

2022 Achievements

The table below presents an update on our climate ambitions related to our own operational footprint.

Own operations key performance indicators	Target Year	Baseline Year	2022	% Target Achieved	2021
Carbon and Energy					
(RE100) ¹ 100% renewable electricity for global operations (% global electricity)	2025	N/A	98%	98%	97%
50% emissions reduction from direct own operations (% total direct own operation emissions)	2025	2019	-46%	92%	-44%
(EP100) 40% energy productivity improvement (% total energy)	2025	2015	41%	103%	36%
Electric Vehicles (EV100)					
100% of our fleet vehicles electric (% of fleet converted to electric)	2025	N/A	3%	3% ²	1%
Install EV chargers in 15% of large office spaces across our portfolio (% large office spaces with charging infrastructure)	2025	N/A	13%	87%	11%
Resource Use					
Maintain zero waste to landfill in UK & Republic of Ireland (% waste diverted from landfill)	2025	2019	99.9%	99.9%	99.9%
Waste diverted from landfill and incineration (UK & Republic of Ireland) ³	2025	N/A	86%	91%	88%
Reduce paper consumption 70% (% paper reduced)	2025	2015	-67%	96%	-65%

¹ Using green tariffs and purchased renewable electricity certificates.

² While progress is currently 3%, we are expecting the exit of Republic of Ireland activities to result in our fleet size further decreasing in size by 56%. The remaining fleet electrification by 2025 is planned in line with lease renewals and monitored through our own operations executive steering group.

³ Increase resource efficiency and the circular economy to ensure resources are valued and nothing is wasted. Further, zero waste will require us to maintain our zero landfill to waste achievements, with a goal to divert 95% of all waste from landfill and incineration.