

Environmental Policy & Performance

#	Key Environmental Performance Metrics	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007 to 2017 Change	2007 to 2017 Change %	2030 Goal
1	Energy per Square Foot, kWh per Square Foot	30.9	30.5	29.2	27.0	26.6	27.1	27.2	26.7	26.5	25.8	26.0	(5)	(16%)	(30%)
2	Carbon Emissions per Square Foot, Pounds per Square Foot	30.2	29.8	29.4	26.6	25.3	27.3	26.6	26.0	25.5	21.0	21.6	(9)	(29%)	(50%)
3	Water per Square Foot, Gallons per Square Foot	75.6	70.9	68.9	59.4	60.0	61.1	60.7	61.2	60.0	58.7	56.7	(19)	(25%)	(35%)
4	Material Diversion Rate (Excluding Construction & Demolition), Percent	10%	14.4%	23.6%	33.2%	38.3%	41.9%	50.7%	44.1%	35.7%	39.7%	38.5%	29%	293%	75%

#	Additional Environmental Performance Metrics	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007 to 2017 Change	2007 to 2017 Change %
1	LEED for New Construction, Square Feet	-	-	-	16,074,110	16,074,110	16,074,110	16,074,110	16,074,110	16,074,110	16,074,110	20,013,508	20,013,508	N/A
2	Green Key Certified Operations, Square Feet	Not pursued			64,006,306	64,006,306	69,319,138	71,839,432	71,839,432	71,839,432	71,839,432	71,839,432	71,839,432	N/A
3	Green Globes Certified Operations, Square Feet	Not pursued										45,540,472	45,540,472	N/A
4	Total Energy, MWh (Electricity & Natural Gas)	1,867,323	1,846,437	1,763,576	2,068,898	2,034,466	2,140,148	2,143,946	2,113,720	2,094,728	2,056,671	2,300,059	432,736	23%
5	Energy from Electricity, MWh	1,140,215	1,111,917	1,065,782	1,295,604	1,256,341	1,359,799	1,336,636	1,319,882	1,303,461	1,256,468	1,362,496	222,281	19%
6	Renewable Electricity as Share of Purchased Electricity, Percent	2.3%	7.7%	8.5%	13.0%	14.7%	16.7%	17.6%	16.7%	17.6%	18.5%	17.8%	15%	664%
7	Energy from Natural Gas, MWh	727,108	734,520	697,795	773,294	778,125	780,350	807,310	793,839	791,267	800,203	937,563	210,455	29%
8	Total Carbon Emissions, Scope 1 & 2, Metric Tons CO2 Equivalent	829,267	816,451	805,884	922,501	877,835	976,209	950,161	934,800	914,751	758,830	865,970	36,703	4%
9	Scope 1 Carbon Emissions, Metric Tons CO2 Equivalent	164,312	170,271	159,195	202,894	215,833	228,008	218,827	214,327	227,268	224,453	251,214	86,902	53%
10	Scope 2 Carbon Emissions, Metric Tons CO2 Equivalent	664,955	646,179	646,689	719,606	662,002	748,202	731,333	720,474	687,483	534,377	614,756	(50,199)	(8%)
11	Total Water, Kilo Gallons	4,571,351	4,285,270	4,169,258	4,551,309	4,593,211	4,815,040	4,785,917	4,841,743	4,747,196	4,678,305	5,013,222	441,871	10%
12	Total Materials to Landfill, Metric Tons	100,013	89,383	68,990	67,825	65,191	65,707	63,381	69,588	77,843	75,431	81,225	(18,788)	(19%)
13	Materials Diverted from Landfill, Metric Tons	10,870	15,081	21,360	33,678	40,427	47,400	65,065	54,802	43,176	49,579	50,885	40,015	368%
14	Materials to Landfill, Pounds per Square Foot	4.2	3.8	2.9	2.2	2.1	2.1	2.0	2.2	2.4	1.9	2.1	(2)	(51%)
15	Food Materials Diverted from Landfill, Metric Tons	4,780	4,747	7,014	10,607	16,311	21,076	38,564	26,118	18,417	22,985	23,122	18,342	384%
16	Construction & Demolition Materials to Landfill, Metric Tons	6,305	5,091	8,545	-	-	-	-	-	4,894	1,541		N/A	N/A
17	Construction & Demolition Materials Diverted from Landfill, Metric Tons	141,089	64,845	79,992	-	-	-	-	-	22,704	31,173		N/A	N/A
18	Construction & Demolitions Materials Diversion Rate, Percent	96%	93%	90%	-	-	-	-	-	82%	95%		N/A	N/A