How is Thomson Reuters working for a better world?

CORPORATE RESPONSIBILITY & INCLUSION REPORT 2015

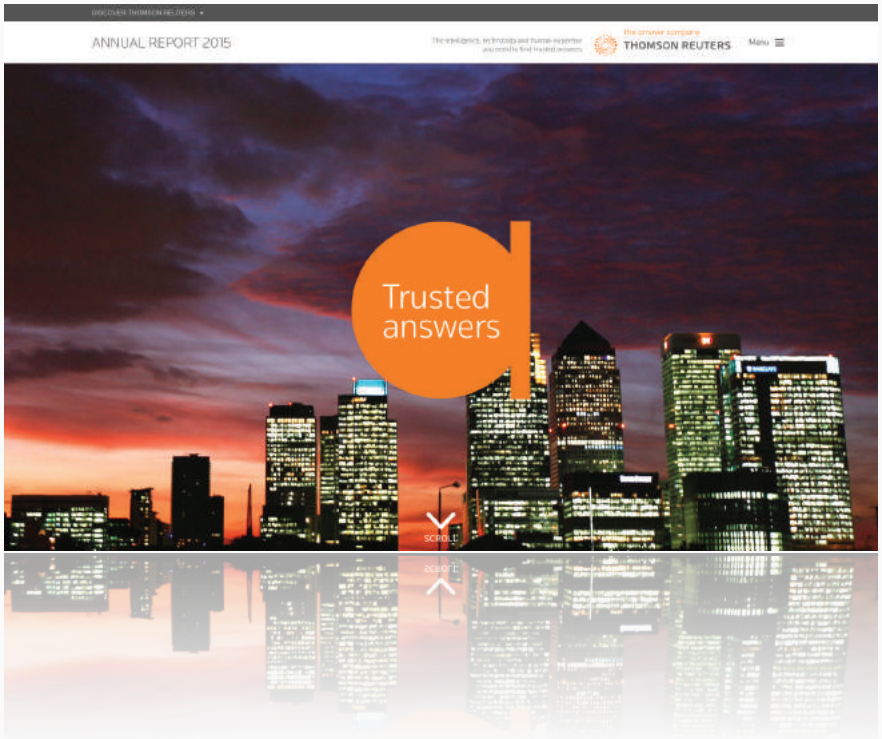
the answer company™
THOMSON REUTERS®

About this report

This is our fifth annual report on matters of Corporate Responsibility & Inclusion. It provides information and performance data across our global operations for the reporting period January to December 2015.

We welcome your views on all aspects of the report.
Please send your feedback to **rachel.moseley@thomsonreuters.com**

You can view the Thomson Reuters Annual Report at **annual-report.thomsonreuters.com**



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Our business at a glance

Thomson Reuters is the world's leading source of news and information for professional markets. Our customers rely on us to deliver the intelligence, technology and expertise they need to find trusted answers. The business has operated in more than 100 countries for more than 100 years. We are a Canadian company with shares listed on the Toronto Stock Exchange and New York Stock Exchange (symbol: TRI). Our website is **thomsonreuters.com**.

We are pursuing the sale of our Intellectual Property & Science business, with a closing currently expected in the second half of the year. Intellectual Property & Science is a leading provider of comprehensive intellectual property and scientific information, decision support tools and services that enable the lifecycle of innovation for governments, academia, publishers, corporations and law firms to discover, protect and commercialize new ideas and brands.

As of January 1, 2016, we are organized in three business units supported by a corporate center:

FINANCIAL & RISK

A leading provider of critical news, information and analytics, enabling transactions and connecting communities of trading, investment, financial and corporate professionals. Financial & Risk also provides leading regulatory and operational risk management solutions.

LEGAL

A leading provider of critical online and print information, decision tools, software and services that 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.

We also operate Reuters, 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.

Executive Introduction

A healthy, sustainable organization should be a great place to work and a great partner with which to do business. At Thomson Reuters, we are proud of our commitment to doing business in ways that benefit and respect all of our stakeholders. This year's report highlights just a few of our efforts and achievements in the areas of Corporate Responsibility & Inclusion.

Our People

Our people are our lifeblood. We know our employees thrive in a diverse, inclusive workplace where each employee is a vital partner in the achievement and profitability of our business. To date, more than 40,000 employees have completed diversity and inclusion training; over 20,000 employees have been through our Culture & Values workshops; and upwards of 36,000 have taken our professional development courses.

For the first time, this year we are publishing gender demographics to increase transparency and accountability on gender parity in our workplace. Since 2012, female representation in senior executive roles has increased from 25 per cent to 29 per cent, and the pipeline of female talent is growing. The promotion rate of women into the executive population has increased from 23 per cent to 36 per cent over the last three years, and the hiring of women at vice president and director levels has increased from 25 per cent to 40 per cent since 2013. While I am encouraged by these trends, it is clear we have more work to do.

Our Markets

I am privileged to lead an organization whose commercial ventures tie so closely to its philanthropic efforts. The very nature of our business – the products we make, the customers we serve, the way we operate and the societies we support – are inherently good. The news, data and tools we provide help spread the rule of law, increase transparency in financial markets and enable governments to operate.

Take for example our solutions to manage the increasing complexity our clients face surrounding global trade management. We provide trusted answers to help our clients better understand counterparties and risks across complex trade and supply chains, allowing them to manage potential exposure to corruption, theft and fraud, as well as reputational risks relating to human rights or environmental practices.

Our World

I am pleased to report we continue to make progress on our commitment to the environment achieving a nearly 8 per cent reduction in our carbon footprint since 2012, exceeding our target of 5 per cent over five years. We are printing less, telecommuting more and outfitting data centers with more energy efficient servers.

We also continue to increase our efforts to support the communities in which we live and work. Thomson Reuters Social Innovation is an outlet to share our professional know-how such as pro-bono legal aid for non-profits or supporting mentoring programs for aspiring computer science students. And, our employees stepped outside of their professional expertise to volunteer and donate to the causes they are most passionate about. In 2015, our people recorded over 118,000 volunteer hours (up 611 per cent since 2010) and the organization matched over $1.9 million in employee charitable contributions.

Perhaps most encouraging of all is that across these efforts, we are not acting alone. We have worked with more than 50 customers globally to share best practices and learn from their experiences. This collaboration has helped to inform and strengthen our Corporate Responsibility & Inclusion posture, led to actionable partnerships on thought leadership platforms and broadened the dialogue we have with our customers as The Answer Company. We want to do business with the organizations, people and communities that share our values - together, building a more empowered world.

Thank you for your interest in this report. I am incredibly proud of the ethical foundation of our business, the progress we are making across all of these efforts and how committed we are to delivering in the future. With the continued support of our employees, shareholders, customers and partners, we will continue to drive this work forward.

Jim Smith,
President & Chief Executive Officer

How can our Corporate Responsibility & Inclusion strategy help grow our business?

How we operate as a business is key to our success, and to ensuring our values, purpose and ethical approach remain at the heart of what we do. Our customers rely on us to provide the intelligence, technology and human expertise they need to find trusted answers, and our Corporate Responsibility & Inclusion approach underpins this trust.

Our Corporate Responsibility & Inclusion function reports jointly to the Office of the CEO and to our Chief People Officer, demonstrating its importance to our business. We worked with our business leaders to develop our strategic approach, to ensure we are a valuable asset to the company, supporting and enhancing our offer to customers and others.

We know our customers are looking for answers to the world's biggest questions, and we are increasingly speaking and collaborating with them, and sharing our knowledge on these vital topics. If we don't have the answers, then we aim to work with customers to find them, and manage our global impact for a sustainable future.

Three strategic goals, nine areas of focus: Empowering sustainable growth for our people, our markets and our world:

OUR PEOPLE

Build an inclusive and diverse workplace where employees can reach their full potential at work. Enable and strengthen our business through engagement and enhanced innovation.

INCLUSIVE WORKPLACE:
Build an inclusive workplace where diversity of thought creates competitive advantage.

DIVERSE TALENT:
Attract and retain diverse talent, to drive innovation for sustainable business growth.

EMPLOYEE ENGAGEMENT:
Educate our employees in how they can play a role in our Corporate Responsibility & Inclusion activity.

OUR MARKETS

Make the most of our products and services to find answers to key Corporate Responsibility & Inclusion challenges, create strategic partnerships and promote our customers' best practices in sustainability – improving our market capabilities.

BUSINESS DEVELOPMENT:
Deepen relationships with our customers and suppliers through our collaborative Corporate Responsibility & Inclusion approach.

THOUGHT LEADERSHIP:
Provide thought leadership and ethical indices so our customers can broaden and deepen their analysis of risk.

EXTERNAL RECOGNITION:
Recognition through benchmarks and awards for our products and programs that relate to Corporate Responsibility & Inclusion and responsible business behavior.

OUR WORLD

Use the talent of our people and the power of our business knowledge to support the communities where we operate – improving our go-to-market capabilities and supporting acceleration in high-growth markets.

COMMUNITY INVESTMENT:
Collaborate with our people and our partners to support the communities where we live and work.

ENVIRONMENTAL IMPACT:
Continue to reduce our impact on the environment, through sustainable business practices.

VOLUNTEERING:
Use the skills of our workforce to positively impact the communities where we live and work.

Managing Corporate Responsibility & Inclusion

Part Of Our Heritage

Being responsible and ethical is part of the Thomson Reuters heritage and fundamental to our business. The Thomson Reuters Trust Principles, established in 1941, demonstrate our commitment to providing independent, unbiased news, information and data. They form an integral part of our Code of Business Conduct and Ethics, they guide the behavior of our employees, and form the cornerstone of our Corporate Responsibility & Inclusion strategy.

Thomson Reuters Foundation

Our corporate foundation is an integral part of our Corporate Responsibility & Inclusion approach. Standing for free independent journalism, human rights and the rule of law, the Thomson Reuters Foundation reports its activities through their annual report available at **trust.org**.

Our Governance Model

In 2015, we launched our global Corporate Responsibility & Inclusion Taskforce, featuring 12 members from our senior leadership teams. The Taskforce is committed to certain tasks each year, and is co-chaired by Carla Jones, Chief of Staff and Peter Warwick, Chief People Officer, and meets twice a year. Within the Taskforce, we have appointed champions for specific areas of focus, such as the environment, volunteering, diversity and social innovation.

The Taskforce offers insight, expertise and encouragement for new programs or initiatives, and the Corporate Responsibility & Inclusion function reports back on progress at each meeting, or quarterly as needed. In addition to the global Taskforce, we have specific regional and business unit councils that meet to identify and make progress on any Corporate Responsibility & Inclusion issues that directly affect their locations or business. Looking ahead to 2016, we will work closely with the Taskforce on more detailed strategic objectives, to further support their role as champions.

Stakeholder Engagement

Working with stakeholders is an essential part of how we manage our business. Our key stakeholders include: employees, customers, suppliers, investors, non-governmental organizations (NGOs), the media and opinion formers, governments and policy makers. We are in regular contact with all these groups, directly and indirectly, through events, partnerships, one-to-one meetings, surveys, publications, social media and digital channels.

Engaging with our stakeholders gives us a better understanding of what people expect of us as a business, and the role we play in society. It also helps us identify opportunities to work together to influence issues critical to our business. And, of course, our stakeholders' views help shape our Corporate Responsibility & Inclusion strategy and the issues on which we report and focus.

For more detail, the following pages explain how we engage each stakeholder group, and how we establish the issues which are material to us as a business.

How do we engage with our stakeholders?

Stakeholder Group	Key issues we engage on	How we engage	Examples of 2015 activities
Customers	• Corporate sustainability • Diversity and inclusion • Impact investing • Risk management	• Research, insights and thought leadership • Customer events • Business Resource Groups • Partnerships • Sales teams	• Through our website sustainability.thomsonreuters.com and thought leadership reports we shared insights on sustainable development risks and opportunities with our customers and profiled some of their initiatives • We took part in numerous events with customers
Employees	• Volunteering opportunities • Diversity and inclusion • Environmental issues such as office energy efficiency • Ethical business conduct • Company values	• Induction sessions for new employees • Training and professional development • "The Hub" intranet and other internal communications channels • Global Volunteer Network • Green teams • Business Resource Groups • Employee and manager surveys • Community of Practice conference calls • Workshops and events	• We held our annual Corporate Responsibility & Inclusion conference – The Power of Us • Employees were involved in various initiatives such as Movember, Pride Month, Giving Tuesday and International Women's Day • Diversity and inclusion e-learning available to all employees
Suppliers	• Environmental practices • Human rights and labor rights • Workplace diversity	• Research, insights and thought leadership • Procurement and due diligence processes • Events and conferences • Partnerships	• Through our website sustainaibility.thomsonreuters.com we shared insights on supply chain issues with our suppliers • Compliance with our Supply Chain Ethical Code
Investors	• Responsible investment • Social impact investing • Thomson Reuters ESG performance	• Investor Relations • Conferences and events • Annual Report	• Participation in conferences about responsible investing • Our ESG data helps investors choose sustainable companies in which to invest
NGOs and charities	• Education • Environmental issues such as climate change • Women and children's empowerment • Social justice • Health and wellbeing	• Partnerships • Research projects • Conferences and events • Sponsorships • Employee volunteering	• Our employees volunteered 118,549 hours to charitable organizations across the globe • We supported numerous charities through strategic partnerships and through our Community Champion Awards, Dollars for Doers, Matching Gifts and Payroll Giving programs • The Thomson Reuters Foundation runs a number of programs and initiatives to promote socio-economic progress and the rule of law
Media and opinion formers	• Climate change and energy • Corporate governance • Health • Ethics • Diversity and equality • Corporate sustainability	• Research, insights and thought leadership • Conferences and events • News services	• Our website sustainability.thomsonreuters.com and our special reports are primary channels for engaging opinion formers and the media on sustainable development issues • Our CEO and several other senior executives spoke to an audience of influencers and opinion formers at the World Economic Forum at Davos
Governments and Policy Makers	• Responsible business operations	• Partnership • Government or industry consultations	• We have a close partnership with the United Nations Environment Programme where we help to make emerging policy available to our markets • We work closely with governments and judiciaries globally to support the development of the rule of law

What are the Corporate Responsibility & Inclusion issues that are material to our business?

Reviewing the Corporate Responsibility & Inclusion issues that are material to our business is an ongoing and continually evolving process. We aim to understand the risks, opportunities and impacts that are important to us and to our stakeholders, and the priority of those issues. Also we aim to discover if we need to add any new ones, to reflect changing business priorities, market conditions or global trends. Being an ongoing process, we are able to include the views of more stakeholders each year and as a Center of Excellence, the Corporate Responsibility & Inclusion function highlights these accross the enterprise.

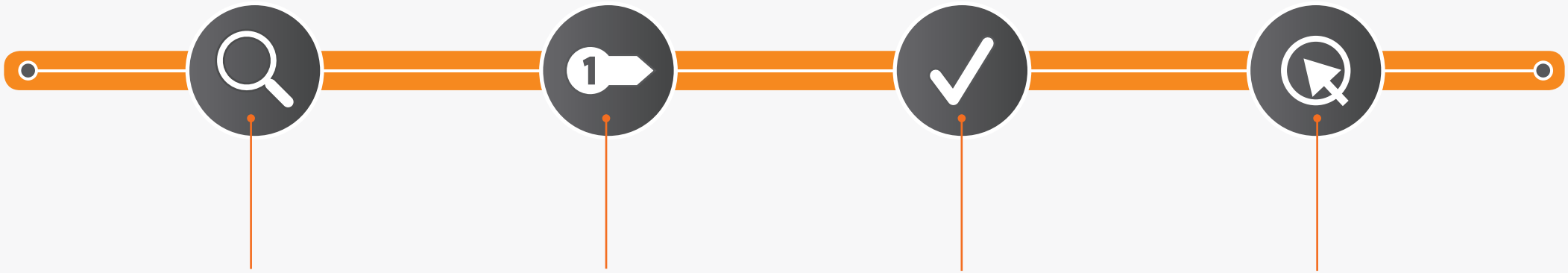
The Corporate Responsibility & Inclusion function began a second materiality assessment in late 2015, contacting key internal stakeholders to better understand what they believe to be the most important issues for the continued success of Thomson Reuters. Those surveyed were chosen to offer both a global representation and a functional representation across the business. The aim is to elicit views that will form the basis of our reporting, and also to inform and shape our business decision-making.

Working with an external consultancy we designed an online survey, asking colleagues to score issues according to their importance. In defining the list of issues we asked about, we followed best practice guidance for the sector, based on GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board). On the following page you will see the full list of issues being reviewed categorized under six headings.

The next stage of our materiality survey is to conduct a similar exercise across a sample of external stakeholders such as customers, suppliers and partners. This will take place during Spring 2016, using the same scoring system, but in the format of interviews, which offers the opportunity to open issues up for wider discussion.

We will cross-reference all the information we gather with the results of the internal stakeholder exercise. A senior internal team will review these results at a workshop and will confirm the actions required and assign responsibilities accordingly.

Our Materiality Process



IDENTIFY ISSUES

- Using best practice guidance we compiled a list of economic, environmental, social issues related to our activities, products and services.

PRIORITIZE

- In December 2015 we undertook a targeted internal stakeholder survey representing global operations asking a number of colleagues to score the issues according to their importance.
- In Spring 2016 we will undertake a series of interviews with key external stakeholders using the same list of issues and scoring system.

VERIFY

- Following the internal and external stakeholder engagement we will develop a materiality matrix to visualize the priority issues.
- This will be shared with a senior internal team in a workshop to review against emerging client trends, new and revised legislation, and the business strategy.

ACTIVATE

- The insights gained will help shape our business actions for 2016 and beyond.
- The findings will also provide guidance for the content of our future reporting.

This is the full list of issues being reviewed and highlighted to business units by the Corporate Responsibility & Inclusion function through our materiality process

Minimizing Our Impact On The Environment

Focus:

We will optimize our operational systems to ensure we keep our environmental impacts to a minimum.

Full list of issues:

- Business travel and logistics
- Carbon emissions
- Renewable energy
- Energy management
- Environmental credentials of buildings
- Waste management

Benefiting Our Communities

Focus:

We must make a positive connection with our local communities and seek out opportunities for social impact.

Full list of issues:

- Employee volunteering
- Charitable donations
- Measuring social impact
- Innovation for addressing social needs

Positively Influencing Our Supply Chain

Focus:

Throughout every aspect of our supply chain we set and apply the highest possible standards.

Full list of issues:

- Vendor risk management
- Supplier standards
- Supplier diversity
- Supplier engagement

Focusing On Talent And Diversity

Focus:

We must ensure we have strategies in place to attract and retain talent, by providing an inspiring workplace that thrives on diversity and creates opportunities for all.

Full list of issues:

- Equal opportunity
- Diversity & Inclusion
- Attracting talent globally
- Skills development and leadership competencies
- Retaining skilled employees
- Employee communications and engagement

Being A Responsible Business

Focus:

We will aim to influence our sector and maximize our potential to have a positive impact though our products and services. As a business we will set the highest possible standards and be open in our communications.

Full list of issues:

- The role of educator to maximize impact
- Intellectual property protection and competitive behavior
- Freedom of expression
- Content creation and dissemination
- Ethics and business standards including human rights
- Risk management
- Governance
- Building partnerships

Serving Our Customers

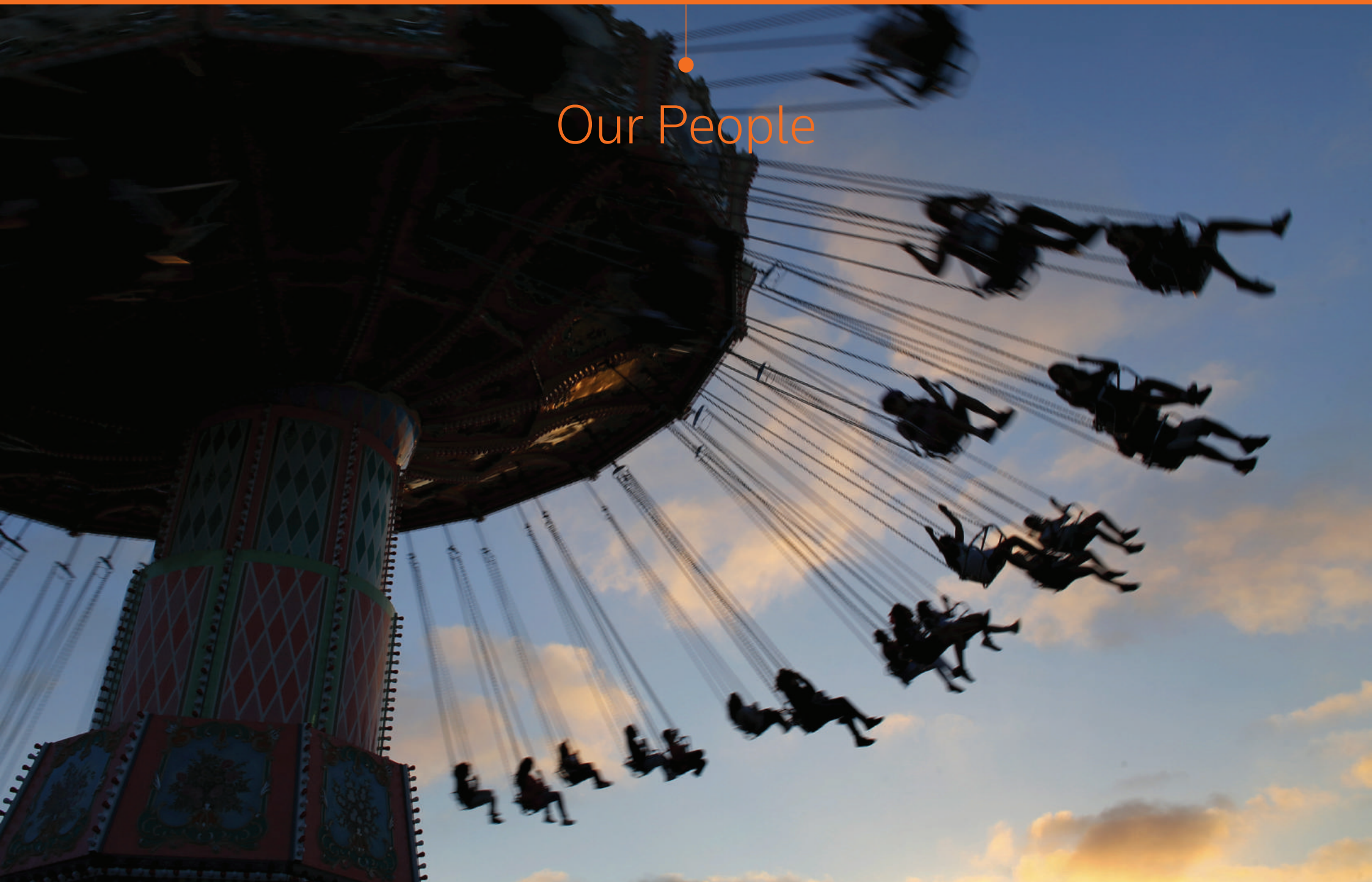
Focus:

Using our insight we constantly innovate and provide leading-edge products and services integral to the success of our clients and their business. We will ensure absolute integrity of all information we hold and provide.

Full list of issues:

- Thought leadership and industry expertize
- Market responsiveness and proactivity
- Information integrity
- Product and service responsibility
- Cutting-edge technology
- Data privacy and protection
- Data security
- Data use
- Customer satisfaction

Our People



We aim to build an inclusive and diverse workplace where employees can reach their full potential at work, as well as enable and strengthen our business through engagement and enhanced innovation.

Diversity & Inclusion

Diversity and inclusion isn't just a "nice to have" at Thomson Reuters, it's part of what we do every day. To create innovative products, grow in new markets, and serve our diverse customer needs and solve their challenges, we know that embracing diversity is key. This is why we train all our employees on how we define diversity and inclusion at Thomson Reuters, and how each of us has a role to play in building an inclusive workplace where everyone can reach their full potential. Nearly 40,000 of our employees have now completed this training.

What makes a leader in equality?

In 2015, we continued to demonstrate our leadership in diversity and inclusion. Meeting the UK's National Equality Standard (NES). Thomson Reuters became only the second company in the UK to be accredited with the NES across all its UK operations.

The NES is an initiative developed by the UK Government, working with major businesses and Ernst & Young (EY), to set clear equality, diversity and inclusion (EDI) criteria against which to assess companies. It is the first industry-recognized national standard for EDI in the UK, and the aim is to make it the accepted standard for UK business.

We achieved accreditation after EY assessed us across seven areas, analyzing our effectiveness in 70 competencies, including culture, leadership, how we manage our talent, recruitment, and community involvement. In addition to reports we submitted, the process involved focus groups, and nearly 60 individual interviews with employees at all levels during a year of EY looking closely at practices across our business.

"Thomson Reuters became only the second company in the UK to be accredited with the National Equality Standard."

Nurturing diverse talent? It's what we do.

Women at Thomson Reuters: As part of Thomson Reuters focus on nurturing diverse talent, we have made significant progress in becoming a leading company for female employees. In 2013 we launched the Women's Advisory Taskforce, chaired by our CEO Jim Smith and Chief People Officer Peter Warwick, to increase the priority on women's progression at Thomson Reuters.

The results of this are fast becoming apparent, with women now representing 29 per cent of the company's senior executive (up from 25 per cent in 2012) and 31 per cent of Directors and Vice Presidents (up from 28 per cent in 2012). In addition to the work of the Taskforce, other programs for achieving this aim include: the Career Sponsorship Program, for the highest-potential senior women; the Leadership Program for Women, enhancing senior management skills; and the Emerging Women in Leadership, helping mid-level female managers reach their full potential.

Other initiatives to encourage female employees' contributions include our business resource group, Women@Thomson Reuters, through which women can take part in professional development activities. We also work hard toward the promotion of women outside our company, and have become a thought leader on the topic, working with organizations around the world, such as Women on Boards in the UK, The Women's Foundation in Hong Kong, UN Women in Singapore, Catalyst (in several countries), Women of Influence in Canada, and the Women's Bond Club in the US. Two initiatives in particular, the 30 per cent Club and Step-Up Summit, highlight the importance of women on corporate boards, and are helping improve the gender balance.

In the technology sector, women are still under-represented. Our Technology Diversity group aims to resolve this, and we run specific programs, including LeadHERship1, where online coaching sessions help build leadership abilities and confidence. We are also involved each year with the Grace Hopper Celebration of Women in Computing, the world's largest gathering of women technologists, and we encourage the next generation through Apps for Good and CoderDojo, global communities of programming and technology clubs for young people.

On women's rights more generally, the **Thomson Reuters Foundation** is helping create a world where all women can be leaders. For example, the Women at Work poll, in partnership with the Rockefeller Foundation, has gone beyond traditional statistics to find out what women really feel about their day-to-day work, and the challenges they face. Also, our annual Trust Women conference brings together global corporations, lawyers, governments and pioneers in women's rights and anti-slavery, aiming to find ways to empower women and fight modern-day slavery worldwide. You can read more about the Thomson Reuters Foundation in their annual report available at **trust.org**

How can we support people with mental health problems?

With a growing awareness of the prevalence of mental illness and stress in the workplace, our disability-focused business resource group launched an initiative to equip employees and managers with information about the subject, and help them understand the support and resources available. They also provided a toolkit for managers, including practical advice on matters such as identifying warning signs, dealing with problems at an early stage and promoting well-being at work. We have also produced an awareness film, which highlights the importance of talking about mental health, and encourages people to tell their stories and offer their tips for good mental well-being.

Our Pride at Work network brings "Getting to Zero" HIV/AIDS education and awareness for employees

In June, the Pride at Work Manila chapter launched Getting to Zero, a World AIDS campaign, with a train-the-trainer workshop which created a pilot group of eight peer educators for HIV/AIDs training. This program has addressed the growing concern of rising AIDs prevalence in the Philippines and engaged employees in meaningful conversations on what individuals and colleagues can do to raise awareness and overcome the stigma of AIDs and HIV in the community.

Employee Engagement

Our employees are central to our success as a business, and the impact we have on our communities, our peers and others. We want to ensure our employees are shaping their careers, their communities and their local environment, so Thomson Reuters is seen as a great place to work. To contribute to this we have a number of networks in place where our employees can develop their skills and passions.

The Power of Us

Our global Corporate Responsibility & Inclusion conference, The Power of Us, is a cornerstone in our efforts to bringing awareness and understanding of our ambitious shared agenda to all 50,000+ employees at Thomson Reuters. More than 7,000 employees took part in 50 events, in 30 countries, and joined 15 webinars – all focused on building an inclusive workplace and connecting our employees to our efforts across our local communities, and the opportunities that a sustainable business brings for our people, our markets and our world.

Business Resource Groups

As an organization that values diversity, Thomson Reuters aims to foster an inclusive environment where all employees are valued, respected, and encouraged to contribute to their fullest potential. In line with this goal, we have eight voluntary, employee-led associations that both benefit our employees and the company's business goals: Women@Thomson Reuters, Asian Affinity Network, Black Employee Network, Disability Employee Network, Latino Employee Network, Pride at Work, Veterans Network and Early Careers Network.

On Side with Pride

During June, which was Pride Month in many countries, we invited anyone at Thomson Reuters to declare they are On Side with Pride. All those supporting the initiative received a special badge to show their belief in aiming for a world where everyone is treated equally, whatever their sexual orientation or gender identity.

Women Who Rock

As part of International Women's Day, on March 8, 2015, we asked our employees to nominate women who inspire them at work, and people who support women in the workplace. Our Women Who Rock campaign received 32,000 page views and 4,900 likes, and more than 800 nominees received awards.

Global Volunteer Network

Connecting with our communities and supporting them with our time and talents is key to the success of our Global Volunteer Networks. We continue to see an increase in the number of Global Volunteer Networks every year, with 27 new locations added in 2015. Employees in these networks help promote our community programs in their locations, and organize group volunteering and fundraising efforts, developing their leadership skills as they do so. We're proud of all the volunteer work happening across the globe. You can read about the causes our employees volunteered for, and the impact they had in their local communities, on page 29.

Green Teams

Managing our environmental impact is important to our business, and to support this goal we have a network of Green Teams who use their skills to lead initiatives and awareness-raising efforts in their office locations. In 2016, we are planning to revamp this network of ambassadors and further enhance our commitment to the environment. You can read more about our efforts to reduce our carbon footprint on page 26.

Talent & Development

How do we develop leaders for our growth regions?

This year we continued to build an inclusive work environment by running development programs that target key talent groups we recognize as having unique and priority needs – for example "high potentials", women, or leaders in growth markets. We call these Key Talent programs. In recent years, we have run many of these focusing on women (see page 13) and high potentials around the globe. In 2015, we added a program specifically targeting high potential leaders in our growth regions.

These accelerated development programs aim to support participants as they develop their leadership capability, as well as increase their confidence and skills, and their engagement and exposure across the business. They equip the company's top talent with the capabilities and mindset to grow Thomson Reuters, and increase the likelihood of the business developing its future leaders from within.

Results from our women's leadership programs are very promising. The percentage of women participating in these programs who are motivated to go beyond expectations to help Thomson Reuters succeed is 17 points higher than the Thomson Reuters employee population. Additionally, participants have doubled their progression rates compared to non-participants within the same demographic two years after the program.

Leading in Growth Markets is the name of the program that targets our top talent in our growth regions – Asia Pacific, Latin America, Middle East and North Africa (MENA), Russia and the Commonwealth of Independent States (CIS), and Africa.

The 2015 program started with Asia Pacific leaders. The aim was for participants to gain insights about their own leadership style and behavior, and understand how their leadership can influence Thomson Reuters growth. The highly practical sessions, conducted over six months, draw on participants' own business context to help them understand their leadership capabilities, grow their networks and explore how to shift toward a greater 'enterprise' approach.

While it's too early to judge the success of the program against its long-term goals, 89 per cent of participants from the 2015 program reported they were already able to apply what they'd learned. Furthermore, following the program, participants reported a 14 per cent increase in their interactions with other teams across the organisation, key to building their networks and supporting our enterprise approach. The aim for 2016 is to roll out the program to include participants from all our growth regions.

*Data based on participants in Emerging Women in Leadership Program and Leadership Program for Women.

"89 per cent of participants from the 2015 program reported they were already able to apply what they'd learned."

How do you help more employees take control of their career?

Early Careers Network, developing in its second year. After a great start in 2014, our Early Careers Network has continued to expand, helping more and more of our employees take control of their career development. This is a business resource group for those at an early stage in their career, with up to seven years' experience – not only young people, but also those who have recently returned to the workplace, or changed careers. Through training, mentoring and relationship building, the aim is to help individuals progress their own careers, and so help the long-term development of our business.

The Early Careers Network now has ten chapters – in Singapore, London, New York, Eagan, Ann Arbor, Philadelphia, San Francisco, Canada, Brazil and Thailand – and more than 1,000 members. Activities span a wide range of interests. For example, in November 2015, a diverse group of Thomson Reuters delegates gathered in Bangkok to attend the One Young World summit, a global forum for young leaders. Since 2010, this event has inspired those involved to make lasting connections and develop solutions to some of the world's most pressing problems. This year, speakers included Kofi Annan, Sir Bob Geldof and our own Bob Schukai, Head of Advanced Product Innovation, attracting 1,500 attendees from 196 countries. We were keen to be part of this group, as its members represent the future leaders of Thomson Reuters – and the future decision makers who will become our customers and partners.

"The Early Careers Network now has ten chapters – in Singapore, London, New York, Eagan, Ann Arbor, Philadelphia, San Francisco, Canada, Brazil and Thailand."

Our Markets

We want to make the most of our products and services to find answers to key Corporate Responsibility & Inclusion challenges, create strategic partnerships and promote our customers' best practices in sustainability – improving our market capabilities.

Thought Leadership

What does sustainability mean?

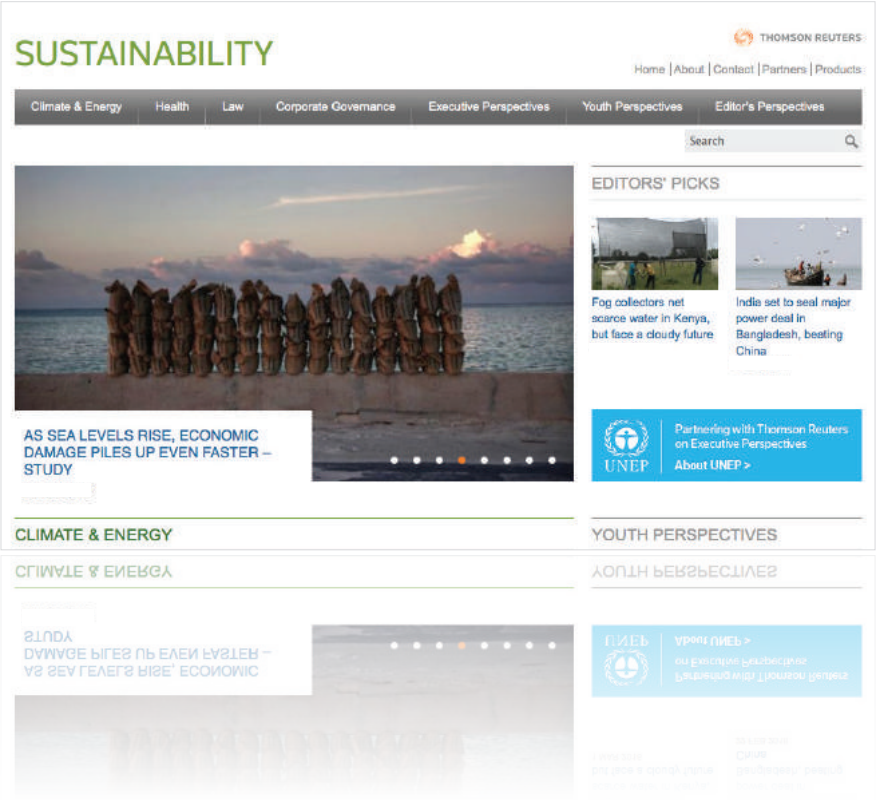
Our external Sustainability site – at **sustainability.thomsonreuters.com** – aims to answer that question.

The website contains insight from across the company, and from a valued community of external partners, aiming to serve and encourage sustainability initiatives across a global community of professionals.

The site brings together four different ways of defining sustainability and highlighting why it matters. Critically, it provides an answer through the voice of our customers who are experts – what sustainability means to them and why it is important to their businesses, whether banking, law, consulting and so on.

Secondly, it uses our own data and analysis to create transparency on sustainability issues and trends, for example, our reports on greenhouse gas (GHG) emissions of the Global 500 top companies. All three have been covered by the global news services. Publishing such information shows how we value transparency, and it will increase awareness and engagement from the management and investors of these companies.

Then there is the demonstration of our own work as a company in reducing our GHG emissions by nearly 8 per cent in three years, and planning to continue reducing this by at least 1 per cent a year through 2020. Finally, in trying to promote a definition of sustainability, we draw attention to Thomson Reuters indices and indicators of progress in certain areas, such as the Diversity & Inclusion Index (see separate article).



How do we measure sustainability?

Is the world becoming more sustainable? How can we tell? To answer these questions, we are starting to develop a solution, and with the help of world-class scientists, we are beginning to work on the measurement of sustainability. So, is the world becoming more sustainable? Thomson Reuters can help find the answers. But we can't guarantee they will be those you hope for. Read on to find out more.

7 reasons the world will become sustainable

Even though daily news headlines and science reports reflect a world afflicted by catastrophic climate events, there is still hope. Disaster is avoidable, and Thomson Reuters multimedia report, "7 reasons the world will become sustainable", explores how we can avoid it.

It looks at the programs and people working hard to bring our climate back under control and put our planet on the path to sustainability. The idea for the report came from a series of different interviews and stories published over the last several years on Thomson Reuters Sustainability site. These are the seven reasons it identifies and brings together in one coherent view:

1. **Avoiding a catastrophe** – data shows there's a growing acceptance of climate change and its consequences, and of sustainable development as vital.
2. **Investing for good** – investors are placing more importance on environmental concerns.
3. **Regulating to protect** – governments are becoming more and more involved in sustainability.
4. **Transparency to help find answers** – by confronting the reality of global emissions, we can work to reduce them.
5. **Innovating to transform industry** – science is finding alternative sources of energy, which will become mainstream.
6. **Collaborating across barriers** – businesses, governments and non-government organizations are joining forces to support sustainability.
7. **Heroes advocating for our future** – some extraordinary people are answering the world's call for help.

Under these headings, the report analyzes Thomson Reuters research and data, and highlights interviews with individuals at a range of organizations, including the US Environmental Protection Agency, MIT Sloan School of Management, Caltech's Resnick Sustainability Institute, White & Case and Philips.

The report featured as editor's choice on the home page of the United Nations Environment Program in November, and also on The White House website. Read the full report at **reports.thomsonreuters.com/susty7/**.

How will we fill 9 billion bowls by 2050?

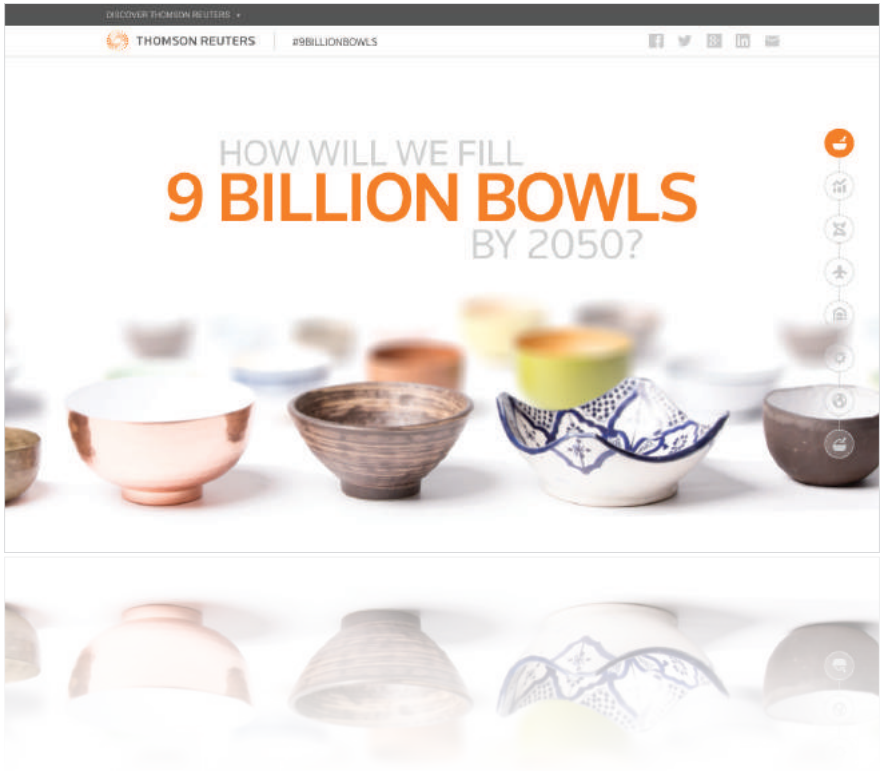
Technology can help prevent a hungry future. With an estimated 805 million people going to bed hungry every night, and "hidden hunger" – or micronutrient deficiency – affecting a further two billion, feeding the world is an increasingly urgent challenge. And as the global population is expected to reach nine billion by 2050, we'll need to almost double our current output of food.

In the multimedia report, "9 Billion Bowls", Thomson Reuters looks at how the human race can feed itself sustainably by changing the way we produce and distribute food. It tells the story of a growing revolution: how scientists, students, analysts and inventors are using their insights and innovation to strengthen every link in the food supply chain.

The report identifies several ways to fill 9 billion bowls, including:

- using governments' open data to help farmers and consumers all over the world
- creating rice that gives higher yields and is more resistant to global warming and other environmental threats
- using Thomson Reuters Data Share to help farmers plant more efficiently
- helping cities produce their own food
- predicting the weather accurately
- securing land rights – food production is proven to increase on land the farmer owns
- "connecting the dots" – climate, technology, science, economics, finance and policy – to create a framework for eliminating global hunger.

Read the full report at **reports.thomsonreuters.com/9billionbowls/.**



Products and Services

Trusted information to measure diversity performance

Thomson Reuters has designed the Diversity & Inclusion Index to help executives and investors measure the relative performance of companies against factors that define objectively what makes a diverse and inclusive workplace. Available through Thomson Reuters Eikon™, the index ranks thousands of publicly listed companies with environmental, social and governance (ESG) data, based on measures collected from publicly available information sources, including annual reports, company websites, stock exchange filings, sustainability reports and news sources.

The index covers four key areas:

- Diversity – relating to board gender diversity, female employees, female managers, and the presence of diversity processes and objectives.
- People development – including internal promotion, management training and career development processes, employee satisfaction, skills training and training hours.
- News controversies – media coverage of diversity and opportunity, wages and working conditions.
- Inclusion – looking at flexible working hours, day-care services, inclusion of employees with disabilities, LGBT equality scores, and HIV and AIDS programs.

When you need an answer for growth and for good

We're offering our customers support in the quest for sustainable growth, through a series of specific options for exchanging ideas and insight with our Corporate Responsibility & Inclusion experts, promoted by our senior leaders and those working directly with customers. The opportunities on offer range from partnering on events to profiling best practice through our communications channels. The aim is to deepen our customer relationships and bring added value to our partnerships.

How can multi-nationals manage global trade complexity?

With increasing globalization and connectivity, and the growth of emerging markets, appetite for international expansion is strong. But companies need to balance the opportunities with the risks. Yes, companies want to build relationships across the globe. But these develop into complex supply chains, or interconnected webs. Knowing who you are dealing with in these webs becomes increasingly difficult, yet increasingly important.

Complex supply chains increase exposure to corruption, theft and fraud, as well as reputational risks relating to human rights or environmental practice. So it's not surprising that most successful organizations focus on their supply chain.

Here Thomson Reuters brings together a unique set of tools and products to offer the insight needed to manage supply chains. As well as the financial and efficiency benefits companies are looking for Thomson Reuters can help customers analyze or screen their supply chains for potential reputational risk or poor business practices. All in all, we provide the answers which can make our customers more confident in their choices of supply partners. **Learn more**.

Partnerships and Innovation

Science Against Slavery...

Committed to tackling the problems of human trafficking and modern slavery, we provide our customers with vast amounts of data to help them identify business partners who could be involved in these activities. We also work with leading anti-slavery organizations to use data analytics against corrupt labor brokers and people traffickers. So we were very happy to join the "Science Against Slavery" hackathon, organized by Open Data Science, a group that promotes open source software for data science. In the all-day session, we helped extract and analyze information from offending sites, which can be used against them.

...and information against slavery

Modern slavery is high on corporate risk agendas, thanks to legislation in the UK and the US, yet there is significant untapped intelligence held by NGOs and organizations working on slavery that does not reach the markets - for example slavery in illegal fishing or in the palm oil business. Now we've partnered with Liberty Asia, the leading organization in Asia dedicated to tackling modern slavery, to address this issue. Our Third Party Risk proposition is now complementing the data we collect through traditional open-source research, with leads generated by NGOs working on the frontlines. In just a few months of collaboration, over 300 new or updated entries have made it into our Thomson Reuters World-Check system, covering some of the key areas of concern for corporates regarding slavery in their supply chains.

Davos 2015

Assessing the new global context

In January, a diverse, high-level team represented Thomson Reuters at the annual World Economic Forum (WEF) in Davos, Switzerland.

Joining heads of state and government, as well as other global business leaders, our delegates took part in a range of discussions on this year's theme, "The New Global Context". Under this banner, the focus was on exploring how profound political, economic, social and technological changes are altering long-standing assumptions about our prospects – resulting in an entirely "new global context" for decision-making.

Among Thomson Reuters representatives, our CEO Jim Smith, contributed his expertise to the panel, "New Business Context: The Case for Corporate Trust", discussing best practices and pitfalls for businesses striving to build trust in their brands.

In a session on "Unions in a changing industrial context", Monique Villa, CEO of the Thomson Reuters Foundation, offered her views on major developments in sustainability, the supply chain and human rights. Other senior leaders attending from Thomson Reuters included David Craig, President, Financial & Risk; and Steve Adler, Editor-in-Chief of Reuters.

With 11 reporters on-site, Reuters covered the event comprehensively, and joined with Reuters TV to produce high-profile interviews with corporate and political leaders – while Reuters.com kept the world up to date with news, social media content and video from the conference.

Trust Forum Asia

In 2015, Thomson Reuters and the Thomson Reuters Foundation jointly supported Trust Forum Asia in an inaugral event. Delegates were encouraged to make commitments and create feasible initiatives to stop human trafficking and advance women's rights across the Asia-Pacific region. Attendees included some of the region's most influential business and thought leaders, including CEOs, human rights advocates, media leaders and lawyers.

Supply Chain and Sourcing

What can you do to enhance supplier engagement?

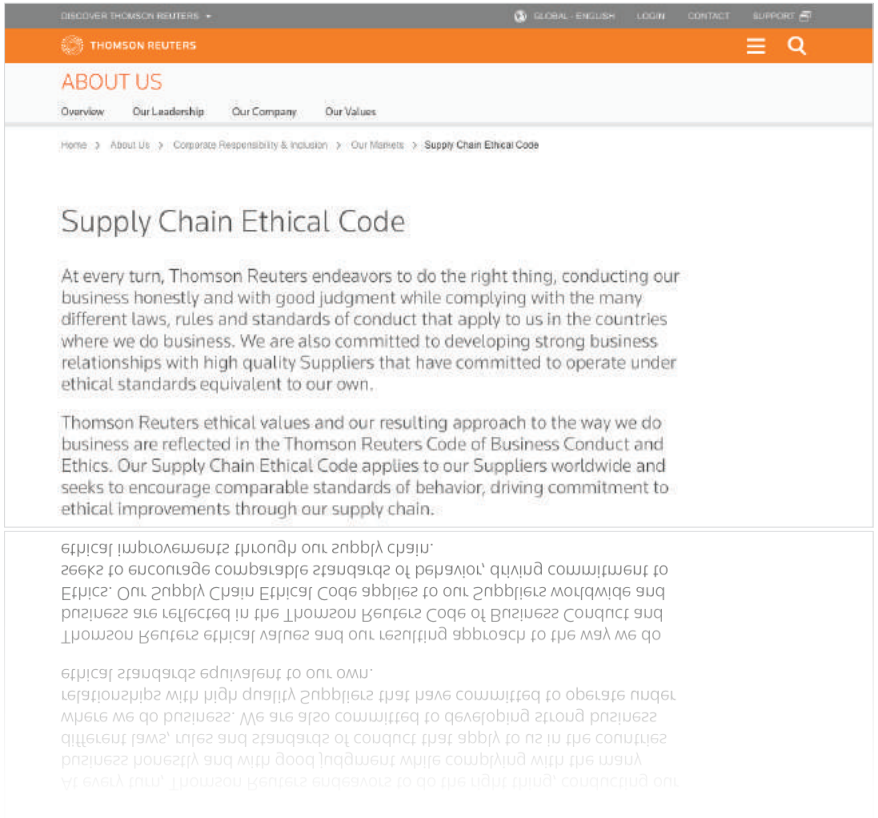
A clear set of principles, based on our corporate values, guides all our business decisions and transactions. We always aim to do the right thing – and we expect our suppliers to do the same.

Involvement with business partners who do not share our ethical standards exposes us to reputational, operational and regulatory risks. To mitigate these risks, we require our suppliers to commit to our **Supply Chain Ethical Code** (SCEC), which is part of our supplier contract and purchase order processes. We also promote the SCEC through our Business Partner Engagement Program.

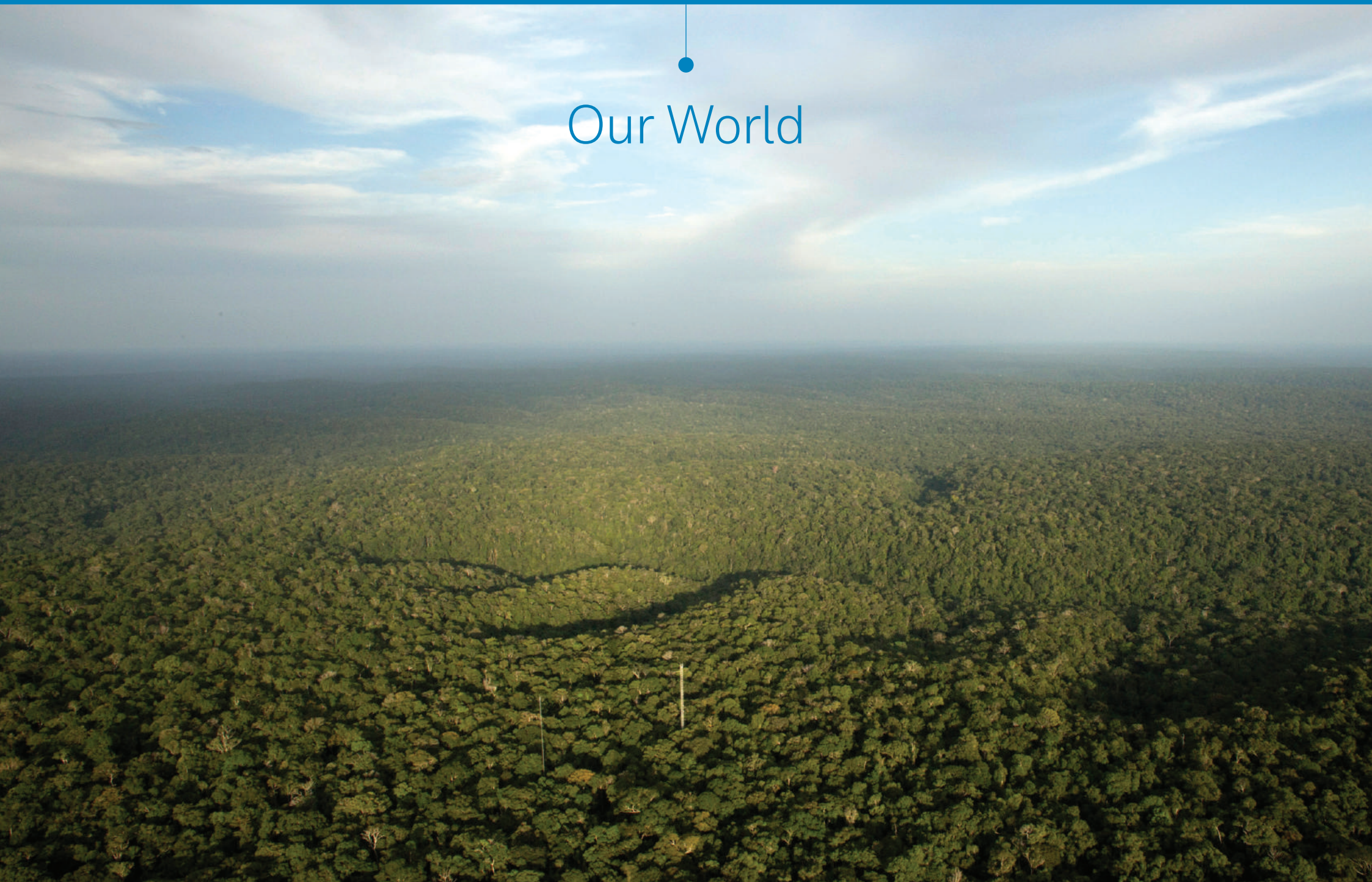
In the last year, we have updated the SCEC to include stronger and more detailed labor and employment standards, covering non-discrimination, health and safety, and the prohibition of human trafficking. The update also adds to the anti-bribery and anti-corruption section, and requires suppliers to produce documents supporting their compliance with the Code when requested, and to report violations.

Business Partner Engagement Program

Supporting our Supply Chain Ethical Code, the Business Partner Engagement Program is an automated third-party risk management process. We launched it over three phases, completing full global deployment in October 2015. A "business partner" is any individual or entity we work with day-to-day, other than customers and employees. Previously, we engaged tens of thousands of them through a variety of manual processes, but now the Business Partner Engagement Program is a more efficient, effective, global process for screening, on-boarding and monitoring. It is also mandatory, so initial checking is more rigorous, covering adherence to the Supply Chain Ethical Code and using Thomson Reuters risk management solutions.



Our World



We will use the talent of our people and the power of our business knowledge to support the communities where we operate – improving our go-to-market capabilities and supporting acceleration in high-growth markets.

"This year our supply chain also scored 99 per cent on the CDP, far exceeding the all-industry average of 60 per cent."

Environment

External verification improves carbon footprint figures

Last year, for the first time, we used an external verifier to assess our carbon footprint, using international standards to iron out any errors in our historical data. This established that our carbon footprint for 2014, of 416,825 metric tonnes of CO2, was a 2.7 per cent reduction on our 2013 figures, exceeding our goal of 1 per cent a year. Over three years we have managed a 7.2 per cent reduction, far better than our goal of 5 per cent over five years.

Why disclose emissions?

Every year, we disclose detailed information on our emissions performance voluntarily to the Carbon Disclosure Project (CDP), a well-recognized, formal process. Here we are scored and ranked on data and transparency as well as performance, to give a complete overview of our emissions policy. Our scoring has improved hugely since 2010, reflecting the efforts we are making towards environmental efficiency. The result for our 2015 submission, using 2014 data, was 99 per cent, higher than the 98 per cent achieved in 2014 – and somewhat unexpected, given the excellent 2014 score.

Supply chain carbon disclosure

Four of our major customers request data on our supply chain carbon footprint, and so we analyze suppliers based on their environmental impact and disclosures. This year our supply chain also scored 99 per cent on the CDP, far exceeding the all-industry average of 60 per cent. The actual supply chain carbon footprint went up (922,000 metric tonnes to 965,000 metric tonnes) due to increased and different purchasing patterns. However, much of the CDP scoring system relates to good data and disclosure. Giving preference to suppliers based on their environmental impact is an ongoing project that supports our supplier streamlining program.

What are we doing to make data centers more efficient?

We've been making huge efforts to create more efficient data centers. Over the past five years, we have replaced 10,000 servers with more efficient models. Managing the heating and cooling of our data centers, and operating more efficient machinery, saves both energy and money.

Disposing of electronic waste

Our global e-waste program uses approved vendors to dispose of, or recycle, old electronic equipment responsibly. This ensures we comply with any relevant environmental laws and also that we don't cause irreversible damage to the environment. We ensure our approved e-waste vendors are audited regularly. This was particularly important last year in handling the equipment surplus from our data center efficiency program, which was 8,848 server units over the year (having also disposed of 7,285 the previous year).

"Since 2012, Thomson Reuters has reduced its carbon footprint by nearly 8 per cent"

Steps to a Smaller Footprint

Our global employee engagement campaign, Steps to a Smaller Footprint, asked people to take five simple steps to reduce our energy use. Since 2012, Thomson Reuters has reduced its carbon footprint by nearly 8 per cent, and in 2015 we wanted everyone to do their bit, however small, to help reduce it even further.

The five things we asked people to do were:

- Power down – lights, projectors, computers, when you've finished with them.
- Sort it out – when you've finished lunch, pick out what's compostable, recyclable or trash.
- Cancel print – make printing a special occasion rather than the norm.
- Share the road – if we're all going to the same place – let's go together.
- Travel digitally – travel anywhere in the world from the comfort of your own desk.

While the financial and carbon savings from these initiatives will be relatively small, they are savings nevertheless – and they do stand to make everyone aware of the bigger issues relating to energy use, and offer ideas to help in the home as well as the workplace.

Community Investment

What happens when you can persuade talented people to put on their thinking caps?

Looking to find a way to combine our know-how, products and data with our people's pioneering, can-do spirit to make a difference to society, we created Thomson Reuters Social Innovation.

Social Innovation means working alongside partners to improve lives around the world and address some of our greatest social issues, in areas such as health, education, the environment, employment, financial inclusion and access to justice. It also means our people putting on their thinking caps to come up with new exciting ways to help out.

Some of the projects so far have been remarkable. Partnering with Apps for Good, we helped give 50,000 young people practical courses in computing, while for last year's Spotted Cat Innovation Challenge, one colleague created an algorithm that identifies, counts and monitors spotted cats from remote cameras in the wild, for a London Zoo (ZSL) conservation project. This year we're using our data and insight to work with customers and partners on our 9 Billion Bowls report. It's our effort in the fight to tackle world hunger. You can read more about it on page 20.

We launched Social Innovation officially as a Corporate Responsibility & Inclusion program, open to all Thomson Reuters employees, in December. There are many ongoing projects that feed off, relate to, or support one or two of our three Corporate Responsibility & Inclusion pillars (Our People, Our Markets and Our World). We're hoping a more cohesive and approach will bring about projects which combine our partnerships, our people and our products and data in one. We're now looking forward to our smart, inspired people coming up with even more new, exciting and inventive ways to make a difference through Social Innovation in the future.

Giving Tuesday

Giving Tuesday is a global movement following the Black Friday and Cyber Monday shopping sprees, encouraging everyone to spend a day giving their time, money or voice to a cause they are passionate about. As Giving Tuesday partners, we challenged our employees to a 24 hour Log-A-Thon. We encouraged people to log volunteer hours or submit a Matching Gift or Dollars for Doers request. Through the Log-A-Thon, employees logged 3,714 volunteer hours and submitted over 300 Matching Gifts and Dollars for Doers requests. In addition, 382 new volunteer events were entered on the My Community tool. We also provided in-kind support of the campaign on our Jumbotron screens in London and New York.

Movember

We continued our support for Movember, encouraging our employees to change the face of men's health by growing a "Mo" and fundraising throughout the month of November.

This year we had two executive sponsors for Movember, and employees helped raise over $70,000 for men's health. In addition we held four initiatives to help foster healthy competition among colleagues – Best Mo Award, Miss Mo Award, Movement in Movember and Top Fundraiser. One of these initiatives, Movement in Movember, helped our employees log over 8,000 minutes of activity.

"This year we had two executive sponsors for Movember, and employees helped raise over $70,000 for men's health."

Community Champion Awards

After more than a decade, we revamped our successful Community Champion Awards program. With a focus solely on group volunteering efforts, employees across the globe were encouraged to identify a charitable cause or community project that they could join forces with their colleagues to support. We received 88 applications from employees in 21 countries, and four winners and runners-up were given grants to run group volunteer efforts in their regions. Their efforts all counted towards the yearly volunteer hours goal.

A Community Champion Award Profile Story

Ralph John Tasic
Manila, Philippines
ATD Fourth World Philippines

Ralph and 15 colleagues won a charity grant of $1,500 through the re-vamped Community Champion Awards program for their chosen charitable organization, ATD Fourth World Philippines. They decided to volunteer over 150 hours for the organization's literacy program called Ang Galing (Excellent), which is focused on creative workshops and fun activities for children whose families are driven by poverty to live inside the Manila North Cemetery.

As part of their volunteering activities the team took part in storytelling, face painting, and creative activities for 50 children who are supported by the charity. Volunteers also worked with parents by facilitating a financial literacy class to educate them on basic financial management, while plastic piggy banks were also given to the children to inspire them to save money.

Here's what our Community Champion Award winner, Ralph thought about the volunteering event:

"These activities were not only practical and helpful for the adults and children, they also gave them hope to overcome poverty. I was grateful to introduce my colleagues to one of the NGOs that I actively support and truly admire. I appreciated the commitment and the passion my colleagues showed while interacting with the adults and children. I cannot thank Thomson Reuters and the Community Champion Awards program enough for this heartwarming opportunity."

ATD FOURTH WORLD
ALL TOGETHER IN DIGNITY TO OVERCOME POVERTY

Volunteering

We continue to increase employee engagement in our community programs by offering different ways people can get involved in helping their communities. Our My Community tool continues to be the one-stop online portal for searching volunteer events, logging volunteer time and submitting Matching Gift and Dollars for Doers requests.

This year we launched the tagline, "We Bring It, Because We Care".

So, how did our employees "bring it" in 2015?

- Our colleagues logged **118,549** volunteer hours, surpassing our 100,000 goal. To encourage volunteering, we offer two paid days (16 hours) a year off to all regular employees, and since 2010 our recorded volunteering hours have increased by 611 per cent.
- Charities across the globe received a total of **$1,964,603** through our matching gifts program. In addition, over 700 employees logged 20 or more volunteer hours each and requested **$441,682** in Dollars for Doers grants for charitable organizations.

"...since 2010 our recorded volunteering hours have increased by 611 per cent."

How are our employees making a difference in their local communities?

Here are just a few stories from across our global business, where our employees and Global Volunteer Networks worked with local community groups to make a difference.

Asia Pacific

Employees in **Singapore** organized a bake sale for Hager Singapore to raise $7,000, which included matching gifts. The funds helped raise awareness for women and children survivors of human trafficking. The **Tokyo** Global Volunteer Network packed, prepared and served food for 360 individuals through Second Harvest.

Our Global Volunteer Networks in **India** hosted a Joy of Giving Week to encourage colleagues to celebrate the act of giving.

EMEA

Our Global Volunteer Networks here held clothing, food, sleeping bag and mobile phone collections for the ongoing refugee crisis. They were also heavily involved in World Food Day initiatives, hosting food bank collections and food tasting fundraising events. In **Barcelona**, Spain, employees participated in the Oxfam Trailwalker event, walking over 100km and raising 4,500 Euros for Oxfam International.

North America

Employees in **Boise**, Idaho, bagged and boxed approximately 2,500 pounds of chicken for the Idaho Food Bank. Our Global Volunteering Network in **Portage**, Michigan, participated in the Adopt-A-Trail program for the Kalamazoo River Valley Trail. Throughout the year, employees helped clean and beautify that section of the trail.

Employees in **New Yor**k and **Stamford**, Connecticut, participated in various volunteer activities through GIVE WEEK, which was dedicated to volunteering sponsored by the Early Careers Network – New York.

South America

In **Costa Rica**, employees collected 510 kilos of dog food for a local animal shelter. In addition, many of the networks across the globe participated in World Food Day by volunteering, donating over one million grains of rice through the freerice.com website and taking part in other initiatives.

Our Data

PERFORMANCE DATA

	2015	2014	2013	2012
Employees				
Total Employees	52,000	53,000	57,800	59,400
Gender – Male | Female %	57% | 43%	58% | 42%	58% | 42%	58% | 42%
New Hires (all levels) Male | Female %	56% | 44%	57% | 43%	59% | 41%	58% | 42%
Senior Executives Male | Female %	71% | 29%	74% | 26%	74% | 26%	75% | 25%
Director/Vice President Male | Female %	69% | 31%	70% | 30%	72% | 28%	72% | 28%
Managers – Male | Female %	62% | 38%	62% | 38%	63% | 37%	63% | 37%
Headcount By Region				
Americas	25,000	25,400	27,000	27,600
Europe, Middle East and Africa	11,300	11,500	12,400	12,100
Asia	15,700	16,100	18,400	19,700
Community Investment				
Volunteering Hours	118,549	95,000	91,326	35,661
Matching Gifts (US $)	1,964,603	1,904,226	1,512,257	1,365,727
Dollars for Doers (US $ | Employees)	441,682 | 719	390,500 | 480	434,500 | 521	235,500 | 280

OUR ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG) PERFORMANCE

Thomson Reuters ASSET4 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-). For more information regarding our ESG data please visit **financial.tr.com**.

	2014*	2013	2012	2011	2010
Overall Company Score	A	A+	A	B+	B
Corporate Governance					
Overall Score	A-	A-	B+	B+	B
Board of Directors/Board Functions	A-	A-	A-	A-	B+
Board of Directors/Board Structure	B	A	A	A-	A
Board of Directors/Compensation Policy	A	B+	C	A-	C+
Integration/Vision and Strategy	A	A	A	A	B
Environment					
Overall Score	B+	B+	B+	B-	C
Emission Reduction	A-	A-	A-	B	C-
Product Innovation	C-	C+	B	C-	D+
Resource Reduction	A-	A-	B-	B	B
Social					
Overall score	A-	A	A	B+	B
Customer/Product Responsibility	C	B-	C	C	C-
Society/Community	A	A+	A+	A+	B+
Society/Human Rights	A-	A-	A	C+	C+
Workforce/Diversity and Opportunity	A+	A+	A+	A-	B+
Workforce/Employment Quality	A	C+	A	B-	B
Workforce/Health & Safety	D+	A	A	B+	B
Workforce/Training and Development	A-	A-	B	A	A-

* Current score available at time of publication

Environment**	2015 Ton(nes)	%	2014 Ton(nes)	%	2013 Ton(nes)	%	2012 Ton(nes)	%	2011 Ton(nes)	%	2010 Ton(nes)	%
Total CO2 emissions	458,125	100	507,960	100	530,607	100	546,734	100	574,025	100	622,771	100
Scope 1	6,925	1.5	8,094	1.6	7,773	1.5	19,824	3.6	19,824	3.5	45,752	7.4
Scope 2 (electric)	309,383	67.5	355,034	70.0	372,507	70	380,511	69.6	394,245	68.7	428,041	68.7
Scope 2 (leased heat)	89,387	19.5	91,135	17.9	102,245	19.3	99,567	18.2	108,716	18.9	100,311	16.1
Scope 3	52,429	11.5	53,697	10.6	48,082	9.2	46,832	8.6	51,240	8.9	48,667	7.8
Emissions per US$ million	37.5	n/a	40.3	n/a	42.3	n/a	43.9	n/a	41.6	n/a	47.7	n/a
Emissions per 1,000 square feet	35.0	n/a	38.2	n/a	37.9	n/a	39.2	n/a	38.0	n/a	45.0	n/a

Scope 1: Real Estate & Data Centers

Scope 2: Purchased Electricity | Scope 2: Leased Heat

Scope 3: Business Travel and Transport

**July 2016: Green House Gas emissions have been updated to reflect recent audits across our global footprint from 2010-2015. Figures reflect accurate data as verified by Cameron-Cole.

BUSINESS TRAVEL*

	2015	2014	2013	2012	2011	2010
Air: Miles Flown	165,515,498	162,611,237	177,294,070	170,634,027	196,976,982	267,310,625
CO2 Emissions (Tonnes)	43,241	42,054	45,638	30,885	35,589	48,483
Rail: Miles Traveled	1,840,080	1,938,697	2,200,599	1,588,031	2,444,871	2,228,357
CO2 Emissions (Tonnes)	181	189	200	173	267	184
Total Miles Traveled	167,355,578	164,549,934	179,494,669	172,222,058	199,421,853	269,538,982
Total CO2 Emissions (Tonnes)	43,422	42,243	45,838	31,058	35,856	48,667

* Travel as booked through business approved agents.

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