

**Our purpose**

**Deliver deep impact when it matters most**

**Our values**

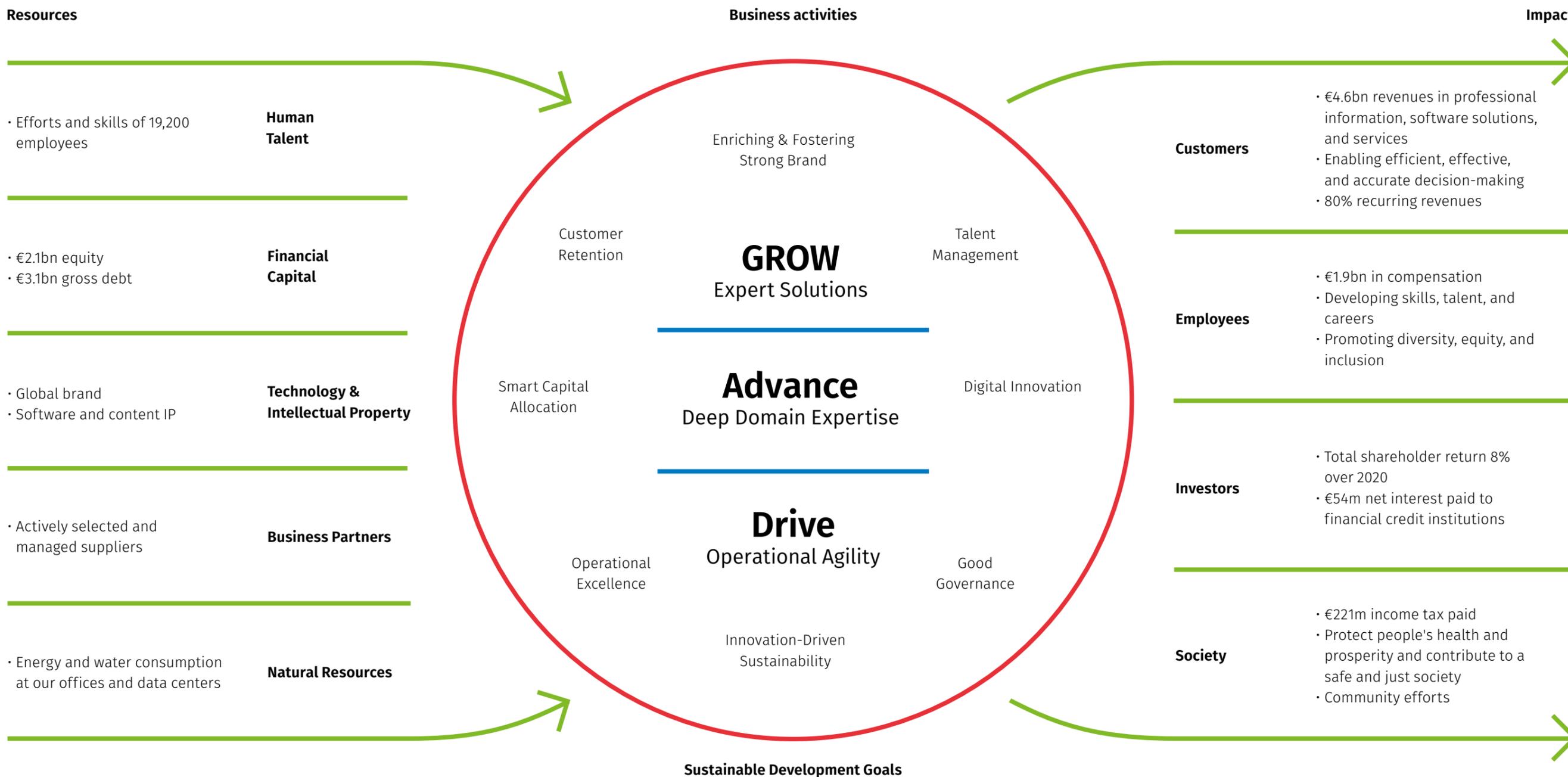
**Focus on customer success**

**Make it better**

**Aim high and deliver**

**Win as a team**

# Value Creation Model





*I do miss personal contact with my colleagues. Nevertheless, my team adapted to the entire hiring, onboarding, training, and coaching process that was executed virtually for a new colleague.*

**Orsolya Szekely**  
Product Software Engineering Manager  
Romania

# Report of the Executive Board

## Resilient in Changing Times

Our customers look to us when they need to be right – for their clients, their patients, their businesses, and the communities they support. COVID-19 has had and will continue to have an immense impact on us all for the foreseeable future. Amidst continuing challenges posed by the pandemic globally, our teams remained focused on serving our customers and adding value with enhanced product capabilities and relevant new solutions, when it mattered most.

Certainty is a valuable commodity sought after globally, now more than ever. Within the company, we find certainty in our teams, in working together, and most importantly, in our relationships with customers. For almost 185 years, customers have relied on us, and we continue to stand with them.

Since our digital transformation, started in 2003, Wolters Kluwer has changed into an expert solutions company. During 2020, we have continued to grow, with 91% of revenues from digital and services, 80% recurring, and with 54% of revenues coming from expert solutions. Wolters Kluwer's digital transformation has helped us be resilient in these unprecedented times, both for our customers and our own organization.

Our mission is to empower our customers with professional information, software solutions, and services they need to make critical decisions, achieve successful outcomes, and save time. We support professionals across four customer

segments: health; tax & accounting; governance, risk & compliance; and legal & regulatory. All our customers face the challenges of increasing proliferation and complexity of information, as well as the pressure to deliver better outcomes at a lower cost. The COVID-19 pandemic has added to the macro-economic challenges, impacting most businesses around the world. Many of our customers are looking for mobility, flexibility, intuitive interfaces, and integrated open architecture technology to support their decision-making. We aim to solve their problems and add value with our range of digital solutions and services, which we continuously evolve in order to meet their changing needs.

### Successfully working from home

Wolters Kluwer embraces a collaborative, flexible culture. After taking our enterprise virtual in March due to the pandemic, almost 95% of our workforce quickly transitioned to working from home. Prior to COVID-19, 14% of our 19,200 employees worked remotely. Our resilient and collaborative culture has allowed us to stay connected in a number of ways. Everyone was kept informed through virtual town halls, meetings, and regular communication with managers. We have quickly and successfully transitioned to working from home with the tools and resources necessary to do our jobs in a productive and secure manner.

We offer expert solutions to clinicians, accountants, and lawyers, along with tax, finance, audit, compliance, and regulatory professionals – all of whom are also dealing with the impact of the pandemic. To help our customers respond to challenges from the pandemic, our teams were able to deliver various COVID-19-related initiatives, including product innovations, free product offerings and insights, webinars, and other resources.

### Domain experts

Wolters Kluwer's experts showcase deep domain expertise and provide information that accelerates decision making. Our in-house innovation labs and our central technology organization employ specialized technologies to extract actionable insights from data. We work with our teams of industry experts to integrate these insights into seamless digital experiences for our customers in specific areas of interest.

### Health

Trusted clinical technology and evidence-based solutions that drive effective decision making and outcomes across healthcare. Specialized in clinical effectiveness, learning, research, and safety, as well as clinical surveillance and data solutions.

### Tax and accounting

Enabling tax and accounting professionals and businesses of all sizes to drive productivity, navigate change, and deliver better outcomes. With workflows optimized by technology and guided by deep domain expertise, we help organizations grow, manage, and protect their businesses as well as their clients' businesses.

### Finance

Our solutions for regulated financial departments and institutions help customers meet their obligations to external regulators. We specialize in unifying and optimizing processes to deliver a real-time and accurate view of an organization's financial position.

### Compliance

Enabling organizations to ensure adherence to ever-changing regulatory requirements, manage risk, increase efficiency, and produce better business outcomes.

### Legal

Serving legal professionals in law firms, general counsel offices, and corporate legal departments with data-driven decision-making tools. We streamline legal and regulatory research, analysis, and workflows to drive value to organizations, ensuring more transparent, just, and safe societies.

### Progress on our Accelerating our Value strategy

While the pandemic has diverted us from our original three-year financial plan for 2019-2021, the crisis has reinforced and validated many aspects of our strategy: the evolution towards digital and expert solutions, the transition to cloud-based software platforms, and the investment to upgrade internal systems, infrastructure, and digital marketing capabilities.

Our strategic priorities for 2019-2021 are:

### Grow expert solutions

We will focus on scaling our expert solutions by extending these offerings and broadening their distribution through existing and new channels, including strategic partnerships. We will invest to build or acquire positions in adjacent market segments.



**Atul Dubey**  
Chief Strategy Officer

*Expert Insights sitting at the heart of our website offer professionals the ability to find the solution they need, based on the challenges they have.*

**Advance domain expertise**

We intend to continue transforming our information products and services by enriching their domain content with advanced technologies to deliver actionable intelligence and deeper integration into customer workflows. We will invest to enhance the user experience of these products through user-centric design and differentiated interfaces.

**Drive operational agility**

We plan to strengthen our global brand, go-to-market, and digital marketing capabilities to support organic growth. We will invest to upgrade our back-office systems and IT infrastructure. We have recently completed the modernization of our Human Resources technology as planned to more effectively attract, engage, develop, and retain talent.

Our strategy is focused on organic growth, although we may make further bolt-on acquisitions and non-core disposals to enhance our value and market positions. Acquisitions must fit our strategy, strengthen or extend our existing business, be accretive to diluted adjusted EPS in their first full year and, when integrated, deliver a return on invested capital above our weighted average cost of capital (8%) within three to five years.

In 2020, group-wide product development spend was just over 9% of total revenues. While we continued to develop our expert solutions, we also invested to transform our digital information products, such as our medical research platform Ovid and our legal research solutions, to enhance their content, functionality, and user interfaces, and to add capabilities that leverage artificial intelligence.

In 2020, we acquired three software companies with whom we had long-standing partnerships: CGE, XCM Solutions, and eOriginal. We were also active with divestments: last year, we sold eight assets and businesses that no longer fit our long-term strategic goals, helping us achieve increased focus on expert solutions.

We took steps to drive operational agility, moving further towards standardized technology platforms and components and transitioning products to the cloud. In 2020, we completed the final phase of our HR systems modernization and made progress on upgrading other back-office infrastructure.

Our strategy aims to achieve high levels of customer satisfaction and an engaged, talented, and diverse workforce, to maintain strong corporate governance and secure systems, and to drive efficient operations that meet environmentally-sound practices.

**One Wolters Kluwer, one global website**

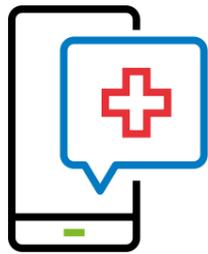
In 2020, we have brought together hundreds of websites into the One Wolters Kluwer [website](#). As an example of our drive for operational agility, the renewed website offers a unified digital experience for all site visitors and focuses on setting out our expert solutions and the company's deep domain expertise to provide timely, actionable insights that empower customers. Site visitors benefit from the ability to quickly find all of Wolters Kluwer's products and solutions, along with easy navigation to key areas such as About us, Investors, and Careers.



## Paycheck Protection Program and preservation of U.S. jobs

In response to the U.S. CARES Act, Compliance Solutions launched a dedicated solution to help its banking and credit union customers access U.S. Paycheck Protection Program (PPP) funding for their small business customers. The award-winning solution, [Paycheck Protection Program supported by TSoftPlus](#), enables banks and credit unions to process loans for small businesses with greater speed, confidence, and compliance. Customers have reported as much as a 20-fold productivity gain by using the solution compared to securing PPP loans direct via the Small Business Administration (SBA) website. Collectively, Wolters Kluwer and eOriginal have enabled hundreds of SBA lenders in the initial rounds of the PPP program, ensuring a contactless borrower experience and, in the process, helping those small businesses save about ten million U.S. workers' jobs.





Sentri7 has been enhanced with artificial intelligence to help clinicians identify patients at risk for *Clostridiodes difficile* infection.



Enablon and CGE Risk Management Solutions quickly supported customers by launching new features, based on World Health Organization guidelines.

### Value Creation Model at the core

We aim to optimize our value in the long term through our business model, which uses resources mindfully and efficiently, transforming them into the business activities that support our strategy. These activities produce outputs that benefit our key stakeholder groups – customers, employees, investors, and society – to ensure we make a lasting impact with each of them and contribute to shaping a better future for society. As a member of different communities and society as a whole, Wolters Kluwer maintains regular contact with different stakeholders including investors, Environmental, Social, and Governance (ESG) analysts, rating agencies, government offices, the media, Civil Society Organizations (CSOs), and educational and research institutions. We are a strategic partner or member in (industry) associations and (inter)national advocacy organizations such as the Healthcare Information Management Systems Society, International Society Pharmacoeconomics and Outcomes Research, Accounting Blockchain Coalition, Institute of Internal Auditors, Mortgage Bankers Association, American Financial Services Association, European Company Lawyers Association, International Legal Technology Association, American Bankers Association, and European Risk Management Council.

### Commitment to United Nations Sustainable Development Goals

Wolters Kluwer is committed to the United Nations Sustainable Development Goals (SDGs), which address the economic, social, and environmental challenges the world faces.

We support and contribute to the SDGs through the innovative products and services we deliver, through our engaged employees, through our sustainable returns, and by making an impact on society. As shown in our Value Creation Model, we have identified three SDGs to which we believe we can contribute most, as an investor, innovator, employer, and provider of products and services. Below are the SDGs we focus on and the outcomes we promote:



#### SDG 3: Good health and well-being

Our products protect and enhance people's health by:

- Creating better-skilled health professionals;
- Improving knowledge and evidence about diseases and symptoms;
- Helping professionals improve treatment and decision making and engagement of patients; and
- Aiding society by making products and services available free of charge in a global crisis, as we did during the pandemic, or in disaster zones.



#### SDG 9: Industry, innovation, and infrastructure

Innovation is critical for long-term sustainable growth. Transformed into a digital company, our innovative products and services bring significant value to our customers. Highlights include:

- Being a digital company, 91% of our revenues coming from digital and services;
- A focus on innovation, with 8%-10% of total revenues invested in new and enhanced solutions;
- Combining predictive analytics, machine learning, natural language processing, and human expertise into our solutions; and
- The culture of innovation among our employees through our innovation contests including the annual Global Innovation Awards and Code Games.



#### SDG 16: Peace, justice, and strong institutions

Our products and services help promote security and reduce risk, as we:

- Promote the rule of law by making information on laws and regulations available;
- Provide solutions that help our customers comply with regulatory and legal obligations, including anti-corruption and anti-bribery;
- Help enhance public and professional access to legal and tax information; and
- Provide information solutions that promote human rights, including non-discrimination and equal opportunity.

More information about our contribution to the SDGs can be found on our [website](#).



Cultivating a work environment with highly engaged employees, representing the diversity of the communities in which we work.

## Creating Value Through Our Contributions

Our work helps to protect people's health and prosperity and contributes to a safe and just society by providing deep insights and knowledge to professionals. We have a continued commitment to cultivating a work environment with highly engaged employees, representing the diversity of the communities in which we work, contributing to society by delivering value for customers, while doing our part to protect the environment for today and for future generations. We are guided by international guidelines such as the Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises, the United Nations Guiding Principles on Business and Human Rights (UNGP), and the principles of the United Nations Global Compact.

### Materiality

We identify economic, environmental, social, and governance topics that are linked to the interests of our stakeholders and are relevant to the success of our business. We assess the level of importance of these topics to our stakeholders and to Wolters Kluwer, regardless of the maturity of these areas at the enterprise. In 2020, we performed a full materiality assessment through the following steps:

- Engaged a leading firm in ESG to gain an external perspective;
- Selected a list of 25 topics based on internal and external sources including: market trends, peer benchmarking, prior materiality analyses, and reporting frameworks such as the Global Reporting Initiative and the Sustainability Accounting Standards Board;
- Engaged key stakeholders via interviews and surveys to understand the relative importance of the topics. These included customers, business partners, senior executives, employees, investors, and suppliers; and

- Ranked the topics based on feedback from our stakeholders and checked against the company's corporate risk assessment.

Based on the internal and external sources reviewed as part of the 2020 assessment and compared to the 2019 assessment, we added a few new topics to our materiality assessment while some topics were split or combined and others have been renamed.

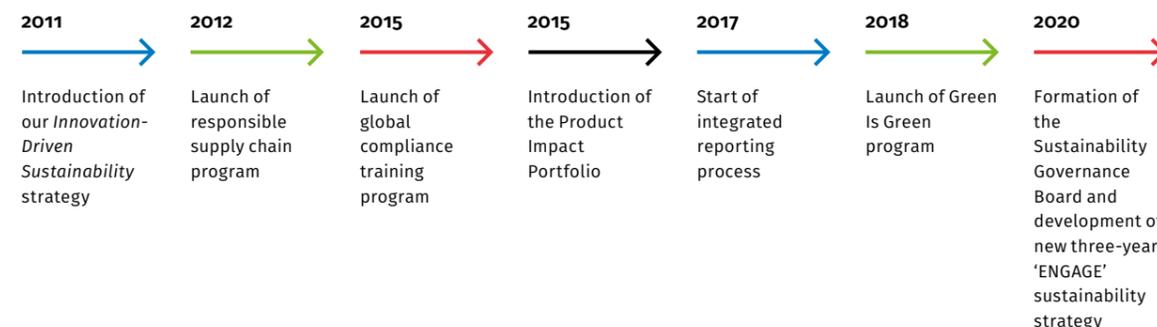
The overall results show that topics identified by our stakeholders as most material to Wolters Kluwer's business outcome, were a combination of:

- **Governance and products topics:** These are two categories that are instrumental to Wolters Kluwer's core business and are already being actively managed, both centrally and within divisions;
- **Social topics:** Social issues are pivotal to all our stakeholders. We continue to focus on social topics, particularly those pertaining to our employees; and
- **Environmental topics:** While environmental impact is low for the industry that Wolters Kluwer operates in, it is key to attracting and retaining the next generation of talent.

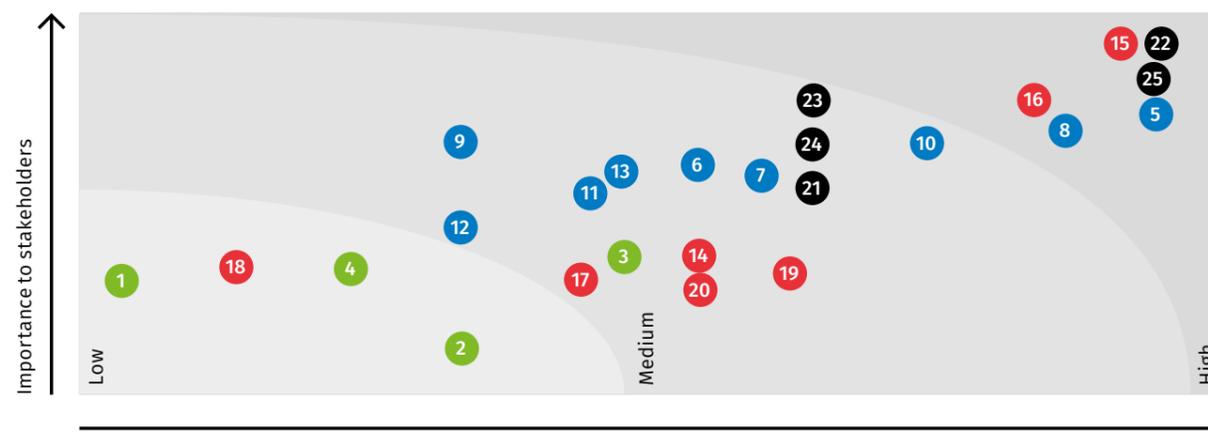
### Our sustainability journey

Our approach to sustainability incorporates environmental, social, and governance areas in our efforts to create value for all our stakeholders. As an important driver for creating long-term value, sustainability helps us focus on where we can maximize our social contribution and minimize our environmental footprint, whilst sustaining financial results. Since the release of our first Wolters Kluwer Sustainable Entrepreneurship Report in 2004, we have made significant steps in our sustainability journey.

### Sustainability journey



### Materiality matrix



Impact on business outcome

- **High:** table stakes and focus areas for sustainability strategy
- **Medium:** important areas for sustainability activity and initiatives
- **Low:** watch list items

#### Environmental topics

- 1 Circular economy
- 2 Climate resilience
- 3 Carbon footprint
- 4 Waste and water management

#### Social topics

- 5 Employee engagement and talent management
- 6 Employee compensation
- 7 Employee health, safety, and well-being
- 8 Diversity, equity, and inclusion
- 9 Labor practices
- 10 Training and professional development
- 11 Community involvement
- 12 Employee volunteering
- 13 Responsible supply chain management

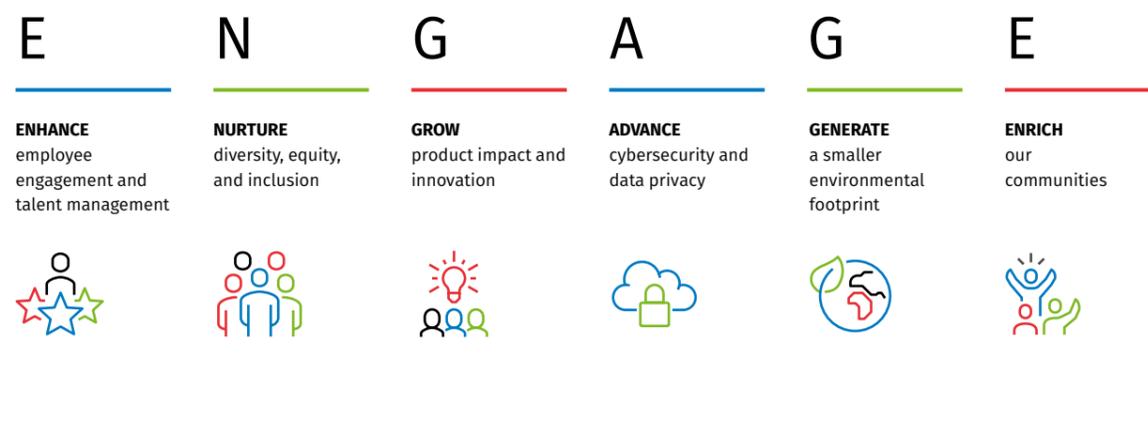
#### Governance topics

- 14 Board diversity
- 15 Cybersecurity and data privacy
- 16 Ethics, compliance, and governance
- 17 Executive compensation
- 18 Public policy
- 19 Responsible Artificial Intelligence (AI)
- 20 Tax responsibility

#### Product topics

- 21 Products design and lifecycle management
- 22 Customer focus and relationships
- 23 Editorial quality and integrity
- 24 IP and copyright protection
- 25 Product impact and innovation

## Sustainability strategy



Building on a strong foundation, in 2020 we began the development of a new three-year sustainability strategy based on the 2020 materiality assessment, market trends research, and peer reviews. The 2021-2023 ENGAGE sustainability strategy was approved by the Executive Board and focuses on six areas.

Strong governance and business ethics continue to serve as the foundation for our sustainability strategy. The new strategy will be rolled out in 2021 and includes a set of goals, targets, and actions to advance Wolters Kluwer's performance around each of the focus areas, which we will report on in the next annual report. Several of these targets are also included in executive performance and incentive plans for 2021. See *Remuneration Report* for more information.

### Environmental contributions

Wolters Kluwer takes a stand against climate change and we continuously reaffirm our commitment to environmental responsibility, as they relate to both our suppliers and our own operations. Our overall risk related to environmental matters is considered relatively low, due to the industry in which we operate, the types of products and services we deliver, and the customers and suppliers we deal with. We continue to evaluate our environmental and climate change-related risks and opportunities. We strive to positively impact the environment in three specific ways:

- Reducing carbon emissions from our operations;
- Promoting environmental awareness and engagement; and
- Investing in green opportunities and innovation.

Our effort to minimize our environmental impact contributes to the COP21 Paris Agreement of December 2016 on limiting global warming.

### Reducing carbon emissions from our operations

As a digital business, the impact of our activities on the environment is relatively low, and consists mostly of the consumption of energy, water, and waste in our offices and data centers around the world. We continue to monitor our consumption and seek to implement energy-efficient best practices. In line with our *Environmental Policy*, we can make the largest impact in reducing our environmental footprint by:

- Reducing office space;
- Migrating our servers to energy-efficient cloud solutions; and
- Minimizing business travel.

#### Reducing office space

We constantly look for opportunities to reduce the environmental footprint of our offices. In 2020, we launched a global real estate rationalization program to reduce space in line with the trend of remote working. In addition, we have added sustainability and green office standards to our leasing requirements. During 2020, we delivered a 7% organic reduction in our office footprint by closing smaller offices. The company's real estate consolidation strategy has a positive impact on reducing energy, water, and waste consumption.

#### Migrating our servers to energy-efficient cloud solutions

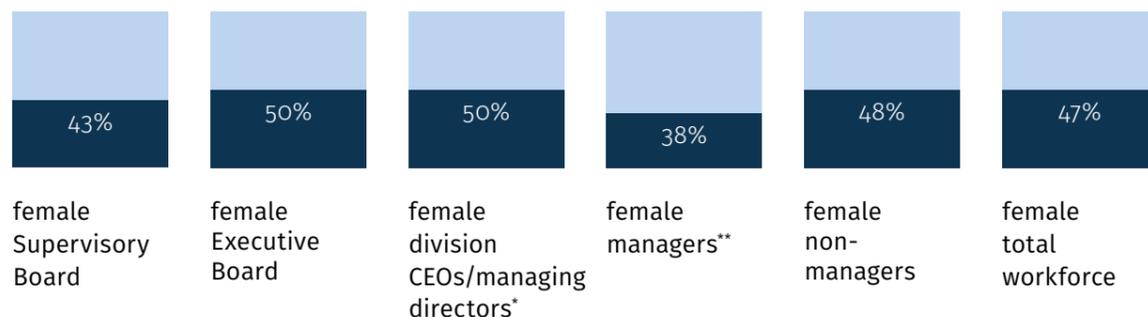
As part of our cloud migration strategy, Wolters Kluwer consolidated 11 data centers in 2020 which resulted in the migration of over 185 applications to the cloud. Using cloud platforms is more energy-efficient than on-premise data center locations. This transformation has resulted in other benefits which include cybersecurity protection, availability, and standardization. As our major cloud providers operate on higher energy efficiency, we further reduce our environmental impact by outsourcing and further consolidating our data center activities.



## #NoiCiSiamo campaign in Italy

When the COVID-19 pandemic hit Italy in early March, putting the country at the center of the crisis, our TAA Italy colleagues quickly launched the #NoiCiSiamo campaign – ‘We are with you’ – to support our employees, customers, and prospects. To help employees during this challenging time, the team created a smart engagement program on social network Yammer. An internal cross-functional taskforce with representatives from different departments was established to help reduce the time-to-market for new solutions. Additionally, a group of internal ambassadors was formed to help spread information to customers quickly and efficiently. Work-from-home activities and over 70 webinars were organized to help keep engagement high. For external stakeholders, the campaign focused on national media and our own digital channels, including email, social media, and websites. On Facebook alone, the campaign resulted in a 116% increase in followers.

# Diversity



\* Includes the division CEOs/managing directors of the operating divisions: Health, Tax & Accounting, Governance, Risk & Compliance, and Legal & Regulatory.  
 \*\* Managers are defined as employees having three or more direct reports.

### Minimizing business travel

Prior to COVID-19, we had aimed to reduce business travel by about 10% in 2020 in order to reduce CO<sub>2</sub> emissions and baseline cost. The pandemic has since accelerated business travel reduction at a much faster rate, which resulted in a decrease of 72% in our business travel-related CO<sub>2</sub> emissions. This also forced us to shift business travel demand to virtual meetings and events to fully support our global operations. The shift to virtual meetings and events will enable us to continue reducing our travel as the effect of COVID-19 abates.

### Promoting environmental awareness and engagement

In addition to reducing our environmental footprint, we engage our employees and community to spread environmental awareness. Our Green Is Green program includes a volunteer-led green network to implement green best practices and create opportunities for employees to connect and share knowledge on sustainability. In addition to Green Is Green, our teams volunteered in the global community. For example, [Enablon](#) planted 2,310 trees in the U.S. and [Tax & Accounting Sweden](#) planted 2,605 trees in Eastern Africa.

### Investing in green opportunities and innovation

As part of our corporate strategy, we have been actively focusing on an increase of revenues from digital products and services, which represent 91% of total revenues in 2020. Our digital products and services are considered 'circular', as they can receive updated content on the original product, reducing waste for our customers. We continue to grow our expert solutions through innovation and accelerating our global platform and cloud-based integrated solutions. Our Enablon suite includes greenhouse gas emissions software to help our customers become more green by tracking corporate emissions data. In addition to green investments and innovation through our products and services, we are also exploring green funding opportunities.

### Social contributions

Wolters Kluwer aims to protect people's health and prosperity and contribute to a safe and just society. Our overall risk with respect to social, employee, and human rights-related matters is considered relatively low, due to the markets we operate in, the types of products and services we deliver, our highly qualified employees, and the customers and suppliers we deal with.

### Diversity, equity, and inclusion

We continuously strive for an inclusive company culture in which we attract, develop, and retain high-performing, productive, engaged, and diverse talent to deliver on our strategy. As a global company, having a diverse workforce from different backgrounds, nationalities, races, ethnicities, genders, gender identities, ages, sexual orientations, marital status, disabilities, or religions is of the utmost importance. For more information on our diversity, equity, and inclusion initiatives, see *Relying on our strong culture and values*.



Wolters Kluwer offered free guest passes to the UpToDate solution to clinicians around the world until late May. Over 77,000 guest passes were used.

### Protecting human rights

We support human rights as outlined in the Universal Declaration of Human Rights, the core standards of the International Labor Organization, the United Nations Global Compact, and the United Nations Guiding Principles on Business and Human Rights. We strive to ensure that our activities will not infringe upon them. We expect our business partners to support the same human rights standards by committing to our Supplier Code of Conduct.

Our approach to human rights is emphasized in our [Code of Business Ethics](#) and our [Human Rights Policy](#), and includes topics such as equal opportunity and non-discrimination, health and safety, and fair pay. Feedback from our employees is very important to us and we actively work with Works Councils and participate in collective bargaining where applicable. We are monitoring our employee compensation to ensure that we provide a living wage to our employees. We benchmarked our wages to the Global Living Wage Coalition (GLWC) 2019 benchmarks. The scope of the benchmark covers employees in countries for which a GLWC benchmark is available over 2019. The outcome is that our employees in scope for the benchmark are paid above the living wage standard of the GLWC.

### Responsible supply chain

Through our comprehensive third-party risk management program we engage with our suppliers to ensure we have a responsible supply chain throughout our operations. Suppliers that are managed through our central supplier database are required to complete a due diligence questionnaire providing information on their policies for data security and data privacy, human rights and labor conditions, workforce diversity, environmental measures, and more. Based on the supplier risk classification, this due diligence is repeated every one to three years. We

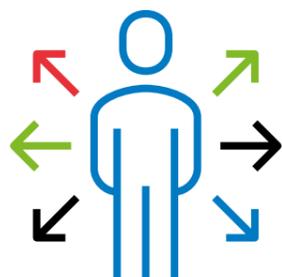
also request suppliers to sign our [Supplier Code of Conduct](#) or to have their own equivalent standard, committing them to following applicable laws and regulations in areas such as human rights, labor conditions, anti-bribery, and the environment. In total, 490 suppliers signed our Supplier Code of Conduct or had their own equivalent standard (2019: 261). For 2021, our target is to increase this to 590 suppliers.

### Community involvement and volunteering

Providing knowledge, experience, resources, and funding are the ways in which we support local communities. Our people, products, and services are available in areas of need to make a sustainable, long-term, positive impact. We support community efforts that are aligned with our strategy and our focus SDGs, have a high degree of local impact, and create personal engagement amongst our employees. Our new Volunteer Day Off policy offers all employees up to one day off per year to spend in support of eligible non-profit organizations. This new policy supports Wolters Kluwer's values as well as our commitment to sustainability and the advancement of an equitable, inclusive community and society.

[Wolters Kluwer in China](#) provided legal, tax, and accounting professionals with free access to BOLD (a Chinese legal database), Kluwer Law International resources, and China Tax Accounting & Reference and trainings activities.

[Wolters Kluwer in Italy](#) donated funds to Luigi Sacco hospital in Milan, used for the purchase of equipment for the intensive care unit and the hospital's research laboratories.



Good governance is key to upholding our history of high ethical standards.



A strong data privacy program is essential to protect our company's reputation and our ability to offer expert solutions.

### Governance contributions

We are committed to protecting our people, environment, assets, and reputation. Good governance is key to upholding our history of high ethical standards and improving our company's decision-making processes. Our ethics and compliance policies and procedures form the basis of our governance framework.

#### Acting with integrity

Wolters Kluwer is committed to using high standards of professional conduct and ethics in achieving its goals. In 2020, we released our new Code of Business Ethics, a practical framework for our employees on how to conduct their work. Our daily operations must align with our values and Code of Business Ethics. They are fundamental to how we do business with our customers, partners, and society at large – today and in the future. The Code of Business Ethics commits us to complying with legal and regulatory requirements and covers topics such as non-discrimination, insider dealing, anti-corruption and anti-bribery, conflict of interest, and trade compliance, many of which are further detailed in underlying company policies. We also developed a new global Anti-Bribery and Anti-Corruption Policy that will be rolled out in 2021.

Our online Annual Compliance Training, consisting of courses on the Code of Business Ethics, IT and cybersecurity, and data privacy, was provided to all active employees globally in 2020. 99% of our employees had completed this required training by year-end. New hires receive the training program upon their onboarding.

#### Reporting concerns safely

We encourage our employees to report any concerns, including suspected violations of the Code of Business Ethics or other company policies, to their manager, Human Resources, Legal, or senior management. In addition, SpeakUp – our global reporting system operating through an external provider – offers our employees a confidential channel for reporting concerns to the Ethics & Compliance Committee, with the option to report anonymously where permitted by law. In 2020, less than 20 concerns were reported to the Ethics & Compliance Committee. We investigated all concerns reported and closed these matters. None of the concerns reported to the Ethics & Compliance Committee had a material impact on the company.

#### Cybersecurity

As a digital company, we know that cybersecurity is top of mind for our customers, who rely on us to deliver our platforms and services safely and reliably, while safeguarding their data. We are committed to cybersecurity and resilience, with our customers' success at the center of everything we do. In 2020, we continued to expand our investments in cybersecurity technologies and skilled personnel. In addition, with the unprecedented transition of the majority of our workforce to remote working due to the pandemic, we empowered our employees with e-learning courses and information focused on security best practices while working from home, to complement existing compliance training.

#### Data privacy

We are committed to protecting our customers' and employees' personal and professional information. We deliver on this promise by striving to keep information secure and respecting the rights of individuals to protect their personal data. Our customers demand a strong and sound data privacy strategy and the secure storage, handling, and processing of their data – always. A strong data privacy program is therefore essential to protecting our company's reputation and to our ability to offer expert solutions. Our data privacy strategy consists of three focus areas:

- Accelerate the development, implementation, and orchestration of the global privacy baseline across divisions and key countries;
- Enhance the level of maturity of the privacy processes; and
- Leverage and strengthen privacy awareness across the company.

We aim for a uniform and consistent approach towards data privacy in addition to being efficient and effective. Many countries around the world have passed, or are in the process of passing, new data privacy laws that resemble the EU General Data Protection Regulation and raise the bar for companies and their customers. It is very important for every employee to be aware of these new laws and their impact on our customers and fellow employees. As part of our 2020 Annual Compliance Training, we launched a global Data Privacy Awareness course to all our employees.

#### Product contributions

Every day our customers face decisive moments that impact the lives of millions of people and shape society for the future. In these crucial moments we put sound knowledge, deep expertise, and usable insight into their hands at the right time in the right format for their specific set of circumstances.

#### Customer retention

80% of Wolters Kluwer's total revenues are recurring, reflecting the importance we place on customer satisfaction and retention. Interaction with customers before, during, and after the development phase helps us to adjust and deliver our solutions according to their exact needs. Customer satisfaction is also monitored by various programs, including the Net Promoter Score. Our high customer retention rates demonstrate that most of our customers are satisfied and continue to use our products and services year over year. We engage with our customers on a wide variety of matters, including product development, user conferences, and surveys.

#### Innovation in our DNA

Innovation has always been an integral part of Wolters Kluwer and is key to delivering on our *Accelerating Our Value* strategy. Continuing to invest in our market-leading expert solutions driven by our employees through programs like our Global Innovation Awards (GIA) stems from our ability to anticipate the needs of our customers. Since 2010, thousands of colleagues across Wolters Kluwer teamed up to hatch their most innovative concepts in the GIA program, and 75% of the winning ideas have been brought to life. Ten years in, the program has matured, based on the increased quality of submissions and the number of repeat innovators.



Lien Solutions won the 2020 Global Innovation Award with the UCC Manage product suite, providing comprehensive, automated lien management over the entire lien lifecycle.

The program features potential new products and solutions that contribute to our ongoing shift to global platforms and cloud-based, integrated expert solutions. Even during these challenging times, different teams across Wolters Kluwer have come together to serve customers with brand new innovations. In 2020, we received around 220 submissions, with 70% of them client-facing and the rest internally focused. This resulted in six winners, with two teams receiving a special award from the Chairman in recognition of their extreme agility and time to market in addressing opportunities and customer pain points brought about by the pandemic.

**COVID-19 impact**

Wolters Kluwer has not been immune to the effects of the COVID-19 pandemic. The situation required an agile response from our organization. Increased efforts were made to safeguard employees, support customers, and to ensure business continuity. Since mid-March 2020, approximately 95% of Wolters Kluwer employees have been working from home. We are planning for a gradual and partial return to our offices in the second half of 2021, when and where circumstances allow. Significant investment was made in innovation and new content in 2020, to support customers in navigating through the crisis. For example, our Health division expanded its COVID-19 content, tools, and resources to support healthcare providers and medical researchers. In our Tax & Accounting division, CCH Tagetik rolled out new products to allow corporate finance teams to rapidly perform the scenario analyses necessitated by the pandemic. Our Compliance Solutions group in Governance, Risk & Compliance was one of the first providers to deliver software capable of supporting banks in lending under the U.S. PPP program. And in Legal & Regulatory, Enablion introduced COVID-19 modules for its EHS/ORM platform enabling users to better

manage workplace health risks posed by the virus. This innovation and agility over the past year helped mitigate the challenges posed by the pandemic which were most visible in our print and non-recurring revenues and our new sales intake.

**Impact of our products**

Our expert solutions – combining deep domain knowledge with advanced technology – deliver better outcomes, more insightful analytics, improved productivity, and the ability to solve complex problems for our customers. We provide real value by helping them realize their potential and deliver impact when it matters most.

Our Product Impact Portfolio (PIP), included in the 2020 *Environmental, Social, and Governance Data Overview*, serves as a framework for inspiring sustainable innovation. This portfolio helps to identify the impact our products have on customers and society. Each year, three top expert solutions from each division are selected to be included in the PIP. We use selected indicators around economic, social, and environmental topics and measure whether a solution contributes to these indicators.

*Please see our 2020 Environmental, Social, and Governance Data Overview, available on our website, for an overview of the environmental, social, and governance data we report on.*



## Managing risk in pharma

In a broad campaign in the second half of the year, Wolters Kluwer reached out to the pharmaceutical industry. Enhanced risk controls help these companies to push for breakthroughs that benefit us all. While companies everywhere adjust to the new normal, in pharma and biotech risk control is business as usual.

The fundamental nature of risk in life sciences is governed by the odds. Only one in twenty drugs makes it to clinical trial. More than 99% fail to make it through to production and yet despite the low chances of success, expectations of a breakthrough are high. Without risk, the exploring company cannot advance.



# Our expert solutions



Expert solutions  
accounted for  
**54%**  
of total revenues  
in 2020.

**Our expert solutions – a combination of deep domain knowledge with advanced technology and services – deliver better outcomes, analytics, and improved productivity for our customers. We are recognized and valued for helping them realize their potential and delivering impact when it matters most.**

**UpToDate Advanced** includes interactive evidence-based clinical guides and concise monographs developed to address unwarranted care variability in common medical conditions. With 75 UpToDate Pathways and more than 120 Lab Interpretation monographs, clinicians can use UpToDate Advanced to arrive at the best decisions for their patients in view of contemporary evidence, clinical experience, and patient-specific factors.

**Sentri7** clinical surveillance technology and AI capabilities empower clinicians to surveil the patient population in real time to identify any patients at risk. Advanced analytics and ready-made reports deliver visibility into a spectrum of clinical initiatives focused on improving care and outcomes.

**POC Advisor** delivers scientifically-proven real time detection of sepsis. Applying AI-powered algorithms, natural language processing and evidence-based content to electronic health record data, POC Advisor delivers highly sensitive and specific alerts, so frontline clinical staff are able to intervene early with the right care. Combined with prescriptive analytics, this eliminates alert fatigue, improves interventions and outcomes, and reduces the overall cost of care.

**vSim for Nursing** is an interactive, cloud-based simulation solution that prepares students for patient-centered practice. vSim complements course learning and prepares and reinforces lessons of high-fidelity patient simulators, allowing students to hone their prioritization, clinical reasoning, and decision-making skills in a safe environment.

Supporting all financial functions and simplifying complex processes from planning all the way through disclosure management, the **CCH Tagetik** Finance Transformation Platform enables finance personnel to spend less time managing and controlling processes and more time focused on driving business results.

As the accounting profession's first modular, cloud-based tax preparation, compliance, audit, and workflow management solution, **CCH Axxess** delivers a set of innovative features designed to make the tax and accounting profession more efficient and profitable. It provides professionals with on-demand mobile services, real-time collaboration with clients, and current regulatory guidance. **CCH Axxess iQ** allows users to analyze their **CCH Axxess Tax** data to match potentially-impacted clients with tax legislation change triggers.

The **OneSumX** suite of integrated regulatory compliance solutions provides financial institutions with unparalleled capabilities to analyze, interpret, manage, and address their ever-changing global regulatory reporting and compliance obligations. The OneSumX solution suite is made up of four areas: **OneSumX for Regulatory Reporting**, **OneSumX for Finance**, **OneSumX for Risk Management**, and **OneSumX for Compliance Management**.

**ELM Solutions' Passport**, **TyMetrix 360° LegalVIEW**, and **CLM Matrix** solutions use advanced technology and artificial intelligence to enhance the legal operations and contract management workflow. They help corporate legal and insurance claim departments to thoroughly and efficiently manage their legal matters, spend, and contracts to attain better outcomes. **LegalVIEW BillAnalyzer** is an AI-enabled expert bill review solution that delivers up to 10% cost-savings compared to existing invoice review processes, plus up to 20% increase in billing guideline compliance. **CLM Matrix** is an easy-to-use contract lifecycle management solution that helps companies manage their end-to-end contract processes efficiently and securely to drive better business outcomes.

**eOriginal** is a trusted solution in digital lending technology with a proven platform that securely digitizes the lending process from the borrower to the secondary market. eOriginal enables lenders, investors, and their partners to create and manage digital loans while enabling secure and trusted transactions of digital loan assets. The eOriginal suite includes four key offerings: Management, eAsset Management for Mortgage, eOriginal SmartSign, and eOriginal ClosingCenter.

**Enablon**, a leading provider of Integrated Risk Management, Operational Risk Management, EHS, and sustainability software solutions, supports hundreds of global industry leaders and millions of users to increase safety, manage environmental performance, minimize risks, and improve profitability and sustainability. Recognized for its best-in-class user experience, Enablon supports over 100 EHS and risk workflows.

**Kleos** is a cloud-based practice management software solution for law firms. Offered in ten countries with 25,000 active users, Kleos leverages cloud and mobile technologies in a highly secure environment for managing legal documents, cases, and the workflows of law firms.

**One** is a next generation research solution that provides professionals, companies, and public administration with practical, actionable content and workflow productivity. The innovative technological capabilities, the Experta modules and the integration with our software, digital library, and daily news make One a trusted, complete, and customizable solution for today's professionals.

**InView** enables legal decision makers and professionals to provide better outcomes for their clients in less time. InView delivers groundbreaking innovation to the legal profession as it facilitates and accelerates the research process, strategic decision making, and adjacent tasks such as business development and administration. InView removes the need to go through numerous documents by delivering actionable insights directly into the workflow of legal professionals in an intuitive way.

**RBsource M&A Deals** integrates specialized deal terms and expert guidance to give M&A attorneys a competitive advantage in deal negotiations. Agreement outlines, clause comparison tools, and practical guidance for each clause improve client outcomes and promote best practices across the M&A practice team.

We appreciate being recognized for helping our customers realize their potential, and deliver impact to our stakeholders when it matters most.



**Forbes 2020** America's Best Employers for Diversity and Best Employers for Women

Wolters Kluwer among European Diversity Leaders according to the **Financial Times**

**Fortune** included CEO Nancy McKinstry in its Most Powerful Women International 2020

Wolters Kluwer was included in sustainability rankings **Sustainalytics** and **FTSE4Good**

**Frost & Sullivan** recognized Wolters Kluwer as a Top 20 leader for AI in Healthcare

Regulatory Reporting System of the Year for OneSumX by **Risk Magazine**

**SIIA Codie Award** for CCH Axxess for Best Collaboration Solution

Product of the Year Award for Enablon by **Environment + Energy Leader**

**Golden Bridge Awards** for its solutions and services across different categories: ELM Solutions, CT Corporation, CCH Axxess, CCH Pinpoint, PracticePerfect, Cheetah for Corporate Counsel, and Connected Quizzing.

Compliance Solutions: Best Operational Risk Management System by **Financial Technologies Forum News**

ELM Solutions won the Best Use of Technology Award by **Buying Legal Counsel** for our work with Westfield Group

Wolters Kluwer was awarded a **Grand Stevie American Business Award** and a **Golden Stevie** for its Most Innovative Work-From-Home Plan

The Lippincott journal portfolio earned **16 FOLIO Eddie awards** and honorable mentions.



Spring COVID-19 pulse survey:  
**89%** remained connected,  
**95%** maintained productivity,  
 and **95%** felt their health,  
 safety, and well-being was  
 supported.



*I see huge potential for us as a company in using focus time in the home office to enhance productivity! For me, working remote really gave me the opportunity to be a lot more productive.*

**Martin Förster**  
 Chief Product Owner CaseWorx for  
 Legal & Regulatory in Germany

## Our Employees Embraced 2020's Unique Challenges

Our employees rose to the challenges 2020 presented, by being resilient and focusing on our customers, both of which are deeply rooted in our culture and values. Our 2020 employee engagement pulse survey revealed an engagement score of 84%, which was consistent across all divisions and is above the high-performing norm. In our Spring COVID-19 pulse survey, our employees told us about their adjustment to working from home: 89% remained connected, 95% maintained productivity, and 95% felt their health, safety, and well-being was supported by Wolters Kluwer's actions.

Our continued productivity enabled us to sustain our business performance and our workforce. Voluntary turnover was lower than last year (7.1% in 2020 compared to 8.8% in 2019). Restructuring activity was in line with recent years and strategically focused on ensuring we have the organization and roles needed for today and the future. We offered our first voluntary retirement incentive program in one U.S. business unit, which helped us with the execution of workforce changes that position us for the future.

### Staying engaged and connected

As we shifted to working from home, our connection to each other and Wolters Kluwer was essential for continued employee engagement. We swiftly took action to enhance employee communication. We increased the frequency of live leadership Q&A sessions which offered employees more opportunities to hear from our leadership and ask questions. We created a new cross-division communication team to support employees working from home with tips and resources. The team transformed our intranet and employee portal to provide frequently updated FAQs and resources to managers for effectively engaging and managing their virtual teams. We used internal social media to create an open dialogue across our global organization.

In February 2020, responding to prior employee feedback, we continued our focus on developing skills and careers by introducing LinkedIn Learning. Through a highly successful interactive campaign, 55% of employees became active on the new platform, which is well above industry benchmarks. Thousands of employees developed global connections by sharing their learning experiences and personal development stories through our newly created learning hub and dedicated internal social media group. We also continued delivering manager and leader development programs during the pandemic by quickly converting our classroom-based curriculum to virtual learning.

### Maintaining productivity and improving efficiency

After taking our enterprise virtual in March 2020, almost 95% of our employees were working from home. Our transition to working remotely was smooth thanks to investments in technology infrastructure and innovation. Early activation of our global IT service desk and fast-tracking the global expansion of our digital collaboration technologies allowed our employees to quickly remain productive while working from home. Our employees became hyper-focused on the challenges the pandemic presented to our customers and their professions. Working across divisions, functions, and regions, employees delivered over 100 product innovations in the initial months of the pandemic.

We continued to drive operational efficiency by integrating our talent, performance, and compensation processes into our market-leading human resources technology, enabling our employees and leaders to be more efficient at their jobs. We completed the implementation of the foundational elements of our HR systems roadmap in 2020. With the new systems in place, our leaders now have a global view of our enterprise workforce, real-time insights, and a consistent, global approach to talent management and talent acquisition processes. We will continue to enhance and improve how we manage and understand our workforce by adding new features and functionality to our HR infrastructure over time.

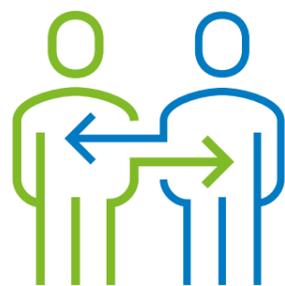
### Staying healthy, safe, and well

To set our employees up for success, we quickly focused on the physical, emotional, and social impact of the pandemic. We provided resources for creating office-grade work from home spaces and healthy remote working habits. We also worked with our global Employee Assistance Plan (EAP) vendor to quickly offer new group and individual webinars. Employees and their immediate families also took advantage of our EAP's confidential, available 24/7 at no cost.

Employee safety has always been important to Wolters Kluwer and continues to be a key component of our pandemic response. In early 2020, we established robust Incident Management Teams (IMTs) – leaders tasked with supporting our business and employees in responding to the pandemic. The IMTs quickly established detailed criteria for determining how to safely open and close offices following strict guidelines aligned with local requirements. We created a detailed, phased back-to-office plan along with relevant resources for managers and produced an employee e-learning program that was assigned to all U.S. employees.

### Relying on our strong culture and values

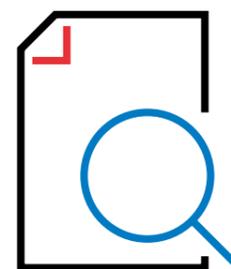
Our response to the pandemic has proven that our culture and values remain an anchor for our strength and resiliency. We focus on customer success and measure it by our ability to help advance our customers' work and their professions. We make it better through our commitment to continuous improvement and innovation, and the opportunities and challenges they present. We aim high and deliver through our determination, hard work, and focus on speed and quality. We win as a team by inspiring and supporting each other, collaborating and sharing knowledge, and treating each other with respect.



We continue to focus on cultivating a diverse and inclusive culture and aim to create equal opportunities for all employees.

We continue to focus on cultivating a diverse and inclusive culture. We strive to ensure that our workforce reflects the diversity of the communities in which we live and work. We aim to create equal opportunities for all employees regardless of different backgrounds, nationalities, races, ethnicities, genders, gender identities, ages, sexual orientations, marital status, physical disabilities, or religions, as articulated in our values and Code of Business Ethics.

During 2020, we established a Diversity, Equity, and Inclusion Steering Committee of cross-functional leaders tasked with identifying a longer term strategy and taking action to make Wolters Kluwer an even more diverse and inclusive organization. We initiated several new diversity and inclusion initiatives in 2020, such as awareness events including panel discussions with internal HR representatives and external experts, a dedicated internal social media group, informative newsletters, and networking groups for women. Wolters Kluwer was recognized in the 2020 [European Women on Boards Gender Diversity Index](#). We once again made the Forbes list of America's Best Employers for Diversity and America's Best Employers for Women in 2020 and we are named in the Financial Times list of European Diversity Leaders. Looking ahead, we will take further actions to deepen our commitment to diversity, equity, and inclusion which is included in our 2021 – 2023 ENGAGE sustainability strategy. See *Our sustainability journey* for more information.



### Non-Financial Information Statement

Wolters Kluwer discloses non-financial information as required under the Non-Financial Information Decree (Besluit bekendmaking niet-financiële informatie) and section 2:391(1) of the Dutch Civil Code. As such, Wolters Kluwer has issued a non-financial information statement. The table below provides an overview of the relevant sections per topic.

Topic	Subtopic	Relevant sections of Annual Report
Business model	Description of the company's business model	<a href="#">10 Value Creation Model</a> <a href="#">12 Resilient in changing times</a>
Environmental matters	Description of policies Outcome of policies Principal risks Non-financial key performance indicators: • Revenues from digital and services • Number of suppliers that signed our Supplier Code of Conduct or have their own equivalent • Real estate rationalization strategy • Cloud migration strategy	<a href="#">20 Environmental contributions</a> <a href="#">23 Responsible supply chain</a> <a href="#">63 Risk Management / Operational resilience</a> <a href="#">18 Materiality</a>
Social and employee matters	Description of policies Outcome of policies Principal risks Non-financial key performance indicators: • Percentage of female diversity • Employee engagement score • Employee turnover rate	<a href="#">22 Social contributions</a> <a href="#">32 Our Employees Embraced 2020's Unique Challenges</a> <a href="#">63 Risk management / People and organization</a> <a href="#">18 Materiality</a>
Human rights matters	Description of policies Outcome of policies Principal risks Non-financial key performance indicators: • Number of suppliers that signed our Supplier Code of Conduct or have their own equivalent • Living wage benchmark	<a href="#">22 Social contributions</a> <a href="#">33 Relying on our strong culture and values</a> <a href="#">18 Materiality</a>
Anti-corruption and bribery matters	Description of policies Outcome of policies Principal risks Non-financial key performance indicators: • Percentage of employees that completed the Annual Compliance Training • Number of SpeakUp concerns • Number of suppliers that signed our Supplier Code of Conduct or have their own equivalent	<a href="#">24 Acting with integrity</a> <a href="#">24 Reporting concerns safely</a> <a href="#">23 Responsible supply chain</a> <a href="#">18 Materiality</a> <a href="#">64 Risk management / Corruption and bribery</a>