

MANAGING OUR ENVIRONMENTAL PERFORMANCE²¹

	UNIT ²²	2013	2014	2015	2016
EMPLOYEE HEADCOUNT	FTE	62,800	54,000	54,800	56,400
ANNUAL REVENUE	\$USD (MILLIONS)	32,870	34,188	32,818	32,119
BUILDING SQUARE FOOTAGE ²³	FT ²	9,209,766	9,668,145	9,109,237	8,885,680
GREEN BUILDING CERTIFIED SQUARE FOOTAGE ²⁴	FT ²	1,491,688	2,889,990	3,189,113	4,568,605
GLOBAL GREENHOUSE GAS EMISSIONS					
SCOPE 1 (DIRECT)					
STATIONARY COMBUSTION	MTCO ₂ E	8,924	7,667	4,657	4,069
MOBILE COMBUSTION	MTCO ₂ E	25,002	25,535	19,949	18,729
FUGITIVE	MTCO ₂ E	2,232	2,301	2,746	2,640
TOTAL SCOPE 1	MTCO ₂ E	36,158	35,503	27,352	25,438
SCOPE 2 (INDIRECT)					
PURCHASED ELECTRICITY	MTCO ₂ E	123,656	105,192	95,476	56,238
DISTRICT HEATING	MTCO ₂ E	2,001	1,991	2,160	1,706
DISTRICT COOLING	MTCO ₂ E	613	167	816	1,171
TOTAL SCOPE 2 ²⁵	MTCO ₂ E	126,270	107,350	98,452	59,115
SCOPE 3					
BUSINESS RENTAL CARS	MTCO ₂ E	836	789	781	613
BUSINESS AIR TRAVEL	MTCO ₂ E	32,167	32,628	42,176	37,614
BUSINESS RAIL TRAVEL	MTCO ₂ E	170	170	134	138
TOTAL SCOPE 3	MTCO ₂ E	33,173	33,587	43,092	38,364
TOTAL SCOPE 1, 2 AND 3 EMISSIONS	MTCO ₂ E	195,601	176,440	168,895	122,917
CARBON REDUCTION OVER 2011 BASELINE ²⁶	%				35
RENEWABLE ENERGY CREDITS (RECS)					
RECS PURCHASED	MWH	97,562	114,117	173,980 ²⁷	150,000 ²⁸
GLOBAL ENERGY USAGE²⁹					
ELECTRICITY	MWH	332,844	301,250	267,206	255,964
STEAM	MWH	8,832	8,789	9,533	7,531
CHILLED WATER	MWH	9,944	2,546	10,969	14,063
NATURAL GAS	MWH	45,300	39,594	22,025	17,440
DIESEL	MWH	2,822	1,940	2,626	3,588
GASOLINE	MWH	74,310	70,937	60,367	54,456
JET FUEL	MWH	25,116	30,684	21,850	22,658
TOTAL	MWH	499,168	455,740	394,576	375,701
GLOBAL WATER USAGE³⁰					
WATER	M ³	³¹	681,846	665,427	601,662
GLOBAL WASTE³²					
WASTE GENERATED	MT	³¹	4,961	3,839	3,300
WASTE RECYCLED	MT	³¹	1,818	1,485	1,409
PAPER USE					
U.S. DIRECT MAIL	LBS	98,095,369	131,545,596	110,922,327	109,037,128
% U.S. DIRECT MAIL FROM CERTIFIED FROM SUSTAINABLE SOURCES		91%	91%	91%	97%
COPY PAPER PAGES PRINTED GLOBALLY		152,697,647	136,914,826	121,522,510	106,221,667
CDP					
CLIMATE CHANGE SURVEY SCORE		86C	95B	B	³¹
ENVIRONMENTAL VIOLATIONS					
ENVIRONMENTAL VIOLATIONS		0	0	0	0