

Key Metrics and Indicators

	2018	2019	2020
Energy			
Global direct energy consumption (kWh)	73,082,978	69,071,892	54,335,989
Natural gas	70,917,802	67,064,551	53,320,019
Fuel oil	2,165,176	2,007,341	1,015,970
Global intermediate energy consumption (kWh)	625,444,212	610,238,700	567,358,999
Purchased electricity	617,453,411	601,918,271	559,394,524
Purchased steam and chilled water	7,990,801	8,320,429	7,964,475
Global direct and intermediate energy consumption (kWh)	698,527,190	679,310,592	621,694,988
Greenhouse gas (GHG) emissions			
Scope 1 (tCO₂e)	25,868	23,835	18,839
Natural gas	13,063	12,344	9,803
Fuel oil	553	512	259
Company cars	3,054	2,762	600
HFC refrigerants	9,198	8,217	8,177
Scope 2 – location based (tCO₂e)	203,126	181,983	159,532
Purchased electricity	201,317	180,098	157,727
Purchased steam and chilled water	1,810	1,885	1,805
Scope 2 – market based (tCO₂e)	260,731	89,528	64,233
Purchased electricity	258,921	87,643	62,428
Purchased steam and chilled water	1,810	1,885	1,805
Scope 3 (business travel) (tCO₂e)	69,233	68,137	19,133
Commercial air	65,456	64,347	17,122
Other transport	3,777	3,790	2,011

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Total emissions: Scope 1 and 2 – location based (tCO₂e)	228,947	205,817	178,371
Office and branch	131,012	118,213	95,961
Data center	85,683	76,626	73,633
Company cars	3,054	2,762	600
HFC refrigerants	9,198	8,217	8,177
Total emissions: Scope 1 and 2 market based (tCO₂e)	286,599	113,363	83,071
Total emissions: Scope 1, 2 market based and 3 (tCO₂e)	355,832	181,500	102,205
Total emissions: Scope 1, 2 location based and 3 (tCO₂e)	298,227	273,954	197,504
Revenues (tCO ₂ e market based/£m)	13.56	5.24	3.82
Full-time occupants (tCO ₂ e/employee)	3.57	2.50	2.38
Water			
Global water withdrawal (m ³)	1,039,164	1,225,327	808,602
Waste			
Global business waste (metric tonnes)	16,999	10,465	5,167
Recycled/composted material (metric tonnes)	9,629	5,662	3,052
Landilled material (metric tonnes)	758	955	308
Waste to energy (metric tonnes)	6,611	3,849	1,807
Global construction waste (metric tonnes)	123	224	6
Paper			
Paper purchased (metric tonnes)	881	516	346
Certifications			
LEED/BREEM certified buildings (% of sqft)	25%	31%	25%
ISO 14001 certified buildings (% of FTE)	51%	52%	41%
Supply chain sustainability			
CDP supply chain enagement (response rate)	54%	56%	58%