

# Environmental Performance Data Summary

	Unit <sup>27</sup>	2019	2018	2017
Colleague Headcount	FTE	64,500	59,000	55,000
Annual Revenue	\$US M	\$43,556	\$40,338	\$36,878
Building Square Footage <sup>28</sup>	ft <sup>2</sup>	8,676,452	8,504,984	8,924,040
Green Building Square Footage <sup>29</sup>	ft <sup>2</sup>	4,364,026	4,488,252	4,076,962
<b>Energy<sup>30</sup></b>				
Global Direct Energy Consumption	MWh	93,957	92,516	93,021
Natural Gas	MWh	16,881	16,711	17,615
Fuel Oil	MWh	2,021	3,241	2,333
Mobile Fuel	MWh	75,055	72,564	73,073
Global Intermediate Energy Consumption	MWh	283,031	270,449	282,723
Purchased Electricity	MWh	257,569	246,955	259,323
Purchased Steam & Chilled Water	MWh	25,462	23,494	23,400
Global Direct and Intermediate Energy Consumption	MWh	376,988	362,965	375,744
Global Percent Renewable Electricity		100%	100%	62%
<b>Greenhouse Gas (GHG) Emissions</b>				
Scope 1 - Direct	tCO <sub>2</sub> e	24,363	23,981	24,162
Scope 2 (Location) - Indirect	tCO <sub>2</sub> e	113,964	112,745	119,932
Scope 2 (Market) - Indirect <sup>31</sup>	tCO <sub>2</sub> e	3,153	2,994	55,273
Scope 3: Category 6 - Business Travel <sup>32</sup>	tCO <sub>2</sub> e	51,679	47,285	34,224
Total Emissions: Scope 1 & 2 (Location)	tCO <sub>2</sub> e	138,327	136,726	144,094
Total Emissions: Scope 1 & 2 (Market)	tCO <sub>2</sub> e	27,516	26,975	79,435
Total Emissions: Scope 1, 2 (Market) and 3 Category 6	tCO <sub>2</sub> e	79,195	74,260	113,659
Verified Carbon Offset Emissions Reductions	tCO <sub>2</sub> e	80,914	75,970	35,000
Net Emissions: Scope 1, 2 (Market) and 3 Category 6 with Purchased Ghg Emissions Offsets		0	0	78,659
Scope 1 & 2 (Market) Emissions Per Revenue	tCO <sub>2</sub> e/\$M	0.6	0.7	2.2
Scope 1 & 2 (Market) Emissions Per Building Square Footage	kgCO <sub>2</sub> e/ft <sup>2</sup>	3.2	3.2	8.9
Scope 1 & 2 (Market) Emissions Per Colleague Headcount	tCO <sub>2</sub> e/FTE	0.4	0.5	1.4
<b>Global Water<sup>33</sup></b>				
Global Water Usage	m <sup>3</sup>	591,220	609,310	527,562
<b>Global Waste<sup>34</sup></b>				
Waste Generated	tons	3,472	3,324	3,130
Waste Recycled	tons	1,309	1,075	1,389