



# Environment performance data 2007

## Key:

- ✓ exceeded target
- x did not achieve target
- = no improvement

| Impact area                     | Measure   | Target                              |   | 2007 performance  | Scope/comments  | 2008 targets   |
|---------------------------------|---|-------------------------------------|---|---|---|--|
| <b>Energy</b>                   | Against external benchmark                        | Best practice or better             | ✓ | All better than ECON19 benchmark  | Edinburgh offices – accounts for 60% of our global properties by area                                 | Investigate a suitable benchmark for our operations outside the UK   |
|                                 | Energy consumption per m <sup>2</sup> of space    | 1% reduction                        | ✓ | Actual reduction of 5% based on previous year to 344 kWh/m <sup>2</sup>   | Edinburgh offices – accounts for 60% of our global properties by area                                 | 3% reduction in the UK<br>20% reduction in the UK by 2012 (against 2006 baseline)<br>Extend our reporting to 80% of our occupied properties across the group |
|                                 | Energy consumption per full time equivalent (FTE) | 1% reduction                        | = | There has been no improvement in this figure at 7,703 kWh/FTE   | Edinburgh offices – accounts for 60% of our global properties by area                                 | 1% reduction in the UK<br>Extend our reporting to cover 80% of our occupied properties across the group  |
| <b>CO<sub>2</sub> emissions</b> | Renewable energy consumed                         | 7,900 MWh                           | ✓ | Still using the maximum available from our supplier fixed at 20% of our total UK electricity demand   | Applies to 66% of our global properties   | Increase our use of renewable energy   |
|                                 | Building use                                      | To review and reduce where possible | ✓ | CO <sub>2</sub> emissions have come down in line with energy consumption reduction in our Edinburgh offices   | 60% of global properties  |  |
| <b>Business travel</b>          | Emissions from air travel                         | Minimise                            | ✓ | Our mileage decreased in 2007 as did the carbon emissions associated with this mode of travel. Total air miles travelled were 16,669,000, equating to 3,167 tonnes CO <sub>2</sub> emissions  | UK operations   | Reduce our total air miles<br>Extend our reporting to include 90% of our global operations   |
|                                 | Use of alternatives to travel                     | None                                |   | Video conferencing continues to be used in all buildings. In 2007 it is estimated that over 4,000 video conferencing calls were made  | This is a global facility but figures based on UK assisted video conferencing calls                   | Increase global usage of video and telephone conferencing facilities   |
|                                 | Staff transport assistance                        | None                                |   | We operate a shuttle bus service between our Edinburgh offices which reduces car and taxi journeys<br>We have extended the provision of secure bike racks and showers for our people<br>We provide interest free loans for the purchase of bikes and annual bus and train passes, through our flexible benefits provision | The bus service is available to staff in Edinburgh offices<br>Flexible benefits are available UK-wide | We will continue to work on initiatives to encourage our people to use less-polluting forms of transport   |

## Environment performance data 2007 *continued*

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| <b>Water</b>           | Water consumption per FTE                                   | 5% reduction against 2004           | x | We are unable to accurately report on water consumption for 2007<br>However, smart meters have now been installed which will enable us to accurately measure consumption and target areas for reduction going forward | Edinburgh offices – 60% of global properties  |  |
|                        | Benchmark against Department of Trade and Industry standard | Target 7.7m <sup>3</sup> per person | x | Not available   |   |  |
| <b>Paper</b>           | Tonnes per year for internal and external use               | None                                |   | In 2007 letterhead and photocopier paper was down on last year to 636 tonnes<br>Marketing literature used 459 tonnes<br>Shareholder communications reduced the paper consumed significantly following IPO in 2006     | UK based operations   | Extend our reporting and targets to cover Germany and Canada<br>10% reduction in paper used for letterhead/copier and marketing literature in 2008<br>50% reduction in total paper consumption by 2012<br>Set paper consumption targets for our shareholder communications |
|                        | Total waste generated                                       | Target 1,132 tonnes                 | ✓ | Achieved target as we disposed of 1,186 tonnes of waste in total<br>Landfill waste accounted for 42% of this total<br>Canada accounted for 296 tonnes   | Edinburgh offices representing 60% of global properties<br>16% of global properties | Set targets to reduce the amount of waste per person across our business   |
| <b>Waste recycling</b> | Percentage recycled by weight                               | 70% of total waste recycled         | x | Continuing to demonstrate improvements – we now recycle nearly 58% of waste in our Edinburgh offices and 51% in our Canada office   | UK and Canada offices account for 75% of our global operations by headcount         | The launch of Green Teams will facilitate us reaching our target of 70% recycled   |

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