

			FY19	FY20	FY21	FY22	% change	Estimated
<b>CARBON EMISSIONS</b>								
<b>Scope 1</b>		tCO2	0	0	0	0		
Gas		tCO2	0	0	0	0		
Company Owned Vehicles (ICE)		tCO2	0	0	0	0		
<b>Scope 2</b>		tCO2	1 100	324	227	347		
Electricity Generation, Market-based		tCO2	772	0	0	0		
Electricity Generation, Location-based		tCO2	24	21	21	31		
District Heating/ Cooling		tCO2	328	322	227	347		
Company Owned Vehicles (Electric)		tCO2	0	2	0	0		
<b>GROSS OPERATIONAL EMISSIONS</b>		tCO2	1 100	324	227	347		
<b>Scope 3</b>		tCO2	4 654	4 469	3 061	4 433		
Business Travel - Air (without RF)		tCO2	678	706	31	212		
Business Travel - Air (with RF)		tCO2	1 282	1 335	59	402		
Business Travel - Rail		tCO2	114	90	6	27		
Business Travel - Taxi		tCO2	57	41	7	12		
Business Travel - Car Rentals		tCO2	15	12	8	7		
Business Travel - Reimbursed Mileage		tCO2	103	82	32	48		
Business Travel - Hotels		tCO2	277	208	20	58		
Employee Commuting		tCO2	574	461	149	368		
Homeworking		tCO2	88	110	154	132		
Purchased Goods and Services		tCO2	3 412	3 331	2 957	3 568		
<b>GROSS TOTAL EMISSIONS</b>		tCO2	5 754	4 793	3 287	4 780	-17 %	
Certified Emission Reductions (Offsets)		tCO2	916	1 463	3 287	4 780		
<b>NET TOTAL EMISSIONS</b>		tCO2	4 839	3 331	0	0		
<b>% Gross Total Emissions Estimated</b>			63 %	72 %	91 %	87 %		

<b>Emissions per FTE</b>			1 304	1 360	1 358	1 446		
Operations per FTE		tCO2/ FTE	0,84	0,24	0,17	0,24	-72 %	
Operations + Travel per FTE		tCO2/ FTE	1,80	1,08	0,24	0,49	-73 %	
Travel per FTE		tCO2/ FTE	0,95	0,84	0,08	0,25	-74 %	
Operations + Value Chain per FTE		tCO2/ FTE	4,41	3,52	2,42	3,31	-25 %	
<b>Emissions per m2</b>			28 082	26 712	26 330	28 544		
Real Estate per m2		tCO2/ m2	0,039	0,012	0,009	0,012	-69 %	

<b>METRICS</b>								
<b>METRICS - Scope 1</b>								
<b>1 Buildings/ On-Site Combustion</b>								
Gas	Actual	kWh						
	Estimated	kWh						
<b>TOTAL GAS</b>			0	0	0	0		
<b>1 Mobile/ Owned Vehicle Fleet</b>								
<b>Owned Vehicles</b>	Car (Diesel)	Number	0	0	0	0		
	Car (Petrol/ Benzene)	Number	0	0	0	0		
	Car (Hybrid)	Number	0	0	0	0		
	Car (Plug-In Hybrid)	Number	0	0	0	0		
	Car (Electric/ Battery)	Number	0	10	4	10		
	Car (Unknown Fuel)	Number	0	0	0	0		
Owned Vehicles	Car (Diesel)	km						
	Car (Petrol/ Benzene)	km						
	Car (Hybrid)	km						
	Car (Plug-In Hybrid)	km						
	Car (Electric/ Battery)	km						
	Car (Unknown Fuel)	km						
<b>OWNED ICE DISTANCE</b>		km	0	0	0	0		
	Car (Diesel)	litres						
	Car (Petrol/ Benzene)	litres						
<b>OWNED ICE FUEL CONSUMPTION</b>		litres	0	0	0	0		
	Car (Diesel)	litres to km	0	0	0	0		
	Car (Petrol/ Benzene)	litres to km	0	0	0	0		
<b>TOTAL OWNED ICE VEHICLE DISTANCE</b>		km	0	0	0	0		
<b>Owned Vehicles</b>	Car (Diesel)	km to kWh	0	0	0	0		
	Car (Petrol/ Benzene)	km to kWh	0	0	0	0		
	Car (Hybrid)	km to kWh	0	0	0	0		
	Car (Plug-In Hybrid)	km to kWh	0	0	0	0		
	Car (Electric/ Battery)	km to kWh	0	0	0	0		
	Car (Unknown Fuel)	km to kWh	0	0	0	0		
<b>TOTAL OWNED ICE VEHICLE ENERGY</b>		kWh	0	0	0	0		
<b>METRICS - Scope 2</b>								
<b>2 Mobile/ Electricity</b>								
<b>Owned Vehicles</b>	Car (Electric/ Battery)	kWh		6 013	2 940	22 945		
	Car (Plug-In Hybrid)	kWh						
<b>Owned Vehicles - Renewable/ EAC</b>	Purchased	kWh	0	0	2 940	22 945		
	Car (Electric/ Battery)	km		75 164	12 998	96 826		
<b>TOTAL OWNED ICE+EV VEHICLE DISTANCE</b>		km	0	75 164	12 998	96 826		
<b>TOTAL OWNED ICE+EV VEHICLE ENERGY</b>		kWh	0	6 013	2 940	22 945		
<b>2 Buildings/ Electricity</b>								
Electricity from Grid - Non-Renewable	Actual	kWh	2 146 207	1 669 995	1 938 624	1 964 694		
	Estimated	kWh	846 912	852 857	469 472	1 058 721		
Electricity from Grid - Renewable	Actual	kWh						
	Estimated	kWh						
<b>Electricity from Grid - Renewable/ EAC</b>	Purchased	kWh	0	2 522 852	2 408 096	3 023 415		
<b>TOTAL RENEWABLE/ EACs PURCHASED</b>	Purchased	kWh	0	2 522 852	2 411 036	3 046 359		
<b>ELECTRICITY FROM BUILDINGS</b>			2 993 119	2 522 852	2 408 096	3 023 415		
<b>ELECTRICITY FROM FLEET</b>			0	6 013	2 940	22 945		

<b>TOTAL ELECTRICITY</b>			<b>2 993 119</b>	<b>2 528 865</b>	<b>2 411 036</b>	<b>3 046 359</b>
<b>2 Buildings/ District</b>						
District Cooling	Actual	kWh	490 269	394 114	487 875	434 844
	Estimated	kWh	74 555	26 789	0	339 906
District Heating	Actual	kWh	1 638 061	1 809 465	1 288 684	1 456 886
	Estimated	kWh	86 602	0	0	530 487
<b>TOTAL DISTRICT</b>			<b>2 289 487</b>	<b>2 230 368</b>	<b>1 776 559</b>	<b>2 762 123</b>
<b>TOTAL ENERGY</b>			<b>5 282 606</b>	<b>4 753 220</b>	<b>4 184 654</b>	<b>5 785 538</b>
<b>METRICS - Scope 3</b>						
<b>3 Business Travel</b>						
Business Travel - Air	Europe - Economy	km	6 205 965	4 605 961	93 279	1 364 207
	Europe - Premium Economy	km	655 937	2 651 669	22 377	753 730
	Europe - Business	km	655 937	269 557	98 439	98 822
	Europe - First	km	0	3 063	2 854	0
<b>TOTAL AIR</b>			<b>7 517 839</b>	<b>7 530 250</b>	<b>216 949</b>	<b>2 216 759</b>
Business Travel - Rail	Rail, Domestic	km	2 568 708	2 185 393	172 246	767 668
<b>TOTAL RAIL</b>			<b>2 568 708</b>	<b>2 185 393</b>	<b>172 246</b>	<b>767 668</b>
Business Travel - Taxi	Taxi, Black Cab	km				
	Taxi, Regular/ Diesel (Addison Lee)	km				
	Taxi, Regular/ Unknown	km	265 338	195 411	36 369	57 065
<b>TOTAL TAXI</b>			<b>265 338</b>	<b>195 411</b>	<b>36 369</b>	<b>57 065</b>
Business Travel - Car Rentals	Car (Unknown Fuel)	km	81 068	66 377	43 958	41 532
<b>TOTAL CAR RENTALS</b>			<b>81 068</b>	<b>66 377</b>	<b>43 958</b>	<b>41 532</b>
Business Travel - Reimbursed Mileage	Car (Unknown Fuel)	km	569 908	463 048	184 442	278 206
<b>TOTAL REIMBURSED MILEAGE</b>			<b>569 908</b>	<b>463 048</b>	<b>184 442</b>	<b>278 206</b>
<b>TOTAL DISTANCE (KM)</b>			<b>11 002 861</b>	<b>10 440 479</b>	<b>653 965</b>	<b>3 361 230</b>
Business Travel - Car Rentals	Car (Unknown Fuel)	km to kWh	59 064	47 413	30 389	28 948
Business Travel - Reimbursed Mileage	Car (Unknown Fuel)	km to kWh	415 222	330 755	127 506	193 907
<b>TOTAL RM &amp; RENTALS VEHICLE ENERGY</b>			<b>474 287</b>	<b>378 168</b>	<b>157 895</b>	<b>222 854</b>
<b>TOTAL VEHICLE ENERGY</b>			<b>474 287</b>	<b>384 181</b>	<b>160 836</b>	<b>245 799</b>
<b>TOTAL HOTELS (NIGHTS)</b>			<b>8 840</b>	<b>6 640</b>	<b>624</b>	<b>2 078</b>
<b>3 Commuting &amp; Homeworking</b>						
Employee Commuting	Rail, Domestic and Car (Unknown Fuel)	km	4 400 525	3 629 458	1 226 100	3 032 785
Homeworking	Energy	kWh	716 560	891 647	1 250 807	1 072 223

<b>NON-CARBON METRICS</b>						
<b>TOTAL WATER</b>			<b>7 253</b>	<b>6 119</b>	<b>5 463</b>	<b>7 699</b>
Waste	Waste Recycled	tonnes	40	31	7	23
	Paper (Shredded)	tonnes	21	22	15	15
	Food Composting	tonnes	0	0	21	16
	Waste to Energy	tonnes	66	47	13	36
	Waste to Landfill	tonnes	0	0	0	0
<b>TOTAL WASTE</b>			<b>127</b>	<b>100</b>	<b>56</b>	<b>90</b>
<b>% Recycled</b>			<b>48 %</b>	<b>53 %</b>	<b>77 %</b>	<b>60 %</b>
<b>% Diverted from Landfill</b>			<b>100 %</b>	<b>100 %</b>	<b>100 %</b>	<b>100 %</b>

<b>METRICS (Normalised)</b>						
FTE		FTE	<b>1 304</b>	<b>1 360</b>	<b>1 358</b>	<b>1 446</b>
Floor Area		m2	<b>28 082</b>	<b>26 712</b>	<b>26 330</b>	<b>28 544</b>

<b>Metrics, per floor area</b>						
<b>Scopes 1&amp;2</b>						
GAS		kWh/ m2	0	0	0	0
ELECTRICITY		kWh/ m2	107	94	91	106
ENERGY		kWh/ m2	<b>188</b>	<b>178</b>	<b>159</b>	<b>203</b>
<b>Metrics, per FTE</b>						
<b>Scopes 1&amp;2</b>						
GAS		kWh/ FTE	0	0	0	0
ELECTRICITY		kWh/ FTE	2 295	1 855	1 773	2 091
ENERGY		kWh/ FTE	<b>4 051</b>	<b>3 495</b>	<b>3 081</b>	<b>4 001</b>
<b>OWNED CAR FLEET - DISTANCE</b>		<b>km/ FTE</b>	<b>0</b>	<b>55</b>	<b>10</b>	<b>67</b>
<b>OWNED CAR FLEET - ENERGY</b>		<b>kWh/ FTE</b>	<b>0</b>	<b>4</b>	<b>2</b>	<b>16</b>
<b>Scope 3</b>						
AIR		km/ FTE	5 765	5 537	160	1 533
RAIL		km/ FTE	1 970	1 607	127	531
TAXI		km/ FTE	203	144	27	39
CAR RENTALS		km/ FTE	62	49	32	29
REIMBURSED MILEAGE		km/ FTE	437	340	136	192
DISTANCE TRAVELLED		km/ FTE	<b>8 438</b>	<b>7 677</b>	<b>482</b>	<b>2 325</b>
<b>SECR VEHICLES - ENERGY</b>		<b>kWh/ FTE</b>	<b>364</b>	<b>282</b>	<b>118</b>	<b>170</b>
HOTELS		nights/ FTE	6,8	5	0	1
<b>Non-Carbon</b>						
WATER		m3/ FTE	5,6	4,5	4,0	5,3
WASTE		t/ FTE	0,097	0,073	0,041	0,062