Running for Charity

Employees of CCH Australia, part of Wolters Kluwer Tax and Accounting, have organized themselves in a Community Investment Program to support their local community. Through a Community Investment Fund Committee, CCH employees support and organize charitable and community projects with much dedication and a generous budget throughout the year. In 2011, 40 CCH staff members took part in the Blackmores Body & Soul Bridge Run. The race is part of the Sydney Running Festival in which runners race for 9 kilometers from the Harbour Bridge to the Opera House. CCH's CEO sponsored a large number of branded runners and each employee was encouraged to draw individual sponsorship funding for the race. By participating in the race, the 40 employees raised money for the team's chosen charity, Cancer Council NSW, a cancer charity that is dedicated to the defeat of cancer in New South Wales.

School Lunch in Ghana

Wolters Kluwer works together with the Plan Netherlands to tackle malnutrition and improve school performance in Ghana. Plan Netherlands is part of Plan International, aiming to improve living conditions of children and their family in less-developed countries. It particularly focuses on improving the position of girls, because girls are still structurally subordinated in the world. Wolters Kluwer takes part in a school lunches project of which the goal is to serve Ghanaian school children a healthy and nutritious lunch every day. All too often, many children sit hungry behind their school desks, which is not good for their development and lowers school performance. Plan Netherlands also makes parents and children understand the importance of good nutrition. It helps schools to build their own gardens, to collect rain water and to stoke in an environmental-friendly way. In the end, this will lower school absence and increases school attendance.

Helping Victims of War and Conflict

Lippincott Williams & Wilkins, a Wolters Kluwer business, is responsible for the publication and distribution of Intervention, an international journal of mental health, psychosocial work and counseling in areas of armed conflict, and thereby supports the War Trauma Foundation (WTF). This foundation, based in The Netherlands, supports psychosocial recovery of people and communities who have been hit by war and violence. Together with local organizations in conflict areas, WTF offers programs that should regain confidence, hope and peace in life. Current projects are taking place in Burundi, the DR of Congo, Kosovo, Chechnya and the Palestinian Authority. Intervention is an essential tool that helps to spread the latest information gained from the experience of fieldworkers in conflict areas. Summaries of the articles are translated in Spanish, Pashto, Arabic, French, Russian, Sinhale and Tamil to increase information dissemination. Their latest findings help to inspire, support and improve the work of others carrying out similar interventions.

Employee Engagement

Introduction

Wolters Kluwer's success depends on people. The talent and inspiration of our employees drive the development of the solutions our customers rely on. Fostering the talent and motivation of our workforce creates the conditions that lead to innovation. We are committed to hiring, developing, and motivating the best people with the highest skills. Creating diversity in the workforce, rewarding good performance, and recognizing outstanding achievements all serve as drivers for creativity and innovation. In recent years, we have more actively encouraged employees to engage in the creation of initiatives that aim to foster innovation. These initiatives make us better at what we do for our customers and for society.

People-Driven Business

To foster employee engagement, we introduced the Global Innovation Award for employees and teams who contribute to innovation. An Innovation Board was set up to keep track of best practices and to select the award winners. Out of hundreds of submissions, four projects were selected as award winners in 2011, including the Clinical Solutions Innovation Lab. The Innovation Lab establishes a forum to test Wolters Kluwer's vision for the future before committing resources to the development of new products. It sparks creative ideas and entrepreneurial behavior among employees and customers in the health sector. It brings together diverse teams of motivated employees in a laboratory setting which creates a transparent environment that fosters learning and testing. Innovation Lab projects have already produced new products, leading to improvements in UpToDate and ProVation Order Sets. Another award winner was Kleos, a cloud-based solution for the legal market to support all the relevant activities in a law firm. It is innovative because Kleos is scalable from small to enterprise size law firms and it works on mobile platforms.

Wolters Kluwer is a company operating on a global scale and needs a continuous stream of talent to remain successful in the global environment. We want to be the professional's first choice in order to attract, retain and develop a talented workforce. For us, being a first-rate employer means that we maintain a good work-life balance and that we compensate our people well. It also means that we support the talent development of our employees and that we actively encourage our employees to contribute to society in professional organizations and conferences. Since 2005, we prepare a next generation of leaders with our Talent Management Program in which we set leadership criteria, assessment and development on a global scale. In 2007, the program was expanded with the Wolters Kluwer Leadership Forum. Over 160 emerging company leaders from around the world gathered to establish networks across divisions and geographies and share experiences on leadership and growth strategies. In 2011 we developed our 4-step Talent Development approach: with Talent Demand, Talent Supply, Talent Plan, and Develop and Deploy. By investing in our employees we are ready for the future and remain an attractive, first-rate employer for global talent.

Improving the quality of life of customers can be accomplished in many different ways. Wolters Kluwer provides content, services, and technology to help its customers make better informed decisions and be more productive. However, we also engage employees and customers in decreasing the environmental impact of our products and operations, contributing to more sustainable operations around the planet.

At Wolters Kluwer Asia Pacific, employees formed a Green Team committed to minimizing the company's environmental impact. In monthly meetings, representatives from Australia, New Zealand, and Malaysia meet to discuss reducing Wolters Kluwer's carbon footprint. Some initiatives have already been implemented, including the use of energy efficient bulbs, recycling water tanks, and recycling bins. Other measures include the upgrading of new PCs in Australia with Energy Smart features, leading to significant reductions in carbon emissions. Additionally, employees are encouraged to use double-sided printing and to turn off computer screens, equipment, and lights when not in use, and Australian customers are encouraged to move from our print to our online products.

Operating on a global scale means that there is great diversity in Wolters Kluwer's workforce. With around 18,000 employees in more than 40 different countries, we believe that our diversity serves as a catalyst for innovative and creative capabilities. Maintaining a diverse workforce is therefore key to our future success. Wolters Kluwer aims to continue to hire the most qualified candidates for its positions, while at the same time achieve a balance in expert male and female employees in line with overall representation in the workforce. Currently, 8 out of 10 employees are covered by gender diversity programs or policies and 1 out of 3 members of the Executive Board is female. Of the 30% of our businesses that is allowed to track ethnic background, minorities form 12% of the workforce.

2012

For 2012:
- We will roll out our global talent development strategy and a 3-year roadmap.
- Launch the Wolters Kluwer global leader success profile.
- Design best in class leadership development curriculum.

Achievements 2011 Targets, Data, and Progress

Achievements 2011 Targets

Talent Development
As our products and technology evolve, we are in constant need of ambitious and talented professionals who can help Wolters Kluwer remain successful and competitive in the future. For that reason we are moving from conventional human resource models to Transparent Talent Mobility. We have established a comprehensive talent development strategy to get the right people with the right capabilities, in the right roles at the right time. We have a four-step approach:

- Talent Demand: An assessment of our talent requirements to meet our business needs. A Talent Governance Board provides leadership, direction, and sponsorship.
- Talent Supply: An inventory and assessment of our current talent. Our Global Talent Review process aligns with our business strategy, is simple and pragmatic, and drives transparency and accountability. A SWOT analysis of current Wolters Kluwer leaders is underway.
- Talent Plan: An organized approach to meet our talent requirements. The Wolters Kluwer Top Talent Review helps identify an enterprise pool of talented individuals who have the potential to move into leadership roles.
- Develop and Deploy: A structure to create the talent development methods we need to build and deploy talent.

We train our best people to be successful. The Global Leadership Development framework involves "leaders developing leaders", which means that leaders and managers serve as role models and are held accountable for the development of talent. This approach helps to make talented people more visible within the organization and makes them known to our leaders, which helps people move up the career ladder. Our talent support network lets leaders share their experience with others.

Our talent development strategy is a key factor in keeping an engaged, motivated, and retained workforce because we have a culture of learning and development opportunities. Wolters Kluwer should be known as a builder of global top talent.

Repeat, Develop and Roll Out Organizational Health Index Initiatives
We believe our employees know better than any other group how Wolters Kluwer can improve as an organization. In 2010 we launched the Organizational Health Index (OHI) to benchmark our engagement and performance culture. Leadership was one of the strongest-rated aspects of the organization with a response rate of 62%: leaders at Wolters Kluwer set high expectations and help the company achieve success.

In order to use the results of the OHI in a meaningful way, we have launched a number of global employee taskforces to recommend practical actions centered on stimulating innovation, growing leaders, rapidly delivering results, and achieving the right level of local empowerment to act quickly on external opportunities and ideas. In 2011, new taskforces were formed to help identify specific actions raised through analysis of the first OHI survey results from 2010. As the recommendations of the task forces were presented in the third quarter, there has been insufficient time to assess changes from the baseline, so the survey was not re-run in 2011.

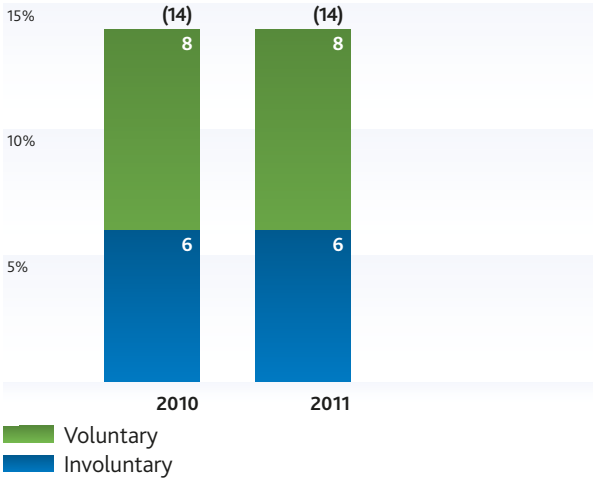
In addition to the OHI, our individual businesses conduct employee engagement surveys that concentrate on issues specific to their business. In 2011, our individual businesses completed their engagement surveys and we are re-evaluating how to measure employee engagement for 2012. In addition to the surveys, each business unit asks its employees for ideas, suggestions, and constructive criticism that can help improve Wolters Kluwer's working environment.

Employee Engagement Data

Wolters Kluwer's Workforce in 2011 in FTEs per Division	**2011**	2010
Legal & Regulatory	7,704	7,714
Tax & Accounting	5,675	5,481
Health	2,425	2,053
Financial & Compliance Services	2,077	2,018
Corporate	98	97
Total continuing operations	17,979	17,363
Discontinued operations	471	874
Total	**18,450**	**18,237**

The amount of FTEs working for Wolters Kluwer remained stable.

Employee Turnover as a Percentage of Total Employees
in %



Employees that Have Taken Part in Skill Assessments and Capability Development
in %

Gender Diversity as a % of Total Employees	2011	2010
% of female executives	33%	30%
% of female managers	38%	37%
% of female employees	55%	56%

Learning Tools: % of Businesses with ...	2011	2010
Formal learning networks including regular meetings and staff support	78%	70%
Intranet-based knowledge repositories/databases	78%	78%
Intranet-based interactive knowledge platforms integrated into daily work processes	54%	48%

Euro & Training Days Spent on Learning per FTE	2011	2010
Amount spent on learning per FTE	€ 458	€ 453
Training days per FTE	5	3

Cases:
Employee Engagement

Talent Development

Our portfolio is shifting from print to electronic services. We need ambitious and talented professionals that can help Wolters Kluwer remain successful and competitive in the future. For this reason we need to move from more conventional working practices to Transparent Talent Mobility. Wolters Kluwer has established a comprehensive talent development strategy in order to attract the right talent with the right capabilities, in the right roles and at the right time. We have a 4-step approach:

- Talent Demand, in which we evaluate our requirements to meet the global business strategy and integrate our processes into the annual business cycle. A Talent Governance Board provides leadership, direction and sponsorship ensuring its success;
- Talent Supply, which provides an inventory and assessment of our current talent. This Global Talent Review process aligns to our business strategy, is simple and pragmatic, and drives transparency and accountability. A SWOT analysis of current Wolters Kluwer leaders is part of this step;
- Talent Plan, in which we develop a plan to deliver the talent requirements. The Wolters Kluwer Top Talent Review helps to identify an enterprise pool of top talents who have the potential to move into key strategic roles;
- Develop and Deploy: create talent development methods to build and deploy needed talent. This is a Global Leadership Development framework through "Leaders developing leaders" and it means that leaders and managers serve as role models and are held accountable for the development of our talents. It also helps to make our talents more visible within the organization and to make them known to our leaders, which helps our talents to move up the career ladder. Our talent support network is established to share experiences of leaders and to continuously improve our talent development strategy. We have a targeted development and best-in-class curriculum rooted in our business strategy and aligned to Wolters Kluwer global leader success profile, which enables us also to deploy talent across the organization.

In the end, our talent development strategy is critical to keeping an engaged, motivated and retained workforce within a culture of learning and development opportunities. Wolters Kluwer aims to be known as a builder of global top talent.

Improving Employees' Quality of Life

With employees operating in over 40 countries around the world, paying attention to our employees' quality of life is important to Wolters Kluwer. Several health and wellness programs aim to improve our employees' health by helping them lose weight or quit tobacco. A healthy work-life balance is supported by programs such as telecommuting, flextime policies, and job-sharing. In 2010, we launched a global Organizational Health Index (OHI) survey to assess employee engagement and the performance culture. Furthermore, each business unit regularly asks employees for ideas, improvements, and constructive criticism to help improve the work environment at Wolters Kluwer.

Asia Pacific's Green Team

At Wolters Kluwer Asia Pacific, a group of staff members formed the Green Team, which is committed to minimizing the company's environmental impact. In monthly meetings, representatives from Australia, New Zealand, and Malaysia meet via video conference or on the phone to discuss reducing Wolters Kluwer's carbon footprint. Here are some examples of initiatives that have been carried out so far:

- Lighting: Using energy-efficient bulbs and automatic timer switches;
- Water: Installing a recycling tank in bathrooms;
- Recycling: Installing separate bins for glass, plastic, aluminum, and paper;
- ICT: Upgrading new PCs with the Energy Smart feature, significantly reducing carbon emissions ;
- Usage: Encouraging staff members to use double-sided printing and to turn off computer screens and equipment at night;
- Paper: Encouraging customers to choose online instead of print products.