



ST. JAMES'S PLACE
WEALTH MANAGEMENT



ANNUAL ENVIRONMENTAL
REPORT 2011

PARTNERS IN MANAGING YOUR WEALTH



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Executive Summary

In 2011 we reduced our normalised carbon footprint by 5.12%

About St. James's Place

St. James's Place Wealth Management was founded in 1992 and is a UK-based company specialising in wealth management advice to individuals and business. St. James's Place is a FTSE 250 company, with a market capitalisation of £1.8bn, with over £30bn funds under management at the end of 2011.

Our advice is provided by members of the St. James's Place Partnership, a group of over 1600 Advisers who work from one of the 20 regional offices throughout the UK or from their own premises. Our headquarters is based in Cirencester, where we have over 450 employees. In addition, we have a further 300 employees based in our regional offices.

Strategy

We recognise that we have a responsibility to act in a way that respects the environment. Environmental Best Practice, wherever reasonably practical, is incorporated in our decision-making process, to include environmentally friendly and sustainable products and services where possible.

Our principal "direct" impacts are through the buildings we operate, the individuals working within them and the resources used by those employees in their day-to-day work. Our main focus is in the areas of energy, travel and waste, while we also monitor water usage and any wastage incurred. We ensure that we have appropriate environmental governance in place and have used the DEFRA Guidelines and Principles to compile this report. We have also engaged a third party to verify the calculations and confirm our CO₂e footprint.

2011 highlights

Our highlights during 2011 include the following:

- In normalised terms we exceeded our reduction target set in 2011
- More items added to our print on demand list, reducing printed items for stock
- Implemented changes to our heating timings and controls following energy audits

We have measured our environmental performance from data taken between October 2010 to September 2011 to allow us to gather information from third parties in sufficient time for inclusion in our annual Report and Accounts. This twelve month period is consistent with previous years' declarations.

Targets

In 2010 we set new reduction targets for the next three years for both absolute and normalised measurements, and this report contains emission tables for our direct business activities set against the targets set in 2010. Our normalised figures continue to demonstrate reductions, however in absolute terms, there has been a small increase attributed to increased business travel, which could increase further, subject to additional staff being employed owing to business growth.

| | Our targets | How are we doing? |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Energy | Reduce total energy use in absolute terms by 4%, and by 8% in normalised terms by 2013, on an FTO basis. | In absolute terms our total energy has reduced by 0.24% since 2010, where in normalised terms energy has reduced by 6.17% since 2010. |
| Travel | Reduce total travel in absolute terms by 3%, and by 11% in normalised terms by 2013 on an FTE basis. | Travel has increased in absolute terms by 5.10%, where in normalised terms it has reduced by 3.66%, since 2010. |
| Waste | Reduce general waste sent to land fill in absolute terms by 5% and by 10% in normalised terms by 2013, on a FTO basis. | General waste has reduced by 3.45% in absolute terms, and reduced by 8.97% in normalised terms since 2010. |
| Total direct emission | A combined target reduction of 3.40% has been set for the period 2010-2013 in absolute terms and a reduction of 8.90% in normalised terms | In the last year our combined absolute figure has increased by 1.12%, while our combined normalised figure has reduced by 5.12%. |

* FTO: Full Time Occupant

* FTE: Full Time Employee

Absolute target set

In 2010 the decision was taken to include and measure our environmental performance on both an absolute and normalised basis, as opposed to only the normalised basis as in previous years. This was to focus on the importance of contributing towards the Government Total Emission Reduction Targets for the UK. Listed below are our targets using 2010 as a base year in the following emission categories for our Direct Business Activities. As we have achieved reductions in previous years, we recognise that with a growing business that continued reductions are going to be a challenge and therefore target reductions have been set accordingly.

| | 2010 Base Year T/CO₂e | 2011 T/CO₂e | 2012 T/CO₂e | 2013 T/CO₂e | Total % difference |
|--------------|-----------------------------------------|-------------------------------|-------------------------------|-------------------------------|---------------------------|
| Energy | 2,954 | 2,949 | 2,907 | 2,844 | 4% reduction |
| Travel | 1,137 | 1,128 | 1,117 | 1,108 | 3% reduction |
| Waste | 116 | 115 | 113 | 110 | 5% reduction |
| TOTAL | 4,207 | 4,192 | 4,137 | 4,062 | 3% reduction |

Normalised target set

Our normalised figures are based on the above absolute Target, measured against a full time occupant figure which is influenced by expected occupancy numbers up till 2013.

| | 2010 Base Year T/CO₂e – 2010 | 2011 T/CO₂e - FTO | 2012 T/CO₂e – FTO | 2013 T/CO₂e – FTO | Total % difference |
|--------------|------------------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---------------------------|
| Energy | 1.992 | 1.944 | 1.899 | 1.841 | 8% reduction |
| Travel | 1.638 | 1.549 | 1.505 | 1.466 | 11% reduction |
| Waste | 0.078 | 0.076 | 0.074 | 0.071 | 10% reduction |
| TOTAL | 3.708 | 3.569 | 3.478 | 3.378 | 9% reduction |

Activities planned to achieve targets

Our activities planned for 2012 and onwards are to continue with the approach to reducing our environmental impact and these include:

- Using the 2011 Energy Audit Results to action the findings to reduce and manage better those sites which were included within the initial audit, and apply the same principals to other office sites not included in the audit.
- To introduce a food recycling process at head office, including any food waste and selective packaging.
- Continue to look at electronic processes to replace paper routines which include paper usage and the movement of documents via courier links.
- Maintaining the encouragement of audio and web conferencing options to reduce travel where possible.
- Keep engaging with our staff and encouraging them to consider their environmental impact both corporately and individually.
- Engage with third party organisations such as CDP, BITC and The Carbon Neutral Company to keep searching for practical methods of improvement and awareness.

Our strategy

St. James's Place is committed to reducing the impact it has on the environment and will consider ways to make improvements to reduce emissions produced.

Background

We remain committed to managing the company in a way that takes account of our environmental impact, and during 2011 we continued to consider ways to improve our environmental performance. We aim to reduce emissions where practical, source sustainable goods and services where possible and offset our emissions where it is not possible to reduce our emissions through reduction initiatives.

Our main Environmental focus is:

Energy

- Reducing our overall energy use (electricity and gas)

Travel

- Manage our business travel (by air, road and rail)

Waste

- To reduce the amount of waste sent to landfill, by increasing the amount of waste recycled.

Water

- Manage and reduce where possible the amount of water we use

Governance

- Ensure that we have appropriate governance in place to manage our impact appropriately
- Source where possible and practical from sustainable sources
- Encourage and work with suppliers and consider the environmental impact when supplying services and products
- Offset our carbon footprint through approved off-setting projects.

Our Impacts

We identify and categorise emissions-releasing activities using the SRI/WBCSD greenhouse gas protocol. These are split into three groups known as scopes.

Scope 1 are activities owned or controlled by St. James's Place that release emissions straight into the atmosphere, and include emissions from combustion from St. James's Place controlled boilers and vehicles. These are known as direct emissions.

Scope 2 are emissions released into the atmosphere associated with consumption of purchased electricity, heat, steam and cooling – emissions released due to St. James's place activities only come from purchased electricity where we do not have direct control over the source. These are known as indirect emissions.

Scope 3 are emissions that are a consequence of actions by St. James's Place which occur from sources which are not owned or controlled by St. James's Place and that do not fall into Scope 2 emissions. These include waste disposal, purchased travel, commuting to work and other purchased services. The details list of Scope 1, 2 and 3 emissions can be found on page 19.

Our approach

We have set up a three year arrangement to offset our carbon footprint

Awareness

In 2011 we maintained our awareness campaign by contributing to an environmental section in our Community Bulletin which includes other corporate news and CR activities being undertaken by the company. Other updates concentrated on the old garage site we have acquired, where we cleaned up the site, removing all the contaminated soil containing oil residue, and disposing of this according to Environment Agency requirements with the old tanks going for breakdown and recycling purposes.

Engagement with third parties

Our engagement with third parties is consistent with previous years with our participation in the carbon disclosure project and occasional meetings and discussions with Business in the Community (BITC). The Carbon Disclosure Project is a global project sent to the top companies worldwide and is used to evaluate companies' performance and attitude to climate change, including business risks of both a physical and financial nature as a consequence of this change. We discuss issues of both an environmental and CR nature with BITC with a view to improving our understanding and performance in general. We also engage with the Carbon Neutral Company and Ecometrica with relation to our carbon footprint verification and carbon offsetting projects.

Environmental projects

We recognise that in spite of improvements and reductions in our carbon footprint over the years, that emissions from fossil fuels are unavoidable, while alternative sources of sufficient fuel alternatives remain unavailable in the market place. We therefore decided to agree on a three-year offsetting agreement with The Carbon Neutral Company based on our 2010 figures, to be split over three projects, two over the three-year time span and the third to be decided on each renewal anniversary. In 2012 the decision for this annual project choice will be put out to Head Office employees to make a personal choice - a decision will be based on a majority vote.

Previous projects invested in have included forestry in Mynydd-y-Garnedd, Wales, the Sebenoda-Karakurt Wind Power Project in Turkey, Tirunelveli Wind Power Generation in India, the Sichuan Province hydro power project in Western China, the La Pradera Methane Gas Project in Columbia and the Sangli Wind Power Project in India.

Our 2011 Projects Invested in Are:

Amayo Wind power Project, Nicaragua (3 years)

This project is located on the shores of Lake Nicaragua, one of the best wind resources in the Americas. The Amayo Wind Project uses nineteen 2.1mw turbine generators to support a 33.9 mw wind farm – the first in the country and one of the largest in Central America. The project delivers clean electricity to Nicaragua's national grid. The project has created temporary jobs for local people, with 18 permanent operational jobs. The project facilitates an important technology and knowledge transfer to local people and industry.



Maharashtra 7.5 mw wind Power Project, India (3 years)

This project involves the development of six 1250 kw turbines with a total installed capacity of 7.5 mw located in the villages of Chakla and Choupale in the State of Maharashtra. The project provides 13 gwh of renewable electricity to the grid in India per year, reducing CO₂ emissions by displacing electricity from fossil fuel-based electricity generation plants. The project has generated some permanent employment in the region with the India-based turbine manufacturer supporting the local community by providing a free medical and ambulance facility for the villages.



Cholburi Wastewater Biogas-to-Energy Project, Thailand

This project uses biogas from waste water to generate heat and power at a tapioca starch drying factory in Cholburi. The project introduces anaerobic fixed film reactor (AFFR) technology to the factory; a closed loop system co-developed by the King Mongkut's University of Technology in Thonburi and The National Centre of Genetic Engineering and Bio-Technology. The AFFR Technology collects and supplies biogas to a boiler where it is combusted to generate heat and electricity. Alongside the emissions reductions, the project reduces air pollution as the odours from decomposing organic matter are now contained. The factory has adopted sustainable water management practices by reusing the treated waste water in the manufacturing process, reducing the volume of new water required.



Energy

We have reduced our energy on a normalised basis by 15.5% since 2009.

Background

Energy is the largest area contributing to our CO₂ emissions, and has therefore been our main focus for the last six years.

We remain committed to reducing the energy we use to ensure that the carbon integrity of our electricity and gas is reduced. We are included in a group energy purchasing contract with our major shareholder (Lloyds Banking Group), with billing and other utility activities controlled by GS Hall who manage various energy issues on behalf of the group.

What are our targets?

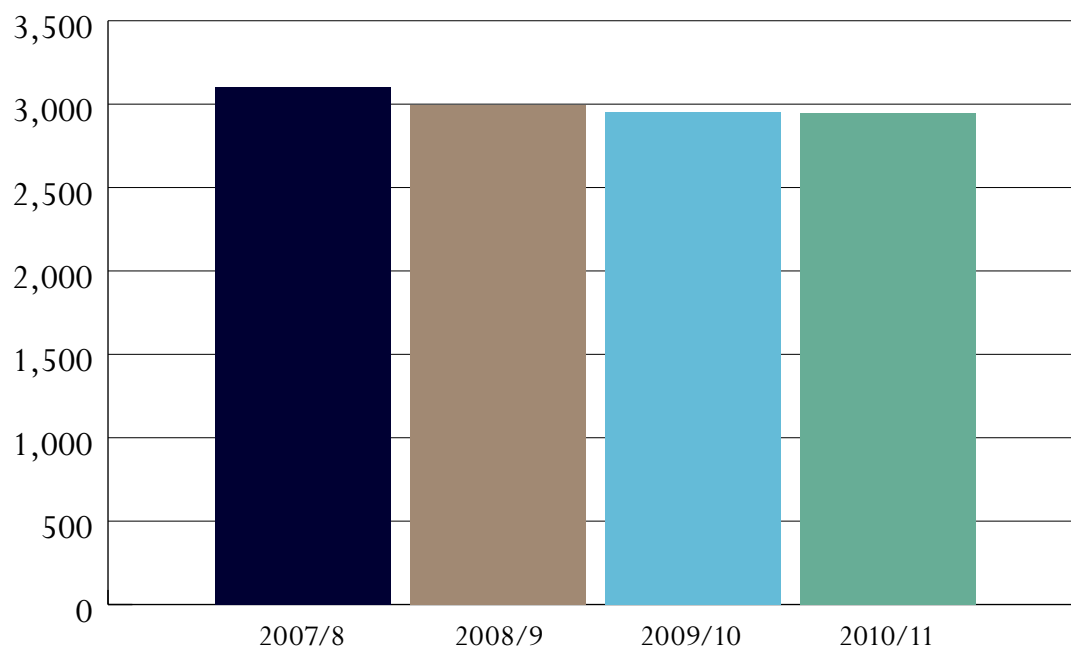
- Reduce our absolute energy usage by 4% by 2013, using 2010 as a base year.
- Reduce our normalised energy usage by 8% by 2013, using 2010 as a base year.
- Encourage occupants to reduce any unnecessary wastage.
- To monitor and manage the BMS systems and timing controls as highlighted in the energy audits.

How have we performed?

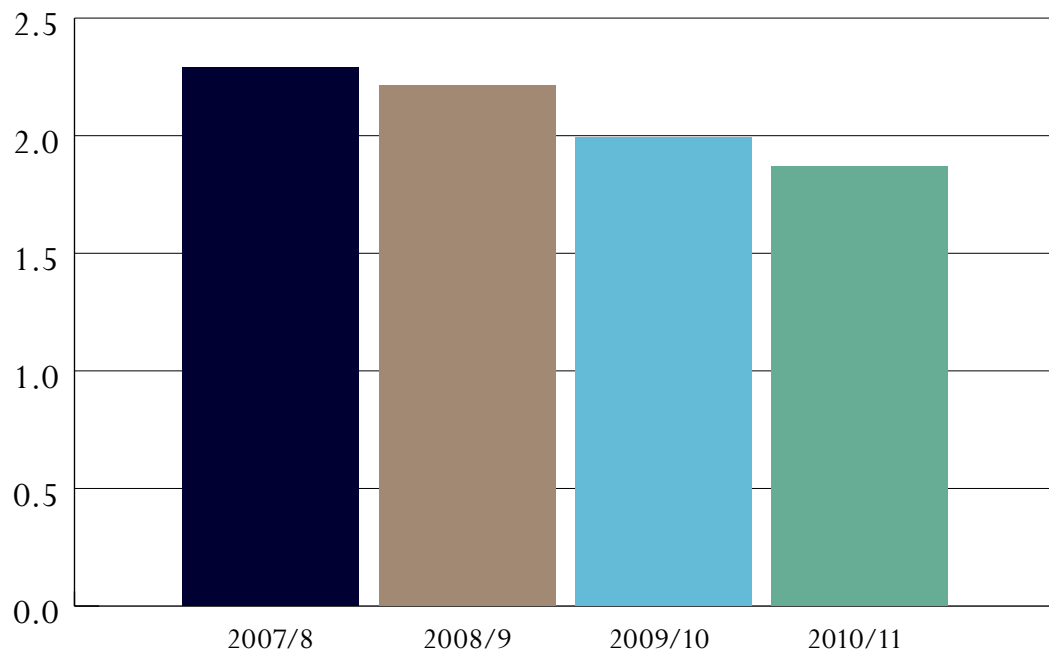
We have achieved a very small absolute decrease in carbon reduction during 2011, mainly through several areas of change which include the reduction of an office site, energy audits conducted at eight selected offices highlighting temperature and timings improvements and improved billing information from two landlord sites where electricity has previously been charged within the service charge. This charge is now billed separately with appropriate usage readings.

We have also included, for the first time, estimated gas consumption for several landlord sites not previously included in our figures. Taking all these changes into account, our absolute reduction has been limited to 0.24%. However levels in 2012 could increase with additional office space being acquired, and an expected increase in full time occupants. The higher than estimated increase in FTO numbers during 2011 has therefore had an improved effect on our normalised figures with a reduction of 6.17% on 2010 levels.

Energy – Absolute CO₂ Tonnes



Energy – Normalised CO₂



Travel

Our normalised travel emissions have reduced by 8% in the last 2 years.

Background

Business travel is another significant contributor to our carbon footprint and will continue to be an important area for us to manage in a growing company environment.

Our fuel card supplier provides usage figures, which are included with mileage expense claims to calculate annual business fuel usage. Air and rail figures are calculated on a trip basis from information supplied by our Accounts Department and converted into mileage, for conversion into CO₂e emissions.

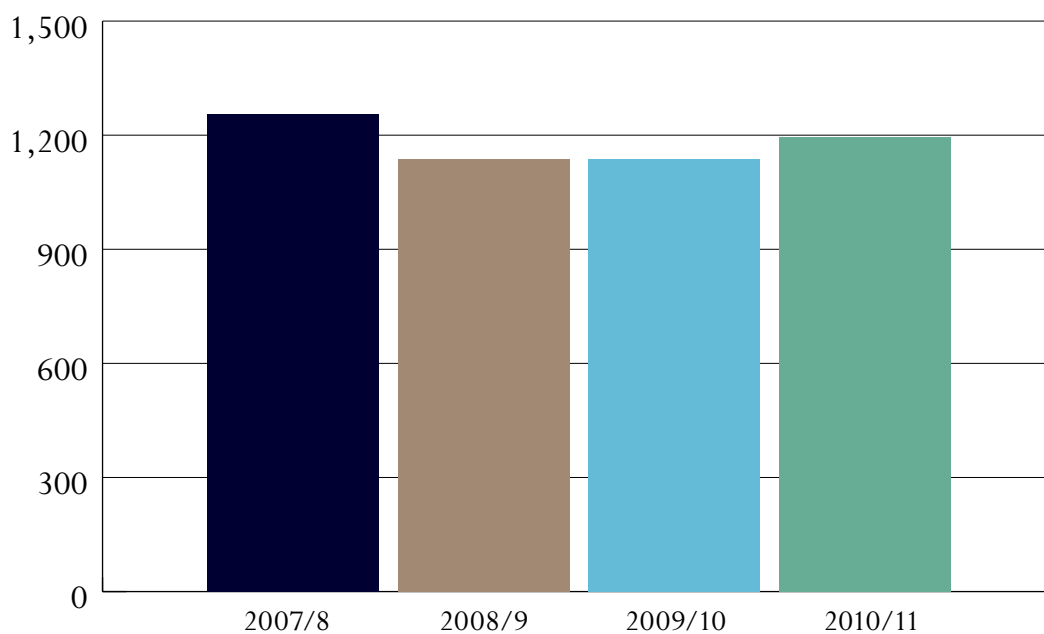
What are our targets?

- Continue to encourage staff to use the car share scheme.
- To reduce our absolute CO₂e target by 3% by 2013, using 2010 as a base year.
- To reduce our normalised CO₂e target by 11% by 2013, using 2010 as a base year.

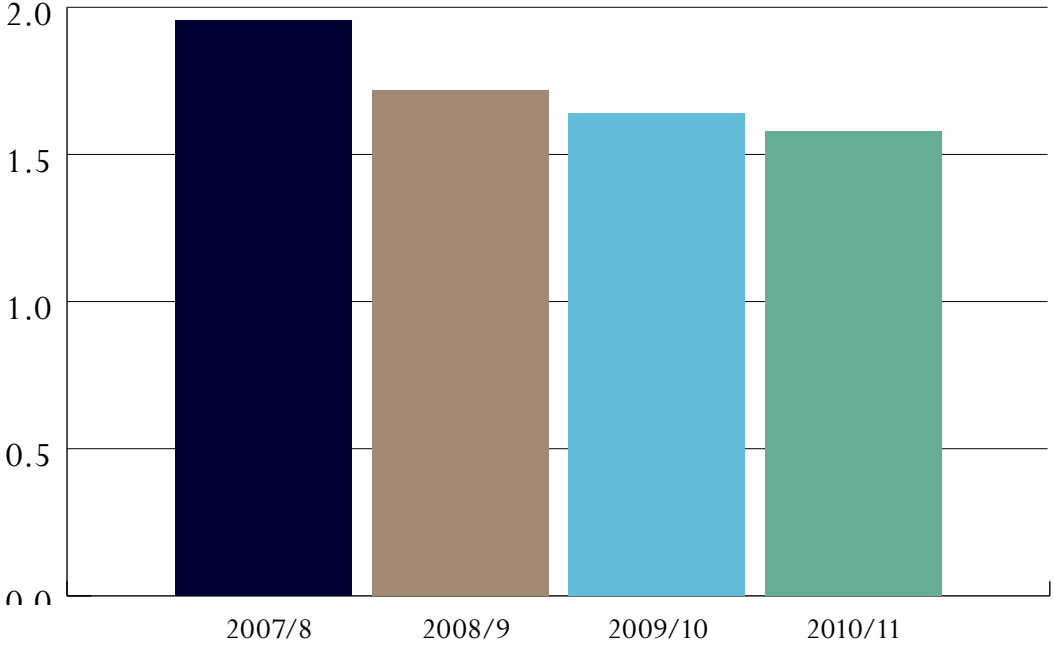
How have we performed?

We are currently on target to meet our normalised target for travel, with a reduction of 3.66% against a target of 11.00% reduction by 2013. However, in the same period we have seen our absolute CO₂e levels increase by 5.10%, which has occurred as a consequence of increased vehicle business mileage and rail travel. This increase is down to both an increase in business growth and a 9% increase in staffing levels during the last 12 months. This area will be a challenge to reduce in a growing business, in spite of an increase in audio conferencing for meeting purposes.

Travel – Absolute CO₂ Tonnes



Travel – Normalised CO₂



Waste

The general waste that St. James's Place has sent to landfill on a normalised basis, has reduced by 57% in the last 2 years.

Background

As a wealth management company we do not produce physical products, and as such our waste is restricted to office waste only going to landfill. We are, however, committed to reducing the waste we send to landfill, and have introduced recycling processes for paper, cardboard, plastics, cans, glass, toner cartridges and equipment falling within UK WEEE regulations.

What are our targets?

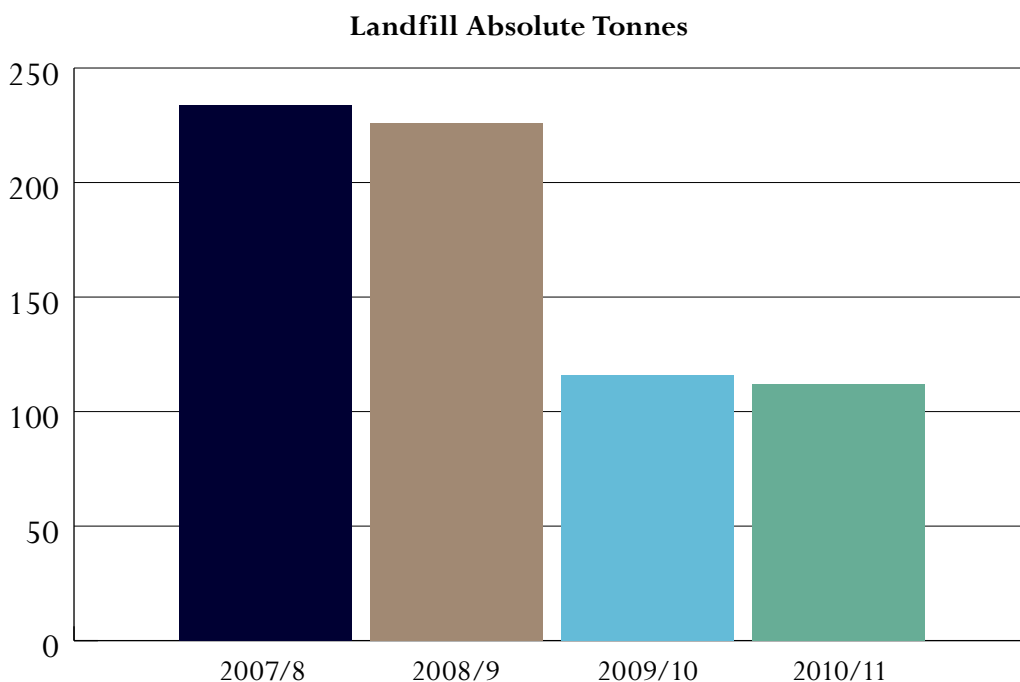
Waste to landfill

- To further reduce our absolute tonnage of CO₂e sent to landfill by 10% by 2013, using 2010 as the base year.
- Introduce a food recycling process in our headquarters.
- Maintain recycling awareness amongst our staff through reminder bulletins.
- Encourage staff to consider the need to print, before requesting the print option, to reduce paper volumes and wastage.

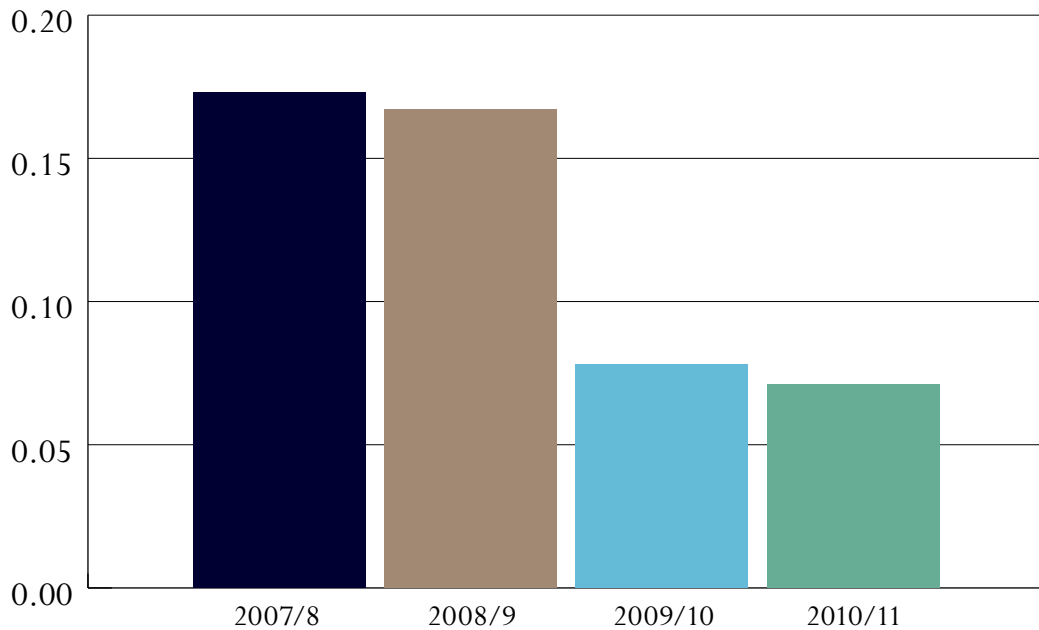
How have we performed?

The amount of waste sent to landfill was reduced by 3.45% in absolute terms and by 8.97% in normalised terms, following changes to waste collection processes at Head Office, with improved recycling of plastics, cardboard, tins and glass collections, which have contributed to this small improvement. It is expected that a further reduction will take place during 2012 as a food waste recycling plan is put in place in our Head Office.

The Marketing Department continues to introduce marketing literature into our 'on demand' print options, which both reduces print and distribution practices and excess print wastage following necessary print updates to literature. We continue to use forestry stewardship (FSC) and programme for the endorsement of forestry certification (PEFC) accredited paper stock. We also use 100% recycled branded copy paper throughout the company.



Landfill Normalised Tonnes



Our paper usage of copier paper for copier and printer use has increased by 7.16% on a total reams used basis, but has increased only slightly by 1.19% on a normalised basis. This increase can be attributed to increased growth in business and staff numbers. We will however, look to keep any increase to paper usage as low as possible.

We remain a member of the @Tree initiative, a programme which encourages shareholders to receive electronic communications as a way of saving paper and reducing the impact on the environment. The scheme is run in association with the woodland Trust 'Tree for all' campaign – further details can be found at www.@treeuk.com.

Water

Our water consumption has increased by 1,450 cubic metres in 2011 following a 9% increase in staffing levels.

Background

St. James's Place operates from its Head Office and 20 regional offices in the United Kingdom and we utilise water for tea points, washrooms and cleaning. Water volumes are taken from billed sites, – However, we do not include water consumption from landlord based sites where we have no access to water volumes consumed. As a wealth manager, and being office-based, our water use is low.

What are our targets?

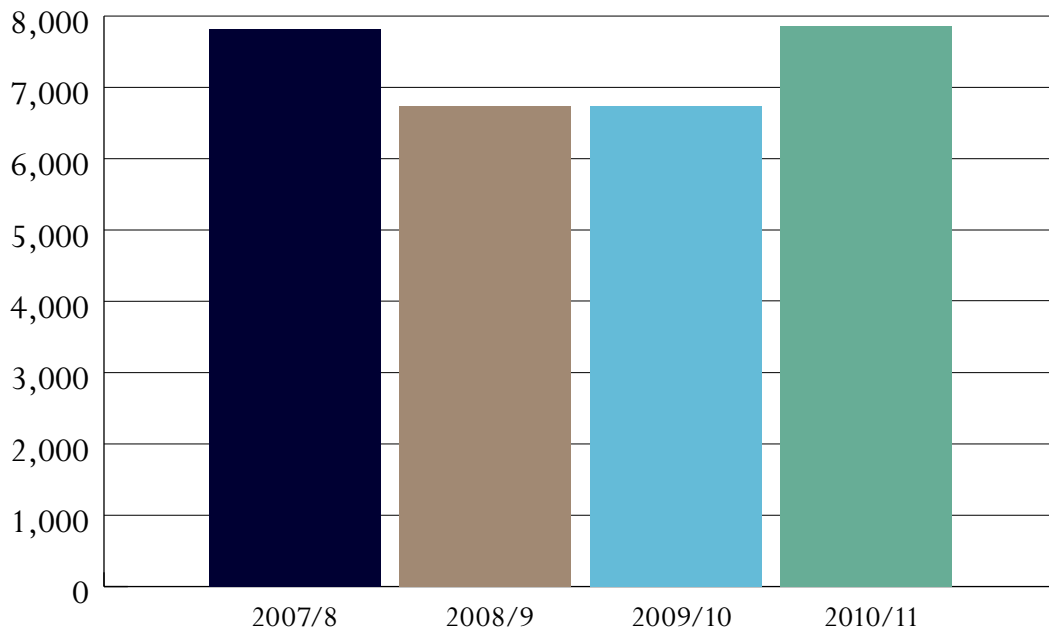
- To manage our water consumption by dealing with leaks with timely repairs.
- To consider where practical, water reduction systems (washrooms)

How have we performed?

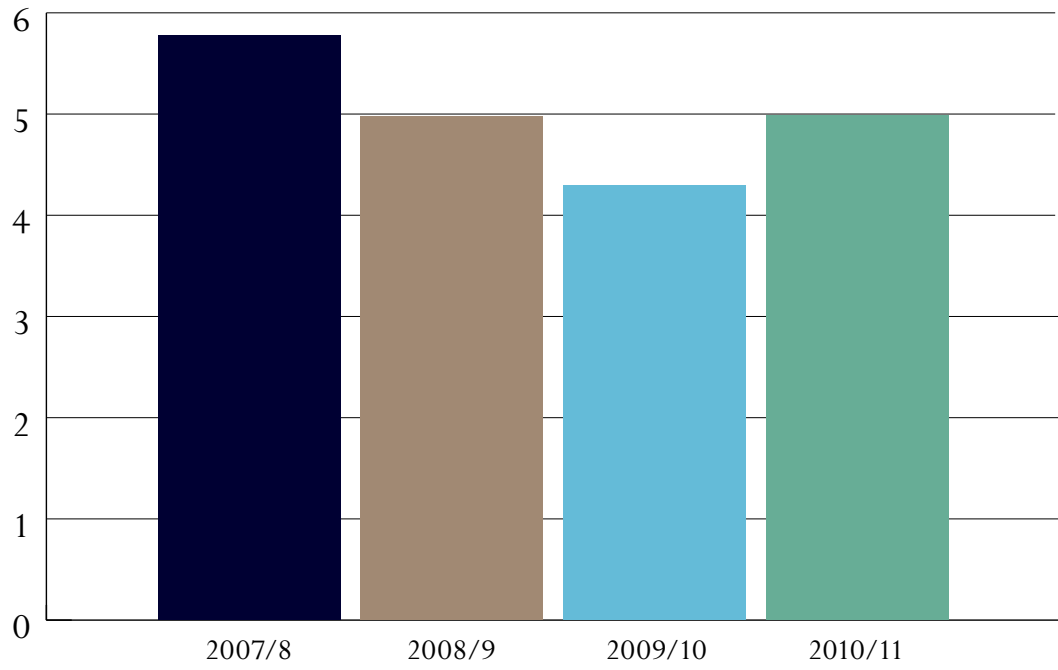
Water usage remains at low levels with a billed consumption of 7,856 cubic metres in 2011 compared with 6,371 cubic metres in 2010, giving a 23.31% increase in absolute terms and on a normalised basis, this increase amounts to 15.97% against 2010.

Most of this increase can be attributed to additional usage of around 1,450 cubic metres at our Head Office, where staffing levels have increased by 9%. No water reduction targets have been set for the period 2010-2013, as we believe we achieved a minimum level by 2010. However, we will still keep an open mind on any practical water reduction options which present themselves in the future.

Water – cubic metres



Water – normalised cubic metre



Governance

The St. James's Place Environmental Policy

St. James's Place has an environmental policy which is regularly reviewed. The policy is available in the "About SJP and our Responsibilities" section of our website.

Targets

We continue to report against targets set for our direct office based environmental impacts. These current targets have been set for the years 2010-2013, which are both on an absolute and normalised basis.

Training and education

Training and education remains an important part of our environmental programme.

For staff in general this is achieved through environmental bulletins which are communicated as part of the combined community update throughout the year. Other activities include attending occasional external meetings, and through numerous articles appearing within weekly correspondence. We also hold key development meetings for staff where corporate environmental issues are discussed as part of our health & safety process.

We also encourage our suppliers to follow good environmental practice and to be aware of our own environmental requirements. In this respect we source products from sustainable sources and those with a variety of green credentials.

Benchmark & Stakeholder dialogue

We are keen to benchmark and engage with our stakeholders. Examples of stakeholder engagement are:



St. James's Place engages with Ecometrica for its carbon neutral assessment purposes, and to verify its carbon footprint based on data submitted for calculation purposes. St. James's Place also uses FSC and PEFC approved paper for its marketing materials.

Employee Responsibility

All staff have a responsibility to consider their environmental actions, and in order to formalise this responsibility, an environmental section under policies is included within our employee handbook which forms the terms and conditions of employment for all employees.

Detailed Figures

A description of the individual scopes can be found in our Strategy Section detailed on page 6.

| Absolute Direct and Indirect emissions by Scope | | | | |
|-------------------------------------------------------------|-------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Activities | 2008/09 Tonnes CO ₂ e | 2009/10 Tonnes CO ₂ e | 2010/11 Tonnes CO ₂ e |
| Scope 1 | Gas | 505 | 417 | 536 |
| (Direct GHG emissions) | Owned vehicles | 293 | 286 | 250 |
| | Total Scope 1 | 798 | 703 | 786 |
| Scope 2 | Electricity | 2,492 | 2,537 | 2,236 |
| (Energy indirect) | Total Scope 2 | 2,492 | 2,537 | 2,236 |
| Scope 3 | Car travel (expenses) | 653 | 665 | 731 |
| (Other GHG indirect) | Air travel | 120 | 119 | 131 |
| | Rail travel | 70 | 67 | 83 |
| | Commuting to work | 2,072 | 2,044 | 2,397 |
| | Waste (landfill) | 226 | 116 | 112 |
| | Conference (air/hotels) | 1,798 | 1,744 | 1,366 |
| | Taxis | 30 | 28 | 32 |
| | Underground travel | 35 | 32 | 32 |
| | Couriers | 25 | 36 | 16 |
| | Hotels (business) | 59 | 46 | 48 |
| | Electricity T&D Losses | - | - | 175 |
| | Total Scope 3 | 5,088 | 4,897 | 5,125 |
| TOTAL (annual gross emissions) tCO₂e/year | | 8,378 | 8,137 | 8,145 |

| | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|
| Purchased Carbon Offsets ^{1&2&3} | (4,817) | (6,623) | (6,666) |
| <p>¹ – We purchased 4,817 carbon credits from The Carbon Neutral Company Ltd, for the year 2008/9 based on a 3 year contract started in 2006/7. The credits are from Mynydd-Y-Garnedd Forestry in Wales, covered by the Verified Emissions Reductions (VER), the Tirunelveli Wind Power project, verified and certified to the Voluntary Carbon Standard (VCS) and the Sebenoda-Karakurt Wind Power Project in Turkey.</p> <p>² – We purchased 6623 carbon credits from The Carbon Neutral Company in 2010 covering two projects, La Pradera , destruction of landfill gas in Colombia and Sangli, Wind Power in India</p> <p>³ – In 2011 we took out a further 3 years contract for 20,000 T/CO₂ split evenly over the 3 years. The projects are the Amayo Wind Power Project in Nicaragua, the Maharashtra Wind Power Project in India and the Cholburi Waste Water Biogas to Energy Project in Thailand.</p> | | | |

| Absolute emissions by category | 2008/09 | 2009/10 | 2010/11 |
|-------------------------------------|--------------|--------------|--------------|
| Gas | 505 | 417 | 536 |
| Electricity | 2,492 | 2,537 | 2,411 |
| Business Travel | 1,136 | 1,137 | 1,195 |
| Landfill | 226 | 116 | 112 |
| Total direct and indirect emissions | 4,359 | 4,207 | 4,254 |
| Conferences, commuting, couriers | 4,019 | 3,930 | 3,891 |
| Total emissions | 8,378 | 8,137 | 8,145 |

| Absolute measurement by category | 2008/09 | 2009/10 | 2010/11 |
|----------------------------------|---------|---------|---------|
| Water (m ³) | 6,734 | 6,371 | 7,856 |
| Paper recycled (tonnes) | 170 | 194 | 195 |
| Paper used (reams) | 30,176 | 29,843 | 32,113 |

Environmental Performance

In 2011 we continued with our commitment and responsibilities towards improving our environmental performance, to improve on our working practices to generate reductions in our energy emissions output. We recognise that both the company and our staff have a responsibility to manage the effects of climate change by taking a positive approach in managing our business activities while also encouraging staff to consider their own personal activities and environmental responsibilities.

The tables below summarise our absolute and normalised figures including our CO₂e emissions and other measurements for the years 2009, 2010 and 2011, produced for our core business and calculated using 2011 conversion rates as provided by DEFRA. For all our emission categories our normalised figures are based on full time occupants (FTO) in our offices and full time employees (FTE) where applicable, divided by the absolute amount of CO₂e. In 2010 we reset our targets for a further three years to 2013, and we have reported against the 2010 actual figures and 2011 targets have been set for comparison and progress achieved purposes.

We are focused on reducing both our absolute and normalised figures, but recognise that in a growing business environment absolute reductions are being put under pressure to achieve.

Absolute Figures

| Year to end September | 2009 Tonnes CO ₂ e | 2010 Tonnes CO ₂ e | 2011 Tonnes CO ₂ e | 2011 Target Tonnes CO ₂ e | % Change on 2010 | 3 year Target 2010-13 |
|-----------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------------------------|---------------------|-----------------------------|
| Total energy | 2,997 | 2,954 | 2,947 | 2,949 | -0.24% | -4.00% |
| Business travel | 1,136 | 1,137 | 1,195 | 1,128 | +5.10% | -3.00% |
| General waste | 226 | 116 | 112 | 115 | -3.45% | -5.00% |
| Total Tonnes CO₂e | 4,359 | 4,207 | 4,254 | 4,192 | +1.12% | -3.40% |
| | Reams | Reams | Reams | Absolute Change on 2010 | | 3 Year Target |
| Paper usage | 30,176 | 29,843 | 32,113 | n/a | +7.61% | n/a |
| | Tonnes | Tonnes | Tonnes | Absolute Change on 2010 | | 3 Year Target |
| Recycled paper | 170 | 194 | 195 | n/a | +0.52% | n/a |
| | Cubic metres | Cubic metres | Cubic metres | Absolute Change on 2010 | | 3 Year Target |
| Water usage | 6,734 | 6,371 | 7,856 | n/a | +23.31% | n/a |

Normalised Figures

Based on full time occupants or full time employees (FTO/FTE)

| Year to end September | 2009 FTO CO ₂ e | 2010 FTO CO ₂ e | 2011 FTO CO ₂ e | 2011 Target FTO / CO ₂ e | % Change on 2010 | 3 year Target 2010-13 |
|----------------------------------------------|----------------------------|----------------------------|----------------------------|-------------------------------------|------------------|-----------------------|
| Energy (FTO) | 2.214 | 1.992 | 1.869 | 1.944 | -6.17% | -8.00% |
| Business travel | 1.717 | 1.638 | 1.578 | 1.549 | -3.66% | -11.00% |
| General waste | 0.167 | 0.078 | 0.071 | 0.076 | -8.97% | -10.00% |
| | | | | | | |
| Total Tonnes CO₂e FTO/ FTE | 4.098 | 3.708 | 3.518 | 3.569 | -5.12% | -8.90% |
| | | | | | | |
| Year to end September | 2009 Reams FTO | 2010 Reams FTO | 2011 Reams FTO | Normalised Usage on 2010 | | 3 year Target |
| Paper usage | 22.28 | 20.12 | 20.36 | n/a | +1.19% | n/a |
| | | | | | | |
| Year to end September | 2009 Tonnes FTO | 2010 Tonnes FTO | 2011 Tonnes FTO | Normalised Usage on 2010 | | 3 year Target |
| Recycled Paper FTO | 0.125 | 0.131 | 0.124 | n/a | -5.34% | n/a |
| | | | | | | |
| Year to end September | 2009 Cubic Metres | 2010 Cubic Metres | 2011 Cubic Metres | Normalised Usage on 2010 | | 3 year Target |
| Water Usage FTO | 4.973 | 4.296 | 4.982 | n/a | +15.97% | n/a |
| | | | | | | |
| Year to end September | 2009 | 2010 | 2011 | 2011 Target | Change on 2010 | 3 year Target |
| Full Time Occupants | 1,354 | 1,483 | 1,577 | 1,517 | +6.34% | 1,544 |
| Full Time Employees | 662 | 694 | 757 | 728 | +9.08% | 756 |





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WEALTH MANAGEMENT