

Key Metrics and Indicators

	2017	2018	2019
Energy			
Global direct energy consumption (kWh)			
Natural gas	67,309,716	70,917,802	69,532,397
Fuel oil	2,926,733	2,165,176	1,939,912
Global intermediate energy consumption (kWh)			
Purchased electricity	672,761,804	617,453,411	605,709,726
Purchased steam and chilled water	7,087,546	7,990,801	8,956,072
Global direct and intermediate energy consumption (MWh)	750,085,799	698,527,190	686,138,107
Greenhouse Gas (GHG) emissions			
Scope 1 – direct (metrics tonnes CO ₂ equivalent(tCO ₂ e))			
Natural gas	12,422	13,063	12,800
Fuel oil	735	553	495
Company cars	3,457	3,054	2,762
HFC re Fridgerants	8,165	9,198	8,219
Scope 2 (location) – indirect (tCO ₂ e)			
Purchased electricity	247,790	201,317	183,714
Purchased steam and chilled water	1,606	1,810	2,029
Scope 2 (market) – indirect (tCO ₂ e)			
Purchased electricity	297,128	258,921	92,332
Purchased steam and chilled water	1,606	1,810	2,029
Scope 3: Category 6 – business travel (tCO ₂ e)			
Commercial air	67,042	65,456	64,347
Other transport 2	3,599	3,777	3,790

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	2017	2018	2019
Total emissions: Scope 1 & 2 (location) (tCO ₂ e)			
Office and branch Scope 1 & 2	163,071	131,012	120,463
Data center Scope 1 & 2	99,482	85,683	78,575
Scope 1 company cars	3,457	3,054	2,762
Scope 1 HFC refrigerants	8,165	9,198	8,219
Total emissions: Scope 1 & 2 (market) (tCO ₂ e)			
	323,513	286,599	134,347
Total emissions: Scope 1 & 2 (market), and 3 Category 6 (tCO ₂ e)			
	394,154	355,832	202,484
Total emissions: Scope 1 & 2 (location), and Scope 3 Category 6 (tCO ₂ e)			
	344,816	298,227	278,156
Revenues (tCO ₂ e/£m)	16.36	14.11	12.86
Full-time equivalents (tCO ₂ e/FTE)	4.9	4.3	2.5
Water			
Global water withdrawal (m ³)	1,399,718	1,039,164	1,225,327
Waste			
Global business waste (metrics tonnes)	13,596	16,999	10,465
Recycled/composted material	6,511	9,629	5,662
Landilled material	1,199	758	955
Waste to energy	4,063	6,611	3,849
Global construction waste	21	123	224
Paper			
Paper purchased (metrics tonnes)	1,222	881	516
Certification			
LEED certified buildings (% of sqft)		25%	31%
ISO 14001 certified buildings (% of FTE)		51%	52%
Supply chain sustainability			
CDP supply chain enagement (response rate)	51%	54%	56%