

With approximately 12,000 owned and leased facilities worldwide, we recognize our global footprint impacts the environment. We play a direct role in combating climate change by reducing our GHG emissions and consumption of scarce resources.

## ENVIRONMENTAL IMPACT REPORT

	2005	2010	2011	2012	2013	2014	2015
Rentable Sq. Ft. (RSF)	71,707,566	65,938,428	64,353,202	63,011,327	59,271,207	56,313,085	54,043,708
Headcount	343,330	349,005	356,547	315,669	240,339	230,929	231,100

### ABSOLUTE INDICATORS

<b>ENERGY</b>							
Electricity (GWh)	2,050	2,006	1,963	1,920	1,813	1,728	1,653
District Heating (Steam and Chilled Water)	84	72	58	59	55	52	48
<b>Energy Purchased (GWh) - Scope 2</b>	<b>2,133</b>	<b>2,078</b>	<b>2,021</b>	<b>1,979</b>	<b>1,868</b>	<b>1,779</b>	<b>1,700</b>
Natural Gas (GWh)	157	129	119	91	95	91	83
Fuel Oil (GWh)	49	49	40	55	41	36	36
<b>Energy Consumed (GWh) - Scope 1</b>	<b>207</b>	<b>178</b>	<b>159</b>	<b>146</b>	<b>136</b>	<b>127</b>	<b>120</b>
<b>Total Energy (GWh)</b>	<b>2,340</b>	<b>2,256</b>	<b>2,180</b>	<b>2,125</b>	<b>2,004</b>	<b>1,906</b>	<b>1,820</b>

### CO<sub>2</sub>e EMISSIONS

Direct CO <sub>2</sub> e (GHG Scope 1) (Gas and Fuel Oil)	44,778	39,120	34,703	33,055	30,197	28,100	26,553
Indirect CO <sub>2</sub> e (GHG Scope 2) (Electricity, Steam and Chilled Water)	1,071,975	988,993	961,010	926,693	882,513	848,581	810,806
<b>Total CO<sub>2</sub>e (mt)</b>	<b>1,116,752</b>	<b>1,028,113</b>	<b>995,713</b>	<b>959,749</b>	<b>912,710</b>	<b>876,681</b>	<b>837,358</b>
Green Power Offsets (CO <sub>2</sub> e)	5,953	42,084	56,882	98,450	101,642	96,038	77,909
<b>Net CO<sub>2</sub>e (mt)</b>	<b>1,110,799</b>	<b>986,029</b>	<b>938,831</b>	<b>861,299</b>	<b>811,068</b>	<b>780,642</b>	<b>759,450</b>

### WATER AND WASTE

<b>Total Water Consumption (m<sup>3</sup>)</b>	<b>7,088,968</b>	<b>6,482,936</b>	<b>6,479,907</b>	<b>6,719,056</b>	<b>6,369,262</b>	<b>5,717,184</b>	<b>5,522,877</b>
Recycled Office Paper (mt)	6,180	17,285	17,493	14,072	16,830	16,615	15,123
Refuse and Other (mt)	61,922	46,506	43,123	40,009	37,467	36,087	34,865
<b>Total Waste (mt)</b>	<b>68,103</b>	<b>63,790</b>	<b>60,616</b>	<b>54,081</b>	<b>54,297</b>	<b>52,702</b>	<b>49,988</b>

### RELATIVE INDICATORS

<b>TOTAL ENERGY CONSUMED</b>							
KWh/RSF	32.63	34.21	33.88	33.72	33.82	33.85	33.67
KWh/Headcount	6,816	6,463	6,114	6,730	8,339	8,255	7,874
<b>NET CO<sub>2</sub>e</b>							
Metric Tons/RSF	0.0156	0.0156	0.0155	0.0152	0.0154	0.0156	0.0155
Metric Tons/Headcount	3.25	2.95	2.79	3.04	3.80	3.80	3.62

### SCOPE 3 EMISSIONS

Business Air Travel CO <sub>2</sub> e (mt)	NA	100,243	119,179	123,302	150,967	178,694	109,687
Business Train Travel CO <sub>2</sub> e (mt)	NA	NA	NA	NA	5,335	6,651	1,605

### THERMAL POWER PLANT EMISSIONS

30-year Plant Life CO <sub>2</sub>	NA	0	7.4	0	9.7	0	9.6
60-year Plant Life CO <sub>2</sub>	NA	0	14.8	0	19.4	0	19.2