

DATA DOWNLOAD



		2018	2017	2016	2015	2014
ENVIRONMENTAL						
Air Emissions	Total GHG Emissions	—	145	160.5	167.7	169.7
	GHG Scope 1	—	53.80	56.50	55.7	52.7
	GHG Scope 2	—	91.2	104	112	117
	GHG Scope 3	—	20.1	46.2	20.5	38.5
	Travel Emissions (Th Tonnes)	—	20,118	46,239	20,518	32,065
	Emissions Reduction Initiatives (y/n)	—	Y	Y	Y	Y
Climate	Climate Change Opportunities Discussed (y/n)	—	N	N	N	N
	Risks of Climate Change Discussed (y/n)	—	Y	Y	Y	Y
	Climate Change Policy (y/n)	—	Y	Y	Y	Y
	New Products - Climate Change (y/n)	—	N	N	N	N
	CDP Carbon Disclosure (y/n)	—	Y	Y	Y	Y
Energy	Renewable Electricity Target Policy	—	N	N	N	N
	Energy Efficiency Policy	—	Y	Y	Y	Y
Waste	Waste Reduction Policy (y/n)	—	Y	Y	Y	Y
General Environmental	Environmental Supply Chain Management	—	Y	Y	Y	Y
	Green Building Policy	—	Y	Y	Y	Y
	Sustainable Packaging	—	N	N	N	N
	Environmental Quality Management Policy	—	N	N	N	N
	Biodiversity Policy	—	N	N	N	N
	Verification Type	—	N	N	N	Y

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SOCIAL						
—	Health and Safety Policy (y/n)	—	Y	Y	Y	Y
Employment	Number of Global FTEs	—	42,860	43,050	41,100	39,700
	Percentage of actively engaged employees	—	83	80	80	81
	Percentage of Women in Workforce	See Workforce Composition Tables .				
	Percentage of Women in Management					
	Percentage of Minorities in Workforce					
	Percentage of Minorities in Management					
Human Rights	Social Supply Chain Management (y/n)	—	Y	Y	Y	Y
	Sustainable Supplier Guidelines Encompassing ESG Areas that are Publicly Disclosed (y/n)	—	Y	Y	Y	Y
	Diverse Supplier Spend as a percentage of total supplier spend	—	9.30%	8.30%	8.20%	8.80%
	Fair Remuneration Policy (y/n)	—	N	N	N	N
	Training Policy (y/n)	—	Y	Y	Y	Y
	Employee CSR Training (y/n)	—	N	N	N	N
	Equal Opportunity Policy (y/n)	—	Y	Y	Y	Y
	Human Rights Policy (y/n)	—	N	N	N	N
	Policy Against Child Labor (y/n)	—	N	N	N	N
Ethics	Business Ethics Policy (y/n)	—	Y	Y	Y	Y
	Anti-Bribery Ethics Policy (y/n)	—	Y	Y	Y	Y
	Employee Protection/Whistle Blower Policy (y/n)	—	Y	Y	Y	Y
	UN Global Compact Signatory (y/n)	—	N	N	N	N
	PRI Signatory	—	N	N	N	N

		2018	2017	2016	2015	2014
GOVERNANCE						
Board	Size of the Board	10	11	11	11	12
	Classified Board System	N	N	N	N	N
	Board Average Age	61	63	63	61	63
	Mandatory Retirement Age	Y	Y	Y	Y	N
	Annual Election of Directors	Y	Y	Y	Y	Y
	Average Director Tenure	6	7	7	7	8
Board Independence	Number of Independent Directors	9	10	10	11	10
	Percent of Directors Who Are Independent	90%	91%	91%	91%	92%
	Independent Chairperson	N	N	N	N	N
	Independent Lead Director	Y	Y	Y	Y	Y
Board Diversity	Number of Women on Board	3	3	3	3	3
	Percent of Directors Who Are Women	30%	27%	27%	27%	25%
	Lead Director and Committee Chairs (Independent Director Only)	5	5	5	5	5
	Number of Ethnic/Gender Diverse in Board Leadership Positions	4	4	4	3	1
	Number of Diverse Board Members by Ethnicity or Gender	5	5	5	5	5
Executive Diversity	Number of Executive Officers	12	10	10	11	12
	Number of Female Executive Officers	3	3	3	3	4
	Percent of Executive Officers Who Are Female	25%	30%	30%	27%	33%
Board Committees	Number of Board Meetings	3	7	7	9	6
	Board Meeting Attendance Percentage	100%	100%	100%	100%	99%
	Number of Directors Attending Less than 75% of Meetings	0	0	0	0	0

		2018	2017	2016	2015	2014
Audit Committee	Size of Audit Committee	4	4	4	5	6
	Percent of Directors on Audit Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Audit Committee Meetings	5	10	10	9	9
Compensation Committee	Size of Compensation and Succession Committee	4	4	4	4	4
	Percent of Directors on Compensation and Succession Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Compensation and Succession Committee Meetings	4	8	7	8	6
	Outside Compensation Advisors Appointed	Y	Y	Y	Y	Y
Nomination Committee	Size of Nominating and Governance Committee	4	5	5	4	5
	Percent of Directors on Nominating and Governance Committee Who Are Independent	100%	100%	100%	100%	100%
	Number of Nominating and Governance Committee Meetings	3	6	6	6	5
Executive Compensation	Clawback Provision for Executive Compensation	Y	Y	Y	Y	Y
	Change of Control Benefits/Double-Trigger	Y	Y	Y	Y	Y
	President and Executive Vice Presidents Stock Ownership Guidelines	Y	Y	Y	Y	Y
	President and Executive Vice Presidents Stock Ownership Multiple of Base Salary	3	3	3	3	3
	CEO Stock Ownership Guidelines	Y	Y	Y	Y	Y
	CEO Stock Ownership Multiple of Base Salary	6	6	6	6	6
	Director Stock Ownership Guidelines	Y	Y	Y	Y	Y
	Director Stock Ownership Multiple of Annual Retainer	5	5	5	5	5

		2018	2017	2016	2015	2014
Stockholder Rights	Ownership Percentage Required to Call a Special Meeting	10%	10%	10%	10%	10%
	Ownership Percentage Required to Request Action by Written Consent	10%	10%	10%	10%	10%
	Majority Vote Standard in Uncontested Director Elections	Y	Y	Y	Y	Y
	Supermajority Voting Provisions	N	N	N	N	N
	Confidential Voting	Y	Y	Y	Y	Y
	Poison Pill Plan	N	N	N	N	N
	Proxy Access Provision	Y	Y	N	N	N
	Dual Class Unequal Voting Rights, Common Shares	N	N	N	N	N
AGM Voting Results	Average Director Support Level	98%	98%	99%	99%	97%
	Frequency of Say on Pay Votes	1	1	1	1	1
	Say on Pay Support Level	93%	95%	95%	95%	95%
	Ratification of Independent Auditor Support Level	97%	98%	98%	98%	98%
	Years Independent Auditor Employed	26	25	24	23	22
GRI	GRI Criteria Compliance		Y	Y	Y	Y
	Global Reporting Initiatives Checked		N	N	N	N

Workforce Composition*

	2017	2016	2015	2014	2013	2012	2011	2010
TOTAL WORKFORCE								
Minority	35.1%	34.5%	33.9%	32.9%	31.8%	31.6%	31.7%	32.8%
Female	56.3%	55.9%	56.2%	56.2%	56.8%	57.4%	58.6%	58.0%
African American	16.4%	16.3%	16.4%	15.8%	15.5%	16.2%	16.0%	15.6%
Hispanic	11.0%	10.9%	10.5%	10.2%	9.7%	9.2%	9.3%	9.0%
Asian/Pacific	5.5%	5.1%	4.9%	4.9%	4.7%	4.5%	4.5%	4.5%
Native American	0.3%	0.4%	0.3%	0.3%	0.4%	0.4%	0.2%	0.4%
Two or More Races	1.9%	1.9%	1.8%	1.7%	1.5%	1.4%	1.4%	1.3%
TOTAL	32,915	33,651	32,967	31,795	30,737	32,538	30,507	32,219

TOTAL PROFESSIONALS								
Minority	30.2%	29.0%	28.3%	27.3%	26.0%	26.7%	28.2%	26.6%
Female	49.8%	49.2%	48.6%	48.4%	46.6%	52.0%	53.3%	51.5%
African American	13.1%	13.0%	12.9%	12.5%	11.4%	12.2%	13.1%	11.8%
Hispanic	8.0%	7.5%	7.2%	6.8%	6.9%	6.5%	6.6%	6.1%
Asian/Pacific	7.2%	6.5%	6.4%	6.1%	6.1%	6.4%	6.7%	7.0%
Native American	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%	0.4%	0.4%
Two or More Races	1.7%	1.7%	1.6%	1.5%	1.3%	1.3%	1.3%	1.2%
TOTAL	16,165	16,037	15,491	15,165	12,687	11,432	11,095	11,931

*These figures represent U.S. employees only.

	2017	2016	2015	2014	2013	2012	2011	2010
OFFICERS AND MANAGERS								
Minority	23.1%	22.7%	23.1%	22.1%	25.5%	23.7%	22.9%	21.8%
Female	43.8%	43.7%	47.8%	42.3%	47.1%	41.2%	48.4%	40.3%
African American	9.2%	9.3%	10.0%	9.3%	11.0%	10.4%	9.4%	9.0%
Hispanic	6.8%	6.9%	7.0%	6.6%	7.7%	7.4%	7.6%	7.2%
Asian/Pacific	5.5%	5.0%	4.6%	4.8%	5.1%	4.2%	4.2%	3.9%
Native American	0.4%	0.3%	0.2%	0.3%	0.4%	0.4%	0.4%	0.5%
Two or More Races	1.2%	1.1%	1.2%	1.2%	1.3%	1.3%	1.2%	1.2%
TOTAL	5,665	5,696	5,356	4,918	7,346	9,568	8,446	7,582

SALES ASSOCIATES								
Minority	15.7%	19.4%	23.5%	43.1%	44.7%	47.9%	52.3%	43.9%
Female	39.2%	38.2%	47.0%	44.4%	52.3%	55.5%	56.8%	49.1%
African American	8.4%	7.1%	10.0%	11.6%	15.3%	22.9%	19.9%	31.4%
Hispanic	3.6%	7.6%	9.5%	27.2%	24.8%	21.1%	29.2%	7.9%
Asian/Pacific	1.8%	2.9%	2.5%	3.1%	2.6%	1.6%	1.5%	3.3%
Native American	0.0%	0.0%	0.0%	0.3%	0.4%	0.5%	0.2%	0.2%
Two or More Races	1.8%	1.8%	1.5%	0.9%	1.5%	1.8%	1.2%	1.1%
TOTAL	166	170	200	320	456	607	407	914

	2017	2016	2015	2014	2013	2012	2011	2010
OFFICE ASSOCIATES								
Minority	49.0%	48.0%	46.3%	44.8%	42.8%	42.7%	41.7%	41.1%
Female	72.7%	71.2%	70.1%	70.9%	77.1%	77.6%	78.6%	79.5%
African American	25.1%	24.2%	24.0%	23.2%	23.8%	25.2%	24.6%	25.1%
Hispanic	17.7%	17.9%	16.4%	15.6%	13.9%	12.8%	12.7%	11.0%
Asian/Pacific	3.1%	5.0%	3.1%	3.4%	3.0%	2.8%	2.5%	3.2%
Native American	0.4%	0.3%	0.5%	0.4%	0.4%	0.4%	0.1%	0.4%
Two or More Races	2.7%	1.1%	2.3%	2.2%	1.7%	1.5%	1.5%	1.5%
TOTAL	10,917	11,784	11,920	11,339	10,169	10,844	10,435	10,113

AGENCY FORCE								
Minority	22.7%	22.1%	21.2%	20.4%	19.8%	19.4%	19.3%	18.0%
Female	26.1%	25.7%	25.0%	24.6%	24.2%	23.6%	23.4%	21.6%
African American	7.5%	7.5%	7.4%	7.2%	7.2%	7.2%	7.6%	7.2%
Hispanic	8.6%	8.1%	7.5%	7.2%	6.7%	6.4%	6.2%	6.0%
Asian/Pacific	5.7%	5.7%	5.5%	5.3%	5.2%	5.2%	5.0%	4.3%
Native American	0.6%	0.6%	0.6%	0.7%	0.6%	0.6%	0.5%	0.4%
Two or More Races	0.3%	0.2%	0.2%	0.1%	0.0%	0.0%		

	2017	2016	2015	2014	2013	2012	2011	2010
EXCLUSIVE FINANCIAL SPECIALISTS								
Minority	18.4%	16.7%	15.4%	15.5%	14.6%	15.2%	13.6%	
Female	13.1%	11.5%	12.4%	13.4%	11.5%	11.4%	10.8%	
African American	5.7%	5.6%	4.6%	5.1%	5.4%	5.3%	4.6%	
Hispanic	7.4%	6.7%	6.5%	6.3%	5.6%	6.7%	6.2%	
Asian/Pacific	3.8%	3.3%	3.2%	3.0%	2.7%	2.8%	2.5%	
Native American	0.4%	0.4%	0.3%	0.2%	0.3%	0.0%	0.0%	
Two or More Races	1.1%	0.8%	0.7%	0.7%	0.5%	0.4%		

BOARD DIVERSITY								
Minority	2	2	2	2	1	2	1	1
Female	3	3	3	3	3	3	3	3
African American	1	1	1	1	1	2	1	1
Hispanic	0	0	0	0	0	0	0	0
Asian/Pacific	1	1	1	1	0	0	0	0
Native American	0	0	0	0	0	0	0	0
Two or More Races	0	0	0	0	0	0	0	0
White	9	9	9	8	11	11	10	10
TOTAL	11	11	11	10	12	13	11	11