

## Environmental performance 2007 – 2016

The targets, to reduce carbon emissions by 50% and energy consumption by 40% per employee by 2020, have been achieved ahead of plan and are already being exceeded. Zurich has been operating carbon neutral since 2014. Zurich has set new targets to be achieved by 2025 against a 2015 baseline. [Read more](#).

Environmental KPIs - CO2e emissions	Target	2016	2015	2014 <sup>3</sup>	2013 <sup>3</sup>	2007 baseline <sup>3</sup>
CO2e emissions per employee (tons per FTE)	-50% by 2020 (vs baseline)	2.13	2.60	2.74	3.46	4.53
of which CO2e emissions related to facilities(tons per FTE) <sup>1</sup>	-	1.09	1.28	1.52	2.00	3.03
Of which CO2e emissions related to travel(tons per FTE) <sup>2</sup>	-	1.04	1.32	1.22	1.46	1.50

<sup>1</sup> Includes emissions from own-use real estate (electricity and heat)

<sup>2</sup> Includes emissions from air travel and cars (rental cars and car fleet)

<sup>3</sup> Restated in 2015 following review of air travel emission factors being applied to air travel data, inclusion of data centers into the portfolio, and updated emission factors as per GHG Protocol industry standard.

Environment KPIs - renewable electricity	Target	2016	2015	2014	2013	2007 baseline
Renewable electricity out of total power consumption (%) <sup>1</sup>	Use 100% certified renewable electricity in all of our buildings by 2020	45%	44%	38%	20%	11%

<sup>1</sup> All renewable electricity must be verified with an official certificate.

Environment KPIs - energy consumption	Target	2016	2015	2014	2013	2007 baseline
Energy consumption / FTE (MWh) <sup>1</sup>	Target: - 40% by 2020 (vs baseline)	4.40	5.16	5.69	5.85	7.75

<sup>1</sup> Includes both actual and extrapolated energy (electricity and heating).

Environment KPIs - paper consumption	Target	2016	2015	2014	2013	2014 baseline
Paper consumption per employee (kg / FTE) <sup>1</sup>	Reduce paper usage while increasing the % of FSC certified/recycled paper (vs baseline)	88.0	92.00	92.00	-	92.00
- FSC certified paper (%) <sup>2</sup>	-	26%	34%	28%	-	28%
- Recycled paper (%)	-	1%	1%	1%	-	1%

<sup>1</sup> Figures are based on 81% actual data. No extrapolation applied.

<sup>2</sup> The percentage of FSC certified purchases also includes recycled paper.