

Own Operations key performance indicators

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

	Target Year	Baseline Year	2023 Target Achieved (%)	2023 ⁽¹⁾	2022	2021
Carbon and Energy						
(RE100) ⁽²⁾ 100% renewable electricity for global operations (% global electricity)	2025	n/a	100%	100%	98%	97%
50% emissions reduction from direct own operations (% total direct own operation emissions)	2025	2019	94%	(47)%	(46)%	(44)%
(EP100) 40% energy productivity improvement (% total energy)	2025	2015	100%	84%	54%	36%
Electric Vehicles						
100% of our fleet vehicles electric (% of fleet converted to electric)	2025	n/a	33%	33%	3%	1%
Install EV chargers in 15% of large office spaces across our portfolio (% large office spaces with charging infrastructure) ⁽³⁾	2025	n/a	87%	13%	13%	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%	99.9%
Reduce paper consumption 70% (% paper reduced)	2025	2015	100%	(71)%	(66)%	(65)%

(1) Our own operational emissions reporting year runs from 1 October 2022 to 30 September 2023.

(2) Using green tariffs and purchased renewable electricity certificates.

(3) Progress against our chargers installed has remained at 13% 1 October 2022 – 30 September 2023. We have access to additional chargers in our offices this year compared to 2022 but due to property transformations this isn't reflected in this year's figure and as a result, shows no movement.