interact with senior leaders and fellow managers from across the various businesses and functions of the organization.

For more senior leaders in the business, we piloted Advanced Management at Thomson Reuters (AMaTR), with plans to roll out the program globally in 2014.

The program is designed to strengthen our leaders in support of our transformation agenda by providing an enterprise view of the company and an understanding of the expectations for leaders at this level.

Over the course of two one day summits, eLearning modules, videos and conversations with peers and executives, participants translate strategic priorities into meaningful actions that align and engage their team, broaden their perspective of Thomson Reuters and develop a deeper understanding of our key financial metrics, business levers, competitive environment and key customer needs.

Both programs are supported by community pages on our internal platform, The Hub. MaTR's pages are already generating significant traffic, with helpful tips and testimonies from participants.



GENERATE: DEVELOPMENT PROGRAM DELIVERING VALUE FOR PARTICIPANTS AND NGOS

Generate, our successful scheme to develop the skills of potential future leaders at Thomson Reuters with close collaboration from NGOs, has received further recognition. In March, Bersin by Deloitte, a “leading provider of research-based membership programs in human resources, talent and learning”<sup>51</sup> awarded a Developing Tomorrow’s Leaders award to Thomson Reuters. This credit reflects the success of a program which has seen 75 percent of participants promoted, 23 percent promoted twice, and 95 percent of participants remaining with Thomson Reuters.

Every year, 30 handpicked candidates team up with NGOs in Mumbai – working both virtually and on the ground – to solve a business challenge for the organization. In 2013, we partnered with the following organizations:

- **Apne App Women’s Collective**<sup>52</sup> – which provides sex workers and their families with the tools and resources to make choices for a better quality of life
- **Save the Children India**<sup>53</sup> – which supports children, making them aware of their rights and empowering them to lead a life of dignity, self-respect and independence
- **Stree Mukti Sanghatana**<sup>54</sup> – an organization that campaigns for social justice for women, promoting equality and freedom for groups and individuals subjected to political, economic and psychological prejudice
- **Unmeed**<sup>55</sup> – which supports physically and mentally impaired children to reach their full potential and be included in society
- **Vacha Trust**<sup>56</sup> – which empowers women and girls from impoverished communities by focusing on educational programs, campaigns, networking and advocacy

“The Thomson Reuters Generate team supported us in creation of our website and also encouraged us to use social media where we were very weak. We are happy about the quality of work and the confidence we have gained will help us get the visibility we need on the web to further our cause.”

Stree Mukti Sanghatana



51 [bersin.com/wwwards/why\\_apply.asp](http://bersin.com/wwwards/why_apply.asp)  
52 [aawc.in](http://aawc.in)  
53 [savethechildren.in/](http://savethechildren.in/)  
54 [streemukthisanghatana.org/](http://streemukthisanghatana.org/)  
55 [ummeed.org/](http://ummeed.org/)  
56 [vacha.ora.in/](http://vacha.ora.in/)

PEOPLE AND BENEFITS

Updated systems and refined policies

This year a new global system was introduced to consolidate our People functions. We also continued to refine our policies and practices on issues including benefits for non-married partners and pension provision.

Introduction of new global platform

Our new HR system, Workday, is a cloud-based platform that integrates resources for performance, pay, timesheets, annual leave, personal information and benefits. The tool, launched in June, allows people at all levels of the organization to access real-time information, creating a much simpler and more efficient way for managers and their teams to interact on HR issues. Every employee has their own account, allowing them to manage information such as performance reviews or to request time off. Workday is also connected to LinkedIn<sup>57</sup>, integrating further resources and information.

Making benefits available for all non-married partners in Asia

During 2013, the benefits team worked closely with the Lesbian, Gay, Bisexual and Transgender (LGBT)<sup>58</sup> Employee Network, known as “Pride at Work”, to review our domestic partner provision in Asian countries. Having thoroughly researched the markets, and in consultation with a number of other leading multinationals, we’ve successfully changed the policies for our people working in both India and Philippines. Affecting an employee population of over 13,000 between both countries, the changes mean that domestic homosexual partners will receive the same benefits packages as heterosexual married partners. Now, our LGBT Indian and Filipino colleagues will enjoy the security of knowing that healthcare, life insurance and retirement plans are in place to support their loved ones. See the Diversity and Inclusion section of this report for more on the work we are doing on these issues.

UK pension provision rules change

We responded to new UK regulations on auto-enrolling employees into pension plans, supported by their employers. At Thomson Reuters we already have an auto-enrollment system in place, with 84 percent of our people in a plan, increasing to 96 percent during 2013.



THOMSON REUTERS RANKED IN TOP 25 BIG CORPORATIONS TO ACHIEVE WORK-LIFE BALANCE

This year, job search engine Indeed.com named Thomson Reuters as one of the top 25 large corporations helping employees achieve better work-life balance, alongside other prominent brands including Google, the Walt Disney Company, Motorola and Ford.

57 linkedin.com  
58 community may also use 'Lesbian, Gay, Bisexual and Transgender and their Friends (LGBTF)

HEALTH AND WELLBEING

Updated systems and refined policies

Independent research<sup>59</sup> and our own experience underline the tangible benefits of creating a culture of health and wellbeing in the workplace. During 2013 we reviewed and developed our global health and wellbeing strategy, which we will be launching in 2014.

Global Corporate Challenge: successful international pilot

In May, we launched a pilot program to help employees improve their health and wellbeing by pledging to take 10,000 steps per day – the amount recommended by the World Health Organization<sup>60</sup>. Held in the UK, the US and India, over 16 weeks 12 teams of seven people took part in our “Global Corporate Challenge”. As well as actual steps taken, participants could also include sports like cycling and swimming in their daily count. The teams logged an average of 15,485 steps by the end of the challenge, an improvement of 30 percent from the start of the competition period, and over five times what the average office worker achieves during a normal day<sup>61</sup>. Following the success of the pilot, the Global Corporate Challenge will be rolled out to further countries in 2014.

Safety and Wellness Weeks promote thinking and action

This year we again had wide participation in our locally organized “Safety and Wellness Weeks”. Held in September, participants from Canada, India, Philippines, Russia, and the UK were able to access free services and advice on issues like safety at work, dental health, nutrition, exercise, cancer and managing stress. In US cities we held a series of online and on-site wellness screenings. Participants were able to use the sessions to take advantage of a US \$300 contribution to their health insurance as part of the “Blueprint for Wellness” scheme<sup>62</sup>.



Employee Assistance Program (EAP)

In the US, the UK and other countries, we continue to provide a counseling and advice line. Serviced by independent experts, this 24-hour line provides our people in those locations with a secure and anonymous resource for issues such as personal finance problems, work stress, health and relationships.

Independent, expert advice for our people, wherever they are

We provide an employee assistance program 24-hours a day, for employees in the UK. CiC<sup>63</sup>, headquartered in London, provides a help-line with trained, experienced clinicians who are able to assign expert help on a broad range of issues, including legal matters, personal finances, counseling and crisis management. CiC also supports our media teams working in hostile environments. A longstanding partner of Thomson Reuters, the firm’s skills have proved invaluable to our people, their families and colleagues during conflicts and other crises.

“Thomson Reuters, like many successful organizations, has faced a number of challenges over the years. Not just through changes internally but also in fast moving external contexts. I’m proud to be able to help support such a talented group of people with accurate, timely advice and resources.”

Kate Nowlan, Chief Executive, CiC

59 Department of Health: 'Health and Wellbeing at Work in the UK' nhshealthandwellbeing.org/pdfs/Interim%20Report%20Appendices/Literature%20Review.pdf  
60 who.int/dietphysicalactivity/factsheet\_recommendations/en/  
61 according to the WHO  
62 My.BlueprintForWellness.com  
63 cic-eap.co.uk/

SAFETY AND SECURITY

Safeguarding our people and their productivity with better information

Global Security Team: a new approach for evolving contexts

Whether it's reporting news from the battlefield or helping recovering communities to rebuild their financial infrastructure, it's vital that our expert teams can operate safely and securely. 2013 was another year of geo-political uncertainties, with conflict<sup>64</sup>, climate impacts<sup>65</sup>, resource scarcity<sup>66</sup> and humanitarian crises<sup>67</sup> playing out on every continent where we operate. To respond to these challenges we're constantly revising and updating our approach to safety and security and in 2013 we reassigned the leadership of security to a newly created Global Security Team (GST).

Led by experts in both intelligence analysis and military planning, one of the first tasks for the GST was to create a new approach to crisis management. The GST aims to create a consistent response strategy, across Thomson Reuters, based upon three guiding principles – Command and Control, Communications, and People Accountability. The GST is able to play a more active role in crises and functions as an always-on resource, supporting managers to fulfill their tasks in every region with training, 24-hour support, and in extreme situations, leadership.

During a crisis, our established Business Continuity team will ensure that operational systems such as communications and financial channels remain operational. In parallel, the GST is able to intervene with cross-functional teams to maintain continuity for our customers and support senior decision-making. In 2013 the GST initiated one-hour training for all senior managers, using realistic region-specific scenarios. These included planning for a large fire in lower Manhattan, threatening the power to one of our major data centers.

Operating in over 100 countries, it's vital that we can ensure a robust approach to business travel, minimizing risks and continuing to build and maintain relationships with customers and partners. This year the GST initiated a business travel database, which ensures that we have constant oversight of who is where. Served by experts International SOS<sup>68</sup>, the platform can issue instant alerts to our people travelling to or in close proximity to threatened locations. The GST can also accompany teams to hostile environments, using an extensive range of contacts and intelligence channels to understand threats and secure arrangements. In 2013 this included helping the Global Growth & Operations team to forge ties with Libyan contacts, who are re-establishing financial services in the country.



64 [reuters.com/article/2013/04/19/us-syria-crisis-un-idUSBRE93H0Z120130419](http://reuters.com/article/2013/04/19/us-syria-crisis-un-idUSBRE93H0Z120130419)  
65 [reuters.com/article/2013/01/12/us-climate-usa-study-idUSBRE90B00C20130112](http://reuters.com/article/2013/01/12/us-climate-usa-study-idUSBRE90B00C20130112)  
66 [reuters.com/article/2013/09/23/us-climate-ipcc-china-idUSBRE98M0BP20130923](http://reuters.com/article/2013/09/23/us-climate-ipcc-china-idUSBRE98M0BP20130923)  
67 [reuters.com/article/2013/12/13/us-centralafrican-crisis-idUSBRE9BC00L20131213](http://reuters.com/article/2013/12/13/us-centralafrican-crisis-idUSBRE9BC00L20131213)  
68 [internationalsos.com/en/](http://internationalsos.com/en/)

U.N. chief Ban  
condemns Egypt  
violence, urges respect  
for rights

(Reuters) Sat Jul 27, 2013 5:03 EDT

[reuters.com](http://reuters.com)

In 2013 the GST was tested for real in Egypt following the military coup that ousted President Morsi. Mass demonstrations and violent reprisals by the military created a dangerous situation for Thomson Reuters Cairo teams. The GST was able to intervene, supplying expert personnel to lead operations for a period of ten days, ensuring that our offices could function effectively for our customers and that our people and associates were safe.

DIVERSITY AND INCLUSION

Creating a high-performing business for the long-term

For Thomson Reuters, Diversity and Inclusion (D&I) is a business imperative. Operating in 100 countries, our customers are from a broad range of geographical and cultural backgrounds. They expect us to respond efficiently, quickly and intuitively. For our employees to be able to meet these challenges, we strive for a culture where innovation and intellect can thrive, regardless of nationality, disability, gender, ethnicity, gender identity and expression, sexual orientation or other differences. In 2013, we’ve continued to work hard to meet this challenge, with updates on policies and objectives, a growing range of tools and resources, and a full calendar of internal and external events.

Embedding D&I in management objectives and policies

In 2013, we reinforced our commitment to an inclusive workforce with the introduction of a formal performance objective for managers, and guidance for recruitment. The new People objective assesses managers’ effectiveness against inclusion criteria, making this integral to the appraisal process. Postings at director level or above must also demonstrate a commitment to creating a slate of diverse candidates during the selection of candidates for posts – metrics that are now tracked and used in talent review discussions.

As part of a continuing program to refine our work practices globally, in the US and India we have introduced new Life and Work Integration policies on issues like parental leave, flexible working and unpaid leave. These changes will help our people and their families balance their work with life at home. As discussed in the Benefits section of this report there have also been increased benefits for LGBT staff and their domestic partners in parts of Asia.

Our D&I strategy is reviewed annually to ensure progress on objectives. We also monitor: the results of our D&I index (part of our employee engagement survey); the number of managers trained on inclusive management behaviors; and key metrics around representation, hires and promotions.

Report shows gender diversity on boards increases stock price

Our report, “Mining the Metrics of Board Diversity”<sup>69</sup>, published in July 2013, clearly highlights the benefits of increasing the numbers of women in senior positions at the top of corporations. Findings show how the progression of women on boards has increased gradually over the past five years. On average, companies with no women on their boards underperformed relative to gender-diverse boards and had slightly higher tracking errors, indicating potentially more volatility. From a regional perspective, the Europe, Middle East and Africa cluster has the most women on corporate boards, followed closely by the Americas. Thomson Reuters currently has three women in the senior executive team<sup>70</sup> and two female board<sup>71</sup> members.

For more detailed information and to download the white paper visit:  
[share.thomsonreuters.com/pr\\_us/gender\\_diversity\\_whitepaper.pdf](http://share.thomsonreuters.com/pr_us/gender_diversity_whitepaper.pdf)



69 [share.thomsonreuters.com/pr\\_us/gender\\_diversity\\_whitepaper.pdf](http://share.thomsonreuters.com/pr_us/gender_diversity_whitepaper.pdf)  
70 [thomsonreuters.com/about-us/executive-team/](http://thomsonreuters.com/about-us/executive-team/)  
71 [thomsonreuters.com/about-us/board-of-directors/](http://thomsonreuters.com/about-us/board-of-directors/)

Increasing value through gender equality

We have a growing range of activities and resources to ensure that women at all levels of Thomson Reuters can achieve their objectives. Now in its third year, our Leadership Program for Women delivers professional development opportunities for potential leaders. 65 high caliber women have been through the six-month program, which includes a four-day residential workshop, a comprehensive leadership assessment, significant exposure to senior leaders from a variety of business units, and formal mentoring. This year almost 50 percent of the first cohort of the Leadership Program for Women were promoted or had their roles and responsibilities increased.

For women of less seniority but with high potential we offer the Emerging Women in Leadership Program – a seven-week virtual course. 12 talented women work closely with facilitators to increase self-awareness, identify career objectives and the routes to achieving them – see case study below.

case study

Emerging Women in Leadership Program: how self-knowledge can build skills

Marisa Guardiola Medina works in the Life Sciences Editorial team in Barcelona, Spain and attended the Emerging Women in Leadership Program. Here she describes the program and its impact on her working life:

“The Emerging Women in Leadership program offered me a good perspective of what is expected from an effective leader, what should be the contribution to the success of the company and the success of the team. Leadership is not just authority and power, but rather direction, inspiration and support. I try to bear this idea in mind every day and use it to marshal my activities.”

COLLABORATING AND SHARING TO IMPROVE KNOWLEDGE AND PERFORMANCE

We engage with a wide range of stakeholders and opinion-formers to ensure that our thinking and practice remain fresh and effective. In 2013 we sponsored over 160 D&I events in each of the four main regions where we operate. Our 80 Business Resource Groups: the Asian Affinity Networks; Black Employee Network; Disability Employee Network; Latino Employee Network; Pride at Work; Veterans Network; and Women@Thomson Reuters all held events, with both internal and external contributions throughout the year.



We played a key role as the presenting sponsor at the Out and Equal Workplace Summit. Keynotes were given by Jim Smith, our CEO via video-link and by executive sponsor Chris Perry, Managing Director, Risk, who spoke in person. The event is an influential fixture for the professional LGBT community and attracted more than 2,500 guests from the world’s leading brands, including many of our clients.

Other highlights included December’s Thomson Reuters Foundation’s<sup>72</sup> Trust Women Conference. The headline event, in its second year, attracted over 450 global leaders from 40 countries with high-profile speakers included UK Home Secretary Theresa May, Italian Foreign Minister Emma Bonino and Queen Noor of Jordan<sup>73</sup>.

The action-oriented conference focused on the creation of a global human trafficking hotline and legal support to prevent forced sterilization. Progress on these issues will happen through collaboration across a global network of companies and NGOs. More details about the conference and its themes can be found on the conference website<sup>74</sup>.

Thomson Reuters is recognized again as a “best place to work for LGBT equality”

For the second year in a row, the Human Rights Campaign (HRC), has awarded us the top rating of 100 percent on its Corporate Equality Index 2014.<sup>75</sup> This score is based on the HRC’s evaluation of fair and inclusive workplace policies across large US employers. Businesses that achieve this score are recognized as “Best Places to Work for Lesbian, Gay, Bisexual and Transgender Equality”. The Index serves as a roadmap and progress report for major US businesses’ adoption of inclusive policies, practices and benefits for LGBT employees and is the leading benchmark for businesses to gauge their level of LGBT workplace inclusion against competitors.



72 trust.org/  
73 aihrc.org.af  
74 trustwomenconf.com/  
75 hrc.org/campaigns/corporate-equality-index

Employer of choice for people with disabilities in India

The diversity and inclusiveness of our employee population is strongly linked to our ability to innovate and maintain our reputation as an employer of choice. We are committed to championing and developing the talents of employees with disabilities, promoting these individuals as equal partners in the success of our business across the globe.



Disability is a significant issue in India, where as many as 70 million people have some form of impairment. We have a long history of seeking an inclusive workplace by recruiting and developing diverse talent. But prior to 2006, we were largely unsuccessful in attracting employees with disabilities to our operations in Bangalore, Chennai, Delhi, Hyderabad and Mumbai.

With the help of diversity experts and a specially focused employee resource group we have taken steps to turn this around. We have invested in infrastructure to make our offices accessible for people with disabilities, including providing electrical wheelchairs, comfortable transport options and designing a fully accessible office building in Bangalore.

We have also developed a disability etiquette guide to facilitate greater sensitivity in the workplace, and we partner with local NGOs to share best practices and establish strategic channels for recruitment.

Today, Thomson Reuters has over 50 employees with disabilities in India. They include employees who are visually, hearing or speech impaired and employees with locomotive disorders who work across functions including market analysis, data entry, accounting, management platform technology, and recruitment.

We’ve received accolades for our commitment to recruiting professionals with disabilities. At the 2013 Asia Pacific Disability Matters Awards, Thomson Reuters was recognized in the Workplace category for our initiatives targeted at creating an inclusive workplace for employees with disabilities. And on attrition, our rates for employees with disabilities are in single digits compared to an industry average of 13 to 17 percent. D&I also reflects well on our levels of employee engagement. In Bangalore, 94 percent of employees indicate that they are highly engaged with the business – the highest score across our global offices.

case study

Addressing disability on the Wharf

Thomson Reuters is the chair of Wharfability, a network founded in 2012 by individuals involved with the disability agenda in 12 firms based in Canary Wharf, our London base. Wharfability’s mission is to connect member companies and colleagues to enable progress on disability in workplaces. Supported by the Business Disability Forum<sup>76</sup>, EmployAbility<sup>77</sup> and Mind UK<sup>78</sup>, the network advocates for greater equality and career options based on disability best practice and legislative requirements.

Wharfability’s monthly meetings have triggered activity at Thomson Reuters, including new material added to The Hub and speakers on disability issues invited into the organization.

76 businessdisabilityforum.org.uk/  
77 employ-ability.org.uk/  
78 mind.org.uk/



## WORKPLACES AND THE ENVIRONMENT

Managing our impacts to improve performance

As the world's leading source of intelligent information for businesses and professionals, we play an important role helping companies and communities monitor and reduce their environmental impacts. Whether through the distribution of carbon data and climate impacts via the Reuters<sup>79</sup> news network, or helping financial institutions to assess companies' environmental profiles with our businesses ASSET4<sup>80</sup> and Point Carbon<sup>81</sup>, knowledge and insights are delivering better long-term performance.

We apply this thinking to our own environmental impacts and in 2013 we can report significant progress. We've simplified our environmental management – both in terms of the way that we supervise our activities and in the spatial organization of our data centers. To ensure consistency across our operations and to communicate our performance effectively we've improved our reporting on emissions reductions. A more comprehensive submission has increased our Carbon Disclosure Project (CDP)<sup>82</sup> score to 95 percent from 61 percent.

In addition to rationalizing our data centers, we've invested in video conferencing technology to reduce business travel and our greenhouse gas emissions. We've also introduced a new electronic waste strategy, upgraded our supplier compliance policies, and made progress on safety incident reporting systems. Our internal platform The Hub has been central to building employee engagement and communicating the environmental efforts made by our teams around the world.



CO<sub>2</sub>

<sup>79</sup> [reuters.com](http://reuters.com)

<sup>80</sup> [im.thomsonreuters.com/solutions/content/asset4-esg/](http://im.thomsonreuters.com/solutions/content/asset4-esg/)

<sup>81</sup> [pointcarbon.com/](http://pointcarbon.com/)

<sup>82</sup> CDP will publish 2013 figures in September 2014. Read the latest full report here: [cdp.net](http://cdp.net)

### Environmental stewardship

We've been working hard to simplify our approach to managing our environmental impacts. Our environment program, led by Karen McArthur Global Head of CR, has a new sponsor in the Executive Committee, Stephane Bello. As Chief Financial Officer he is well placed to support the CR team to generate efficiencies and improve performance. Rather than centrally resourced management teams to initiate projects, our new strategy is to empower the leaders of facilities and resources to initiate and deliver improvements on issues like emissions and waste, with targets agreed centrally. Although the organizational structure has been rationalized, we have maintained, and in many cases increased the number of environmental projects being delivered. This revised governance approach and our emissions management approach has been recognized in our latest CDP<sup>83</sup> score.

### Carbon management: developing our approach to reducing emissions

We have an ongoing program to reduce our greenhouse gas emissions across the business. In 2011 we set a modest climate change target to cut greenhouse gas emissions by five percent from 2010 levels by 2015. We achieved this target in 2012, with major reductions in business travel and improving the efficiency of our data centers, during a time of increased demand.

To sustain this momentum, in 2013 we commissioned leading sustainable business non-profit Forum for the Future<sup>84</sup> to help us identify further opportunities. We've used their insights to develop our emissions reduction plans and will be setting targets that stretch to 2017.

**We have maintained, and in many cases increased the number of environmental projects being delivered.**



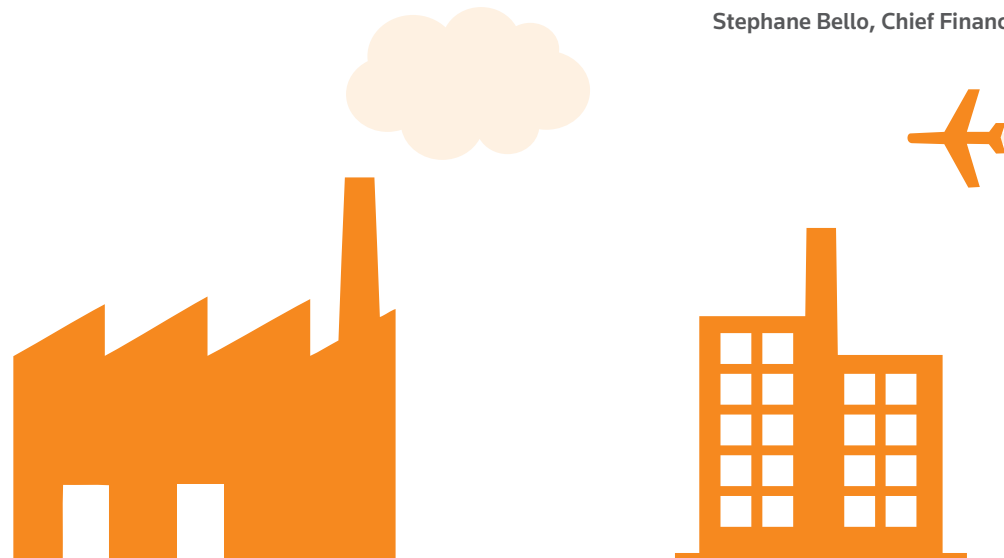
<sup>83</sup> [cdp.net](http://cdp.net)

<sup>84</sup> [forumforthefuture.org](http://forumforthefuture.org)

## EMISSIONS REDUCTIONS: BUILDING ON THE MOMENTUM

**“Reducing our energy bill – in areas such as more efficient use of our data centers and smarter choices in our buildings and business – helps to reduce our overall costs. That makes a difference in our financial performance as a company, so this matters to all of us.”**

Stephane Bello, Chief Financial Officer, Thomson Reuters



### TOTAL EMISSIONS:

In 2013, we achieved a 1.9 percent overall emissions reduction<sup>85</sup> with a total of 486,572 metric tons<sup>86</sup> of carbon dioxide or equivalent gases, down from 496,316 metric tons in 2012. We will make a comprehensive submission to the Carbon Disclosure Project (CDP), to be published in September 2014. Our initial findings indicate a mixed picture with electricity use down, but travel emissions up slightly.

### Improving the management of our electronic waste

In 2013, we devised a new electronic waste (e-waste) strategy and commissioned two new vendors to deliver it. As an information services company, we rely on a complex digital communications architecture constructed from thousands of electronic devices and components. Our data center rationalization program is releasing many redundant machines, such as servers. We're also constantly updating the 40,000 computer terminals and other equipment used daily across the business. It's vital that the valuable and toxic materials and components within machines are disposed of or recycled responsibly and also that we protect the data that they carry.

This year we've created a consistent global strategy to address e-waste, exceeding both the US Environmental Protection Agency and the EU's Waste Electrical and Electronic Equipment recommendations. To manage this complex global waste stream we've used a rigorous due diligence process and assessed over 100 vendors. We awarded two companies the mandate to take on the project and they will be processing our e-waste and complying to both the latest US R2 and EU's Basel Action Network's e-Steward industry standards<sup>87</sup>.

Both companies are able to handle extra materials, such as cables, and will be using a comprehensive reporting system to track the journey of all materials and data within them.

### Reducing the water consumption of our operations

Water scarcity is a major issue in regions like India where we operate<sup>88</sup> and will become more acute with the impacts of climate change. We have identified the following water conservation opportunities, which have been implemented at numerous sites in North America:

- Construction of "rain gardens" to collect run-off at facilities and offices
- Installation of irrigation system timers to control when watering is complete
- Use of rain sensors to lock-out irrigation when not needed
- Specification of reduced-flow valves for water faucets and restroom fixtures, and hands-free controls for their operation

### case study

#### Reducing waste: Eagan Campus shows the way

As we set new goals for environmental performance, waste represents a significant opportunity for the bottom line and the environment. Our Eagan Campus facility has worked hard to tackle all aspects of its waste stream, saving millions of dollars, improving its environmental performance and receiving a Leader award from Minnesota Waste Wise Foundation<sup>89</sup> in 2013.

During 2013, our Eagan Campus donated nine metric tons of cardboard waste for materials exchange, and collected and donated thousands of books to charity. It also supported schools and communities by donating office supplies and used computers – creating significant reductions in the site's waste stream. Between 2010 and December 2013 more than 90 metric tons of scraps were collected from food preparation and taken to a local farm co-operative where they are used to feed pigs. In 2012 alone, waste initiatives saved Eagan Campus more than US \$1.5 million.



<sup>85</sup> this total does not represent supply chain emissions

<sup>86</sup> ie 1000 kilograms or 2204 pounds

<sup>87</sup> ban.org/

<sup>88</sup> See water stress map from World Resources Institute: [wri.org/our-work/project/aqueduct](http://wri.org/our-work/project/aqueduct)

<sup>89</sup> [mnwastewise.org/about-us/board-of-directors/](http://mnwastewise.org/about-us/board-of-directors/)

AN ANALYSIS OF OUR CARBON EMISSIONS  
BY AN EXPERT NON-PROFIT

In 2010 we began working with leading sustainable business non-profit Forum for the Future<sup>90</sup> to map our emissions in detail. This was initially designed to be an internal insight-building exercise, to run in parallel with the CDP submission. The broad objective was to create a challenging analysis of our greenhouse gas emissions profile, taking into account more factors than the CDP report currently covers, such as the estimated embedded emissions resulting from activity across our supply chain. We could then use this knowledge to develop an emissions reduction program.

In late 2013, we asked Forum to compare 2012 figures with 2010 as a baseline. Having seen their analysis, we think it adds value to this year's CR Report, and have included it as an infographic. There is also a short commentary from Forum's team.

Forum for the Future commentary

Our progressive analysis takes into account both Thomson Reuters recorded emissions, as well as money spent on energy and in the supply chain. This creates a more comprehensive and complete picture of the organization's full footprint. Our analyses are not verified by a third-party but are useful in creating a more informed and effective emissions reduction strategy.

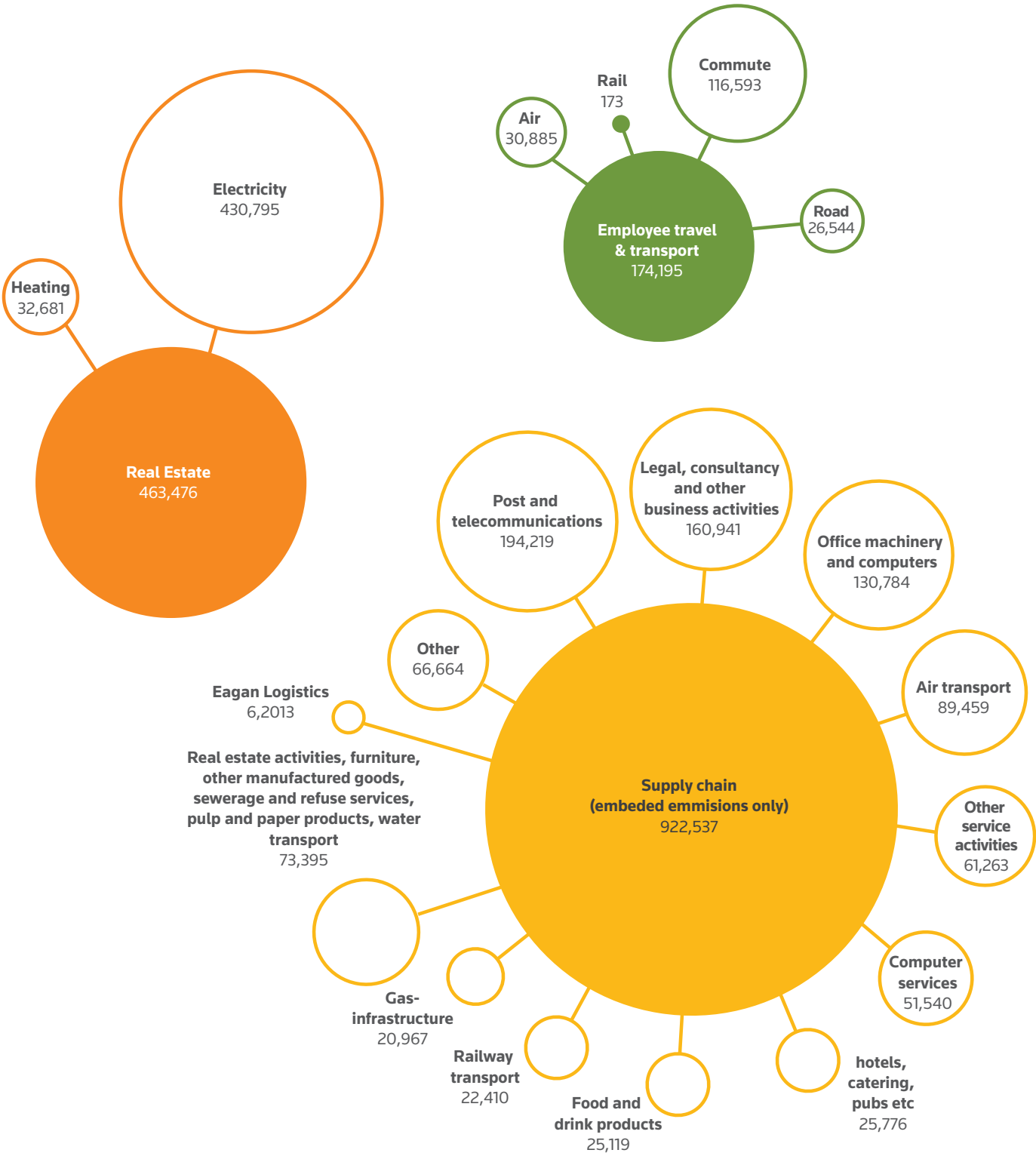
Highlights

Thomson Reuters global carbon footprint decreased eight percent between 2010 and 2012, due largely to changes in the most material emissions category – the supply chain. This accounts for just over 60 percent of total emissions, and over two years, supply chain emissions declined by almost one-fifth. This appears to be a result of efficient cost control and lower activity in software – which demands significant energy use, and hardware services – which carry a considerable manufacturing footprint in addition to energy consumed. Decreases in air transportation and gas consumed for heating and operations also produced a significant decline in emissions.

Global emissions from real estate were similar in 2010 and 2012. Thomson Reuters wisely invested in energy monitoring, and now has access to insights for the bulk of its global real estate portfolio, increasing its understanding of electricity consumption, costs and associated emissions. Continued data collection will enable Thomson Reuters to directly measure future energy efficiency investments and demonstrate the financial value of emissions reductions across its real estate portfolio in future years.

On employee travel and commuting, overall emissions remain steady, with a less than one percent decrease. Interesting patterns are nonetheless emerging with a decrease in emissions from road and air travel. Rail emissions tripled from 2010 to 2012, a lower-carbon choice, and Thomson Reuters has been increasing its use of virtual conferencing systems. Thomson Reuters Eagan Campus experienced a decline in shipped tonnage and an associated decrease in emissions of about one-quarter.

A detailed explanation of our methodology is included in the Appendix of this report.

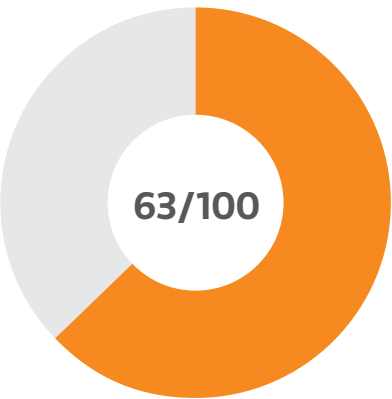


90 forumforthefuture.org

Carbon disclosure report scores for 2012

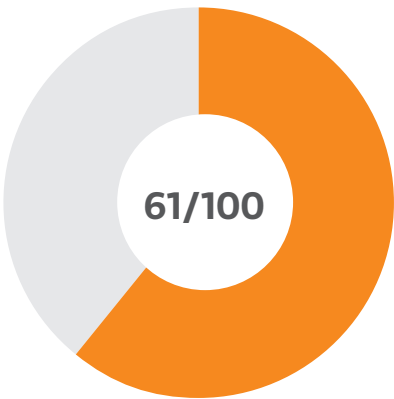
Annually, we submit detailed information on our emissions performance to the non-profit CDP<sup>91</sup>. CDP will be publishing our 2013 performance in September 2014. Our overall Carbon Disclosure Project score demonstrates significant improvement in how we report environmental performance:

2010 SCORE



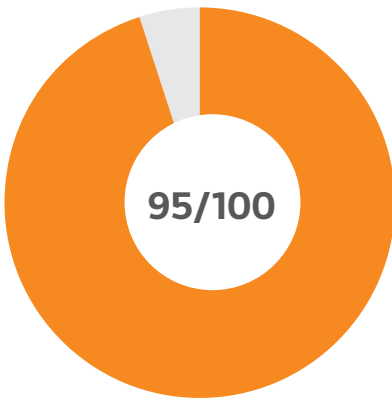
Our most recent CDP score acknowledges an improvement in our reporting of emissions reductions during 2012. The CDP website<sup>92</sup> indicates the following attributes for companies achieving a score of 70 or higher:

2011 SCORE



- Strong understanding and management of company specific exposure to climate related risks and opportunities
- Strategic focus and commitment to understanding the business issues related to climate change, emanating from the top of the organization

2012 SCORE



- Ability to measure and manage the company's carbon footprint
- Regular and relevant disclosure to key corporate stakeholders

91 cdp.net/  
92 cdp.net/en-US/Results/Pages/CDP-2010-disclosure-scores.aspx#whatitrepresents

Below we have set out the key achievements listed in the CDP's latest report. Our program to reduce emissions is ongoing and we have continued to implement the initiatives listed below throughout 2013. Our Real Estate and Facilities Management, Technology Operations and Services, and Sourcing and Travel teams were able to achieve this reduction in the following areas:

Video conferencing and business travel:

During 2012, we rolled out more than 200 video conferencing units across the organization. This led to business travel reducing by 36 percent from 2010 levels. During 2012 alone, our business travel decreased by 13.7 percent.

**2013 and beyond:** We now have a total of 430<sup>93</sup> video conferencing units, making it easier to continue to reduce our travel costs. In 2013, using these facilities we continued to reduce emissions and expect their positive impact to grow as more units are introduced around the world, both by our organization and by our customers.

Data center efficiencies:

Data is our core product and to maintain the security and reliability of our operations we maintain our own data center estate. During 2012 and 2013 we conducted a rigorous simplification of our computer processing infrastructure – shutting facilities, removing redundant machines, and using virtualization wherever possible to simplify the overall system. In 2012, we upgraded or removed 7,200 pieces of data center computer hardware and also achieved greater efficiencies from smarter working. We now have a robust tracking system in place and use a monthly meeting to review new savings opportunities.

**2013 and beyond:** By 2020 we will have reduced our major data center facilities from 46 in 2011 to seven sites, making significant further reductions to our emissions and creating a simpler, more resilient data processing architecture.

93 as of April 2014  
94 US Environmental Protection Agency's voluntary energy efficiency program: <https://www.energystar.gov/>

Electronic communications:

By using electronic delivery tools such as paperless billing, rather than printed material, in 2012 we reduced CO<sub>2</sub>e emissions by around 50,000 metric tons.

**2013 and beyond:** We have identified further opportunities for savings across the organization and by 2015, we aim to have achieved total savings of 250,000 metric tons from 2010 levels.

Further opportunities to reduce energy consumption

**Lighting:** We're in the process of upgrading equipment in our offices and facilities, replacing high-intensity discharge lamps with fluorescent technology and light-emitting diode systems. We're improving the efficiency of lighting controls, with occupancy sensors to turn lights off when no one is present, and the introduction of software to save power for periods of high demand. And for cooling efficiency, we're rolling out more sophisticated fan control and motor systems.

**Natural gas consumption:** We're reducing the intensity of our gas consumption with Energy Star<sup>94</sup> rated equipment and upgrading to thermostatic temperature controls for press driers, boilers and kitchen devices.

## COMMUNICATING FOR SUSTAINABILITY

### Making Connections for More Impact

Global social intranet platform to share stories and connect people

In 2013 we updated our presence on our internal connected workspace, The Hub, making it easier for people to start discussions and share content. The award-winning site, rolled-out in 2012, has now become a popular platform for all of our people to visit and is especially valuable in communicating social and environmental messages. With a simple interface the site is a constantly updated workspace for stories, connecting people around mutual interests, as well as providing resources and information. From resources to independent advice, to the latest news and events, The Hub plays a central role in enabling our people to understand and respond to the challenges we face as a company and as individuals. Highlights for 2013 include the addition of “Green Matters” – pages that provide users with environmental news and sustainable actions they can take in both the home and our workplace. We also created a Corporate Responsibility group that harnesses both corporate and individual initiatives such as donating time or funds to external causes, and reaching out to special interest groups across the organization.



### Thomson Reuters social intranet wins Employee Engagement award

The Hub was named the winner in the Engage Employees category at the 2013 Jive Awards<sup>95</sup> for its achievement in engaging Thomson Reuters employees across more than 100 countries. We won for “a social intranet solution that helps foster cross-departmental collaboration, drives efficiency improvements, enables problem solving and that features innovative approaches to driving intranet adoption.”



Pictured: Sydney Sloan (Jive), Lindsay Keogh, Edward Ford, Tim Wike, Tony Zingale (Jive)



### Green Week draws mass participation

Our annual internal sustainability program has inspired thousands of people across the organization to get involved in activities to reduce their environmental impacts and increase awareness of green issues.

This year's activities from March 23 to June 5, reinforced the connection between the collective actions of people at Thomson Reuters and the communities we serve. Highlights included:

- **Earth Hour:** Individuals and many of our office locations participated, saving 75 metric tons of carbon dioxide equivalents (CO<sub>2</sub>e), equal to US \$13,000 in savings, and equivalent to offsetting the impact of 163,350 flight miles, or taking 17 family cars off the road for a year.
- **Mobile Phone Recycling Pilot:** Local Green Teams at 17 office locations collected over 200 mobile phones, along with batteries and chargers. All funds from the collection were donated to the international conservation non-profit WWF.
- **The World in Pictures Photo Competition:** Thomson Reuters participants submitted 1,077 images. On June 5, to mark World Environment Day, the top photos were featured on the New York “Jumbotron” giant screen near our Times Square office. On that same day, the winning photo, Stewards of the Land, submitted by Allan Barredo, was featured on the Canary Wharf Jumbotron in London. A total of US \$10,700 was donated to WWF.

<sup>95</sup> [community.jivesoftware.com/community/jivetalks/blog/2013/10/30/announcing-the-jive-award-winners-2013](http://community.jivesoftware.com/community/jivetalks/blog/2013/10/30/announcing-the-jive-award-winners-2013)

# Over 11,400 days of community volunteering recorded by our people in 2013

## Citizenship

Supporting communities where we live  
and work to create a better future for all

Supporting the communities in which we live and work is fundamental to our business. Operating in more than 100 countries, our success depends on the efforts of the diverse talent we attract and retain, and the quality of the relationships we have with the communities we serve. Both our corporate values and long-established Trust Principles underline this commitment to being a responsible corporate citizen. Our citizenship activities are delivered across our global operations and alongside the influential work of the Thomson Reuters Foundation<sup>96</sup>.

During 2013, we continued to develop and enhance our citizenship offerings to employees through our online tool, My Community. This enables employees to manage how they give their time and helps their fundraising and personal financial contributions to charitable organizations to go further.

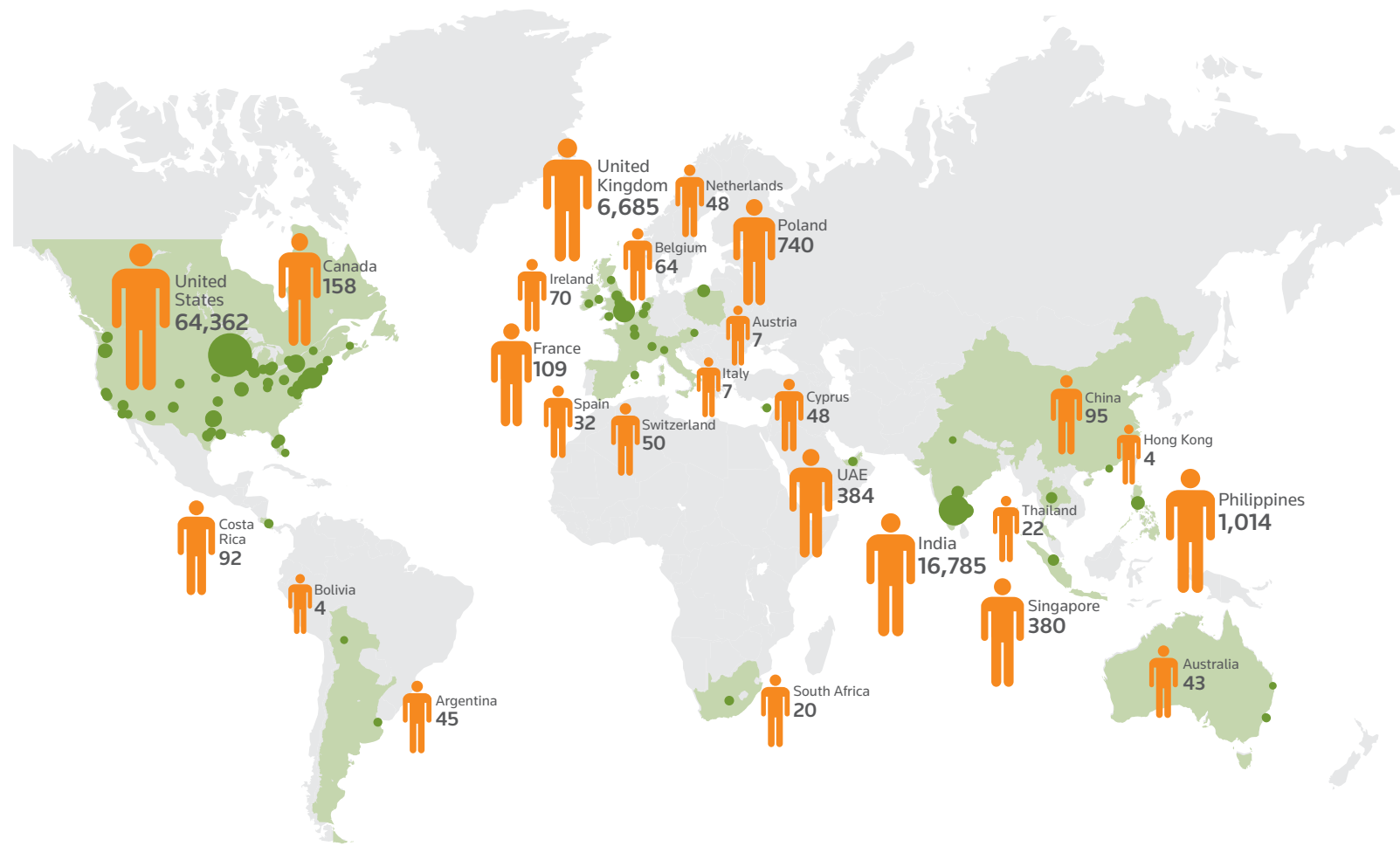
Participation in all our programs increased across our business, and we recorded 91,326 volunteering hours, exceeding our ambitious 80,000-hour target. Commitment from senior leaders and our grassroots employee networks have significantly increased the amount of volunteering activities during 2013.

### Key Highlights

- Enthusiastic take-up of volunteering hours program, more than doubling 2012 figure
- 12-year anniversary of Community Champion Awards with more than US \$1million donated
- Exciting project to support social entrepreneurs



This map shows the number of hours volunteered by our employees across the world.



Flagship year for community support

2013 has been an important year for our Community programs, with improved results, being delivered as a result of refinements to our policies and strategy. Over the past few years we’ve devoted time and resources to ensuring our commitments are more robust and this year we can report again increased participation in volunteering across all countries and areas of our business.

Simplifying our organizational approach

As outlined in the Our Approach section of this report, we’ve refined our CR strategy, integrating what we previously called ‘Community’ into our new Citizenship program. We feel this repositioning reflects more accurately our role as an ethical business. We’ve also simplified the way we manage our environmental initiatives, embedding responsibility across all the business units. Through this process of simplification and a more business-focused approach we expect to deliver better results for the communities we serve.

Raising the bar on volunteering

This was a year of outstanding performance, with our volunteers around the world comfortably outpacing challenging new targets. In January 2013 we launched our revamped volunteering policy, offering all eligible employees twice as much volunteering time, with two volunteering days available to commit to projects and causes throughout the year. To reflect this change in our policies we also set a new volunteering target of 80,000 hours, underpinned by the My Community platform to record and recognize employee efforts. This stretching target, activated with a dedicated communications campaign, more than doubled the amount of volunteering from 2012 levels across the organization. Our final total was 91,326 hours.

Matching our people’s generosity

We offer all eligible employees US \$1,000 a year to double their personal fundraising or charitable donations. Called Matching Gifts, we make the popular program accessible using our online My Community tool. In 2013, 3,616 employees made use of the program, raising US \$1,512,258 of donations for charities across the globe, which we then matched.

In 2013, we worked to improve and establish payroll-giving functionality for all eligible countries, enabling employees to donate directly to charitable organizations from their pay. Launched in January 2014 on the My Community platform, the new My Giving system integrates various existing initiatives including the well-established US-based Employee Giving Campaign, along with schemes in the UK and India.

Increasing the impact of volunteer time

We reward the time, skills and talent that our people dedicate to their local communities with grants to their chosen charities. Called Dollars for Doers, the program recognizes volunteering time, both in and outside of working hours. We award a US \$500 charitable grant for every 20 hours volunteered at the same organization, and donate a US \$1,000 grant for 40 volunteering hours. In 2013, our volunteers achieved 16,860 hours through Dollars for Doers, resulting in charitable grants of US \$434,500 to 444 organizations. This represents an 84 percent increase on 2012 figures.

12-year anniversary grants for popular community awards scheme

Our Community Champion Awards program celebrated its twelfth year in 2013. In recognition of our people’s outstanding volunteer commitments, a panel of internal judges awarded 43 grants to international charities championed by our people. The organizations shared a total of US \$100,000, with two top awards of US \$10,000 each. Projects supported include the provision of early childhood education for special needs and high-risk children, together with housing and healthcare services for the homeless and elderly population. Since launching, we’ve donated over US \$1 million to charities across the globe through the awards.

case study

Community Champion Awards: Spotlight on the winners and their causes  
Marilyn Jentzen, VP, Operations Centers, Strategy Global Growth & Operations: InGirls

Marilyn founded InGirls<sup>97</sup> in 2011 in Atlanta, Georgia, and serves as President of the Board of Directors. InGirls is a program currently helping nearly 500 middle school girls prepare for college. The non-profit focuses on building a vision for college and beyond by providing tools, information and female mentors to young women. The resources are designed to help the candidates understand the importance of attending further education, not just for their own success, but also for their families and communities. For the past two years, Marilyn has led the building of the pilot program and personally taught every month in local middle schools. The success of InGirls has led to the organization hiring an Executive Director and 12 new teachers this year, with an expansion into Florida, California and other countries also being implemented.



97 theingirls.com

Supporting in-kind

To supplement what we offer through our traditional programs, we also provide in-kind support to charitable organizations. We regularly donate our facilities, and the use of products and services to organizations that will benefit from them. In 2013 we offered in-kind gifts and support worth over US\$2 million, lending our tools, office space, advertising platforms and legal collateral. Our feedback from recipient partners is that in-kind support provides organizations and their employees with valuable opportunities, exposure to technology, and fresh analysis and insights.

case study

Karen Horne , Tax & Accounting: Community Link Missions

Karen works with the Community Link Mission<sup>98</sup> (CLM) emergency food pantry in Fort Worth, Texas, helping to provide hungry people with meals. Founded in 2005, CLM currently serves six zip codes in Texas each month, directly supporting 350-400 families, a total of over 1,000 people. Karen devotes many volunteer hours to the non-profit, serving as Secretary of the Board of Directors and on the fundraising and technology committees. In addition to her weekly volunteering, Karen uses her skills to raise funds for CLM by making and selling baby blankets and hand-quilted holiday wall hangings, with 100 percent of the proceeds going to the organization. Every December, Karen also leads an impressive toy and gift drive for CLM.



98 communitylinkmission.org  
99 movember.com

A global Movement with Movember

As a global organization, we’re keen to bring together our diverse network of employees to support campaigns that we can collectively contribute to. In 2013, our annual Movember<sup>99</sup> effort was bigger than ever before. The month-long international campaign, run by the Movember Foundation, seeks to raise awareness of men’s health issues, such as prostate cancer and depression, with moustache growing and associated fundraising events. By harnessing our internal networks and drawing attention to the global traction Movember generates, a record 598 employees signed up for the Movember campaign. Impressive ‘Mos’ were grown across 11 countries, from Cyprus to Switzerland and Argentina to Australia, accompanied by feverish activity on our internal platforms. Our network of ‘Mo Bros’ and ‘Mo Sistas’, led by a Mo-growing Executive Sponsor, managed to raise over US \$90,000. This engaging campaign touched a genuinely global audience within Thomson Reuters, raising awareness of men’s health issues as well as the significant funds. “Movember” was the top searched for term on our internal communications platform The Hub throughout November.



Investing in social entrepreneurs

We're strategic partners of Apps for Good<sup>100</sup>, an open-source technology education movement for young people. The organisation helps tomorrow's generation learn to create web, social and mobile applications to solve local social challenges. During our three-year partnership, this innovative non-profit has grown substantially, with a presence now in 220 schools and a reach of 20,000 young people. We sponsor the Learning and Development category in the annual Apps for Good Awards where Thomson Reuters volunteer mentors work with groups of pupils to help them develop their ideas and understand the potential for tech to deliver social benefits.

Helping young Londoners through sport

Our Financial & Risk business enjoys a well-established partnership with the sporting non-profit Greenhouse<sup>101</sup>. The organization seeks to empower young people in London's most disadvantaged communities to realize their potential through sports programs, delivered by inspirational coaches. We sponsor the charity's annual dodgeball tournament which draws friendly competition between 24 teams made up of banks, hedge funds and asset managers across London. This year's teams had entrants from companies including Credit Suisse, Goldman Sachs, UBS, MAN Group and ICAP. 2013 also marked a year of collaboration in aid of Greenhouse as 62 customers, technology partners and staff cycled 400km (248.9 miles) from Paris to London over three days, raising US \$101,000 for the charity.

Supporting social enterprise

Investing in social enterprises is something we're proud of, and our partnership with the Social Business Trust<sup>102</sup> is now in its fourth year. The relationship enables us to provide financial capital alongside professional support to help grow inspiring social enterprises and invest in a diversified local economy. Working alongside a network of six other founding companies, our experienced business leaders take charge of projects for the social enterprises, providing expertise to meet agreed objectives.



100 appsforgood.org  
101 greenhousecharity.org  
102 socialbusinesstrust.org

“Apps for Good is one of the best initiatives I have ever worked with. I am unashamedly proud and thrilled to lead our Thomson Reuters efforts.”

Bob Schukai,  
Global Head of Mobile Technology, Thomson Reuters

“We’re incredibly proud of our longstanding partnership with Thomson Reuters and long may it continue to grow and contribute to our success. Their invaluable support allows us to help hundreds of young people across London every week realize their potential through sport, enabling us improve their health and fitness whilst mentoring them to improve their engagement with their education and community.”

Michael De Giorgio,  
Co-Founder and Chief Executive, Greenhouse

“The support of our partners makes it possible for us to work towards improving the lives of one million people in the UK by working with ambitious social enterprises that are ready to grow. The expertise and financial support of Thomson Reuters is crucial to our mission.”

Adele Blakebrough MBE,  
CEO of Social Business Trust

case study

Securing Land Rights For Vulnerable Communities

65 million land parcels are managed by local governments using Thomson Reuters Government Revenue Management software.

Aumentum OpenTitle software

Our land registry expertise has continued to play a significant role for communities and governments in countries such as South Africa, Uganda, Nicaragua, Kazakhstan and Liberia during 2013. Our proprietary OpenTitle software<sup>103</sup> helps rural communities in developing countries boost economic development with a digital land registration system that is simple to use and can cope with the demands of changing economic contexts.

Since 2010, we've been working on a project with the Liberian Government to secure the once war-ravaged country's land records in a digital format. Working with the Liberian Land Commission, the Millennium Challenge Corporation, and the United States Agency for International Development, the work is helping to increase economic activity and reduce the risks of future conflicts arising out of disputes over land and resources. Using basic geographic information systems and mapping tools, the OpenTitle software combines documentary evidence with satellite or aerial imagery and maps, to pinpoint precise boundaries and ensure that tenure is protected.

In 2013, the work in Liberian reached a critical mass, with 1,500 records being scanned every month. In a recent Reuters interview, Liberian President Ellen Johnson Sirleaf said<sup>104</sup>

“We are very proud we are correcting a historical land tenure system that did not give the equity and ownership to those who own the land. ... I am very content that people on the ground will embrace this as the first time that the land issue in Liberia will be fixed.”

THOMSON REUTERS FOUNDATION

The Thomson Reuters Foundation stands for free independent journalism, human rights, women's empowerment, and the rule of law. A registered charity in the US and UK, the Foundation uses the skills, values, and expertise of Thomson Reuters to run programs that trigger change and empower people around the world. These include free legal assistance for NGOs and social enterprises, coverage of the world's under reported stories, independent journalism, and the Trust Women conference. The Foundation also exposes corruption worldwide and plays a leading role in the global fight against human trafficking.

To read more about the work of the Thomson Reuters Foundation, access the organization's 2013 Annual Report at [www.trust.org](http://www.trust.org)



103 tax.thomsonreuters.com/products/brands/aumentum  
104 thomsonreuters.com/articles/052013/thomson-reuters-newsmaker-with-liberian-president-ellen-johnson-sirleaf

OUR GLOBAL VOLUNTEERING NETWORKS

Our grassroots volunteering networks are a useful way for us to work closely with local communities across our global business. Led by volunteers, this growing network works with businesses and communities to identify meaningful partnerships that can make a difference, and enhance Thomson Reuters presence locally. We're providing support and resources to these groups, and a planned re-launch in the first quarter of 2014 will see these global networks grow across more locations and regions. This builds on the excellent relationships already in place in communities and across our employee networks.

Volunteering for impact

Across our operations, we maintain a large number of community partnerships that reflect our commitment to support the local people and their causes where we operate. In 2013, our people contributed 91,326 volunteering hours through corporate initiatives and joint projects in our various departments and offices.

AMERICAS

In Eagan, Minnesota, our people continued their commitment to their local community with activities throughout 2013, including an expanding volunteer mentoring program. 300 of our people supported over 800 pupils in local schools with their time and experience, helping the young people to develop new skills and career paths. The volunteers reported that the mentoring process also delivered learning and growth benefits for themselves.

*"I have witnessed the power of mentoring in transforming the lives of the youth in our community. Mentoring helps build self-esteem and gives youth the confidence they sometimes need to excel. I encourage more people to get involved in helping to change lives through mentoring."*

Sharon Sayles Belton, Vice President of Government Affairs and Community Relations and Mentor

ASIA PACIFIC

There is a long established history of volunteering at our office in **Beijing, China**. Projects are chosen to reflect local needs and this year there was exceptional volunteer support for computer skills training for migrant workers and their families. Helping to overcome barriers to employment, our volunteers dedicated 80 hours, training 200 people throughout the year.

Employees were able to nominate the charitable projects they were most passionate about in our **Bangkok, Thailand** office. Called Change the World, the initiative was open to all

Employees in our **Philadelphia, Pennsylvania** office have taken an innovative approach to engaging with their local community and encourage colleagues to get involved. Team PHILAnthropy was developed as a friendly competition to reward employees with a charitable grant if they increased their local volunteer support. With grants on offer of up to US \$500, the competition drove engagement across 10 different local charities, generating 360 volunteering hours and over US \$25,000 in fundraising during 2013.

Our office in **Charlottesville, Virginia** supported a grassroots project run by a local school to address food poverty in the community. By fundraising and running a food drive, volunteers supported the collection and distribution of food packages to feed six local families for two weeks over the holiday season.

The Waterside School in **Stamford, Connecticut** is an independent school serving children and families, regardless of limitations in income or circumstance. Thomson Reuters employees in the local office set a US \$25,000 target to fund a scholarship at the school. The teams were busy throughout the year – using raffles, selling sandwiches at a local deli, sailing trips and a cookbook featuring recipes from employees and families of the school to raise funds. To supplement the fundraising, our people also participated in volunteer events for the school.

employees in the office to identify new local partnerships and projects that would benefit from volunteer support and enable employees to develop skills in a new environment. These included an English Learning Hub at a local school. Volunteers used video conferencing to conduct English classes, and combined these with monthly school visits and mentoring.

Offices across India participated in our annual Community Service Program, with volunteers from **Bangalore, Hyderabad** and **Chennai**. Working with community partners across the country, over 2,100 volunteers spent 15,000 hours supporting 200 different projects. They spent their time coaching business skills as well as helping with gardening and teaching painting.

EMEA

Our **Barcelona, Spain** office made a significant contribution to communities in 2013. Although only numbering 100 employees, this small office raised more than US \$8,000 for various causes. These included fundraising for Africa Stop Malaria , participating in the 100km (62 miles) Oxfam Trailwalker , and supporting the victims of Typhoon Haiyan. To help local food banks, the team provided lunch for their colleagues in exchange for a donation throughout June and July. Other activities included working with the local animal shelter and running a seasonal toy appeal.

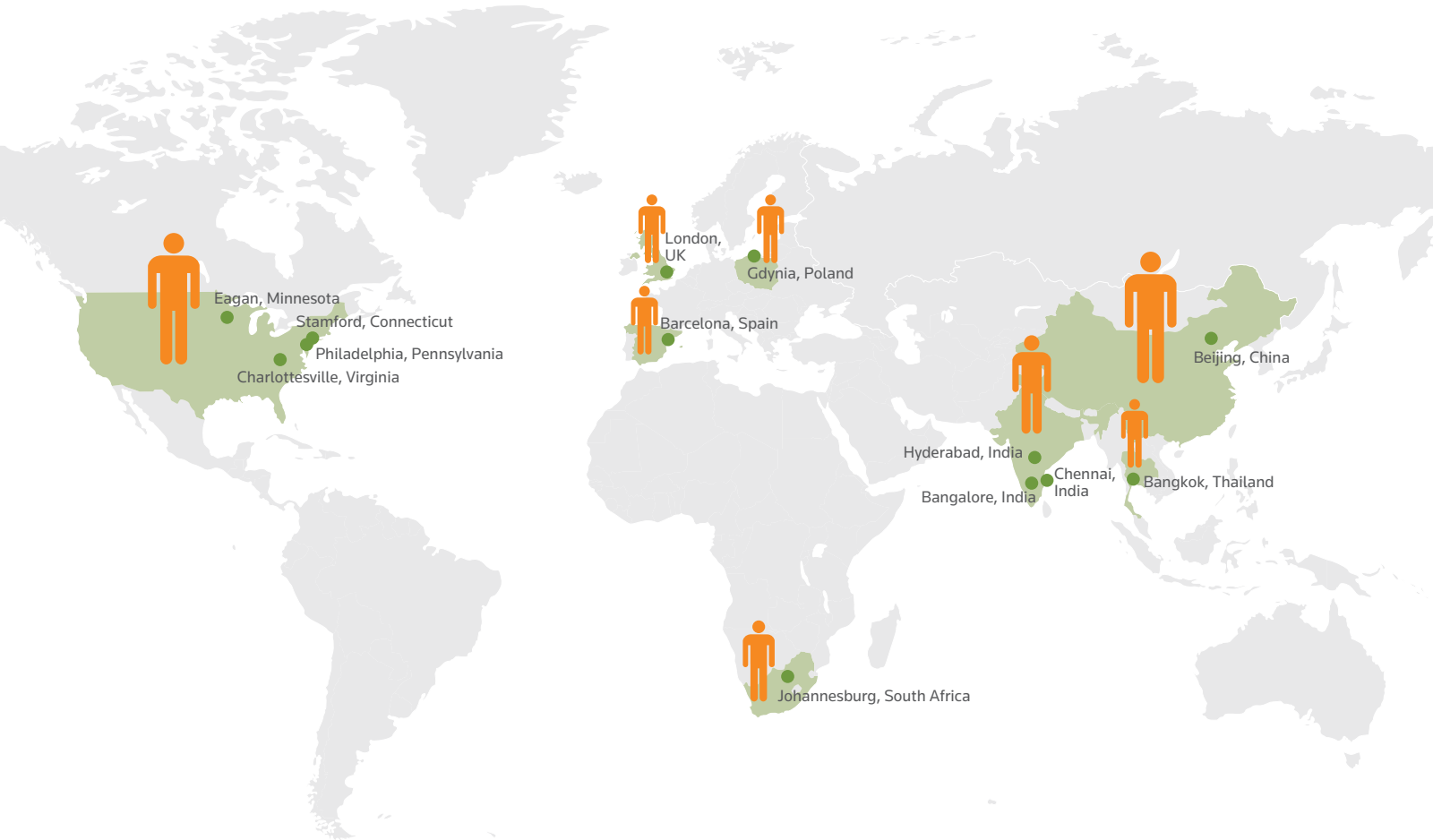
Our colleagues in the **Gdynia, Poland** office have a remarkable profile in and around their local community for their volunteering and fundraising efforts. Raising US \$3,000 throughout the year and supporting over 15 different community partners, their efforts made a noticeable difference to a number of projects. Volunteering activities included teaching English to 65 children in care, food collections, blood donations, toiletries collections, dog walking, recycling drives and offering Excel training.

35 employees in **Johannesburg, South Africa** volunteered at Mara Primary School in Soweto, where 400 pupils squeeze into just ten classrooms. The school's facilities were in desperate need of a revamp and so Thomson Reuters volunteers spent a day painting four of the classrooms and tidying up the school gardens. The result was a much brighter and cleaner learning environment for the school children.

UK

Every year during the winter holiday season we run a Toy Appeal in our **London, UK** office to collect toys for community organizations from the capital. Employees are encouraged to donate funds or head to the shops to purchase a suitable gift for a child up to the age of 16. This year the team donated 646 gifts including games, books, puzzles and cuddly toys.

In 2013 Thomson Reuters acquired the Practical Law business. The firm brought with it a passion for corporate responsibility, social mobility and charitable partnerships. Its CR committee has maintained long-term partnerships in the **London Borough of Southwark**. These include a scholarship program, which offers financial grants for children of low-income families hoping to study law at undergraduate level. Maintaining vital relationships with the local community, Practical Law has developed its CR programs and activities to make use of central Thomson Reuters community resources, and has benefitted from sharing information and knowledge.



DATA

EMPLOYEES	2013	2012	2011	2010
Total Employees	57,800	59,400	60,500	57,900
Gender Male   Female	58%   42%	58%   42%	58%   42%	No verifiable data

HEADCOUNT BY REGION	2013	2012	2011	2010
Americas	27,000	27,600	28,500	27,900
Europe, Middle East and Africa	12,400	12,100	12,300	12,300
Asia	18,400	19,700	19,700	17,700

COMMUNITY	2013	2012	2011	2010
Volunteering Hours	91,326	35,661	20,675	16,662
Matching Gifts (US \$)	1,512,257	1,365,727	1,395,284	1,343,723
Dollars for Doers (US \$   Employees)	434,500   521	235,500   280	159,000   318	129,000   258

ENVIRONMENT	2013 METRIC TONS	%	2012 METRIC TONS	%	2011 METRIC TONS	%
Total CO2 emissions	486,572	100	496,316	100	508,562	100
Scope 1	19,824	4.1	19,824	4.0	19,824	3.9
Scope 2	418,666	86.0	429,660	86.6	437,498	86
Scope 3	48,082	9.9	46,832	9.4	51,240	10.1
Emissions per US\$ million	38.8	N/A	36.0	N/A	36.9	N/A
Emissions per square foot	35.5	N/A	35.5	N/A	36.3	N/A

SCOPE 2 CO2 EMISSIONS – BY REGION	2013		2012		2011	
	METRIC TONS <sup>i</sup>	KWH	METRIC TONS	KWH	METRIC TONS	KWH
Americas	259,569	441,601	291,860	447,225	301,569	459,111
UKI	75,359	128,207	65,608	132,488	67,101	132,798
CEMA	25,120	42,736	7,045	49,590	7,073	50,376
Asia Pacific	58,612	99,716	65,148	101,630	61,755	97,125
TOTALS	418,666	712,260	429,661	730,933	437,498	739,410

- Scope 1 Real Estate and Data Centers
- Scope 2 Real Estate and Data Centers
- Scope 3 Business Travel and India Employee Transport

i All CO2 emissions are expressed in metric tons CO2 and equivalents (CO2e), subject to 3rd Party Verification;

BUSINESS TRAVEL <sup>iii</sup>	2013	2012	2011	2010
Air: Miles Flown	177,294,070	170,634,027	196,976,982	267,310,625
CO2 Emissions (KG)	32,090,227	30,884,759	35,660,994	48,482,874
Rail: Miles Travelled	2,000,599	1,588,031	2,444,871	2,228,357
CO2 Emissions (KG)	218,065	173,095	266,591	183,991
TOTAL MILES TRAVELLED	179,294,669	172,222,058	199,421,853	269,538,982
TOTAL CO2 EMISSIONS (KG)	32,308,292	31,057,854	25,927,585	49,666,865

OUR ESG PERFORMANCE

	2012*	2011	2010
Overall Company Score	A+	B+	B
Corporate Governance			
Overall Score	B+	B+	B
Board of Directors/Board Functions	A-	A-	B+
Board of Directors/Board Structure	A	A-	A
Board of Directors/Compensation Policy	C+	A-	C+
Integration/Vision and Strategy	A	A	B
Environment			
Overall Score	A	B-	C
Emission Reduction	A-	B	C-
Product Innovation	B+	C-	D+
Resource Reduction	B	B	B
Social			
Overall score	A-	B+	B
Customer/Product Responsibility	C+	C	C-
Society/Community	A+	A+	B+
Society/Human Rights	A	C+	C+
Workforce/Diversity and Opportunity	A	A-	B+
Workforce/Employment Quality	A	B-	B
Workforce/Health & Safety	A	B+	B
Workforce/Training and Development	A-	A	A-

\*Current score available at time of publication

ii Divestment of Healthcare resulted in net telepresence, square footage and gross revenue reductions  
iii Travel as booked through business approved agent

AWARDS & RECOGNITION

BENCHMARKS	2013	2012	2011	2010
Ethisphere Institute: World’s Most Ethical Companies List	Listed	Listed	Listed	Listed
FTSE4Good	Listed	Listed	Listed	Listed
Human Rights Campaign: Corporate Equality Index	Scored 100/100	Scored 100/100	Scored 90/100	Listed 85/100
Ethibel Excellence Investment Register	Listed	Listed	Listed	Listed
Carbon Disclosure Project	Category B 95/100	Category D 61/100	Category D 63/100	Category D 50/100
Interbrand: Best Global Brand	Listed #47	Listed #44	Listed #37	Listed #39
Fortune: World’s Most Admired Companies	Listed #2 in Financial Data	Listed #1 in Financial Data	Listed #2 in Financial Data	Listed #2 in Financial Data
Dave Thomas Foundation: Best Adoption Friendly Workplace	Listed	Listed	Listed	Listed
Canada’s Top 100 Employers	Listed	Listed	Listed	Listed
Great Place to Work Institute: Best Workplaces	Listed: Canada	Listed: Canada	Listed: Canada	Listed: Canada

AWARDS & RECOGNITION

BENCHMARKS	
Flexjobs	Top 100 Companies for Remote Jobs
Jive Awards	Winner, Engage Employees (intranet – The Hub)
Indeed.com	25 Big Companies with the Best Work-Life Balance
Disability Matters Awards	Asia Pacific Region, Workplace Category
Thai Ministry of Labour	Best Organization in Human Resources and Benefits
Philippine Quality Award	Recognition for Commitment to Quality Management (Manila Office)
Department of Work and Pensions	Disability “Two Ticks” symbol

FORUM FOR THE FUTURE:  
METHODOLOGY USE FOR THOMSON REUTERS 2012 CARBON ANALYSIS AND INFOGRAPHIC

Forum for the Future is an independent non-profit working globally with business, government and other organisations to solve complex sustainability challenges. Forum’s custom carbon footprint analysis was commissioned by Thomson Reuters in early 2011 to yield insights for carbon management beyond what Carbon Disclosure Project (CDP) Scope metrics provide. In late 2013, Forum was commissioned to update the original research with 2012 data so Thomson Reuters could better understand how its carbon footprint may have changed over two years. The resulting infographics organise Thomson Reuters emissions into logical categories of Real Estate, Supply Chain, and Employee Travel & Transport, rather than the Scope 1, 2 and 3 used in CDP. This insight is helpful in building an effective and informed carbon management strategy.

Forum’s approach therefore goes beyond measured carbon emissions and available data, to estimate the emissions resulting from all spending on energy and utilities, all spending with vendors in the global supply chain, and all modes of employee travel including commuting.

This method is effective in providing an approximation of true carbon impact, but cannot be relied upon for official CDP reporting, as the results are just that – estimates. The calculations used are less reliable than measured data, due to variation in emissions factors versus actual carbon emitted from various activities. However, the results are nevertheless a valuable source of insight. The basic methodology and assumptions are as follows:

1. Thomson Reuters provides Forum with actual energy consumption and carbon emissions data for the real estate portfolio, employee air and rail travel, commuter shuttle fleets, Eagan Campus logistics operations, and other miscellaneous activities.
2. Forum divides this data into categories of emissions from the Supply Chain, Real Estate, Employee Travel and Commuting, and Eagan, as described in the resulting infographics.
3. Forum builds on this by using Defra or Carbon Trust emissions factors to estimate: emissions for energy and gas use not accounted for by actual data, employee car travel, employee commuting, energy and utilities costs in the supply chain, and all remaining costs and activities in the supply chain. Where necessary, USD spend is converted to GBP spend to use Defra and Carbon Trust emissions factors at an exchange rate of 0.62.

4. For Real Estate emissions not accounted for using actual data: Square footage is multiplied by a consumption factor based on geographic location, and this is multiplied by the average emissions factor per unit of consumption. This number is included in the Real Estate footprint, as Electricity or Heating. Then, actual and estimated electricity and gas usage and emissions are compared to the supply chain’s spend on utilities. If supply chain spend, multiplied by the same emissions factors, produces a number greater than the actual and estimated real estate emissions, this number is included in the Supply Chain footprint, as Infrastructure emissions which cannot be directly attributed to any site in the real estate portfolio (this is seen as “Gas – Infrastructure”).
5. For Employee Travel & Transport not accounted for using actual data: Estimated emissions are created for road travel, using emissions factors multiplied by supply chain spend on rental cars, taxis, and other road transport costs. Estimated emissions are created for commuting, using employee headcounts and estimated average commuting distance and days per year, multiplied by an average emissions factor.
6. For the Supply Chain: A wide variety of emissions factors are used to estimate embedded emissions resulting from Thomson Reuters’ activity in the supply chain. First, supply chain spend categories already accounted for in previous calculations are removed. Then, supply chain spend categories are classified according to associated emissions factors. These factors are used to estimate embedded emissions based on spend.
7. The resulting infographics include both actual emissions data and the estimates described here in order to ‘true up’ the global Thomson Reuters footprint to include embedded impacts through the real estate portfolio, the supply chain, and employee movement.
8. Carbon Trust emissions factors for energy and real estate are available at <http://www.carbontrust.com/resources/guides/carbon-footprinting-and-reporting/conversion-factors>. Note that Forum’s 2010 and 2012 analysis is based on 2011 factors, which may no longer be available on this site.
9. Defra emissions factors for the supply chain are available at <https://www.gov.uk/measuring-and-reporting-environmental-impacts-guidance-for-businesses>. Note that Forum’s 2010 and 2012 analysis is based on 2010-2011 factors, which may no longer be available on this site.
10. More information on Forum’s work is available at <http://www.forumforthefuture.org>

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