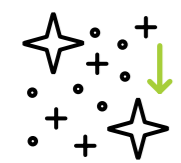


## Energy & Emissions

We have made great strides since 2016 by retrofitting our lighting system with LEDs, replacing inefficient systems and integrating an Environmental Management System that helps us run our facilities efficiently. However, in 2020, our reduction in facility emissions came largely from the impacts of COVID-19. The shift to remote work meant many of our buildings were closed for months, and while these facilities were not consuming energy, much of it was simply relocated outside of our control.



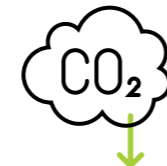
**11%**  
REDUCTION  
in GHG emissions  
(MT CO<sub>2</sub>e) since 2019

11% Office Depot  
16% Grand & Toy



**13%**  
DECREASE  
in energy consumption  
(kWh) since 2019

13% Office Depot  
14% Grand & Toy



**367.5**  
TONNES REDUCTION  
in CO<sub>2</sub> emissions  
from daily commutes

Grand & Toy

**1,632,000** GJ total energy consumed

## goals



### GOAL

**10%**  
DECREASE  
in facility energy  
consumption by 2021

### PROGRESS

**44%**  
DECREASE  
in facility energy  
consumption since 2016

✓  
exceeded  
in 2019

**15%**  
INCREASE  
in mpg in private fleet  
by 2021

**18%**  
INCREASE  
in mpg in private  
fleet since 2018

✓  
exceeded  
in 2020

**10%**  
IMPROVEMENT  
in cube utilization by 2021

**14%**  
IMPROVEMENT  
in cube utilization  
since 2018

✓  
exceeded  
in 2020