



Environmental Performance Data Summary (cont'd)

	Unit ¹	2021	2020	2019
Greenhouse Gas Emissions				
Scope 1—Direct	MTCO ₂ e	17,944	19,620	24,363
Scope 2—Indirect (Location-Based)	MTCO ₂ e	80,275	90,024	113,964
Scope 2—Indirect (Market-Based) ²	MTCO ₂ e	3,976	2,464	3,153
Scope 3				
Category 5: Waste Generated in Operations ³	MTCO ₂ e	280	420	1,719
Category 6: Business Travel ⁴	MTCO ₂ e	570	5,513	51,679
Total Greenhouse Gas Emissions				
Total Scope 1 & 2 (Location-Based) Emissions	MTCO ₂ e	98,219	109,643	138,327
Total Scope 1 & 2 (Market-Based) Emissions	MTCO ₂ e	21,920	22,084	27,516
Total Scope 3 (Category 5, 6) Emissions	MTCO ₂ e	850	5,933	53,398
Total Scope 1, 2 (Market-Based), 3 (Category 5, 6) Emissions	MTCO ₂ e	22,770	28,017	80,914
Verified Carbon Offsets	MTCO ₂ e	22,770	28,017	80,914
Total Scope 1, 2 (Market-Based), 3 (Category 5, 6) with Verified Carbon Offsets	MTCO ₂ e	0	0	0
Total Scope 1, 2 (Market-Based), 3 (Category 5, 6) Emissions Intensity	kgCO ₂ e/ft ²	2.7	3.1	9.3
Total Scope 1, 2 (Market-Based), 3 (Category 5, 6) Emissions Intensity Per Colleague	MTCO ₂ e/FTE	0.4	0.4	1.3
Total Scope 1, 2 (Market-Based), 3 (Category 5, 6) Emissions Intensity Per Annual Revenue	MTCO ₂ e/\$M USD	0.5	0.8	1.9

1. MTCO₂e: Metric tons of carbon dioxide equivalent; kgCO₂e: kilograms of carbon dioxide equivalent; ft²: square feet; FTE: Full-time Equivalent; \$M USD: millions of dollars

2. 2021: 175 MWh, 224,051 MWh, and 257,569 MWh of renewable energy attributes were applied to the 2021, 2020, 2019 Scope 2 market-based emissions, respectively.

3. Scope 3 Category 5 Waste Generated in Operations represents emissions associated with landfilled, recycled, and other disposed waste, which includes incineration across our managed facilities. The waste data is reported only for managed facilities where measured data is available. This represents approximately 67% (4,791,834 ft²), approximately 62% (4,679,278 ft²), and approximately 67% (4,457,816 ft²) of the globally managed facility footprint in 2021, 2020 and 2019, respectively.

4. Scope 3 Category 6 Business Travel includes employee business travel including third-party air, rail, and rental cars.