CARBON FOOTPRINT 2016

VIEIRA DE ALMEIDA

March 2017

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About this Report

This report presents Vieira de Almeida ("VdA") carbon footprint results for 2016. It acts as the main annual assessment tool of VdA's Green Project and is also aimed at reporting the firm's annual environmental results to the Legal Sustainability Alliance ("LSA"), of which the firm is a member.

The values here presented were calculated based on the guidelines of the LSA Carbon Footprint Protocol, the LSA Carbon Reporting Tool – User Guide 2017 and The GHG Protocol, using conversion factors suited for activities based in Portugal.

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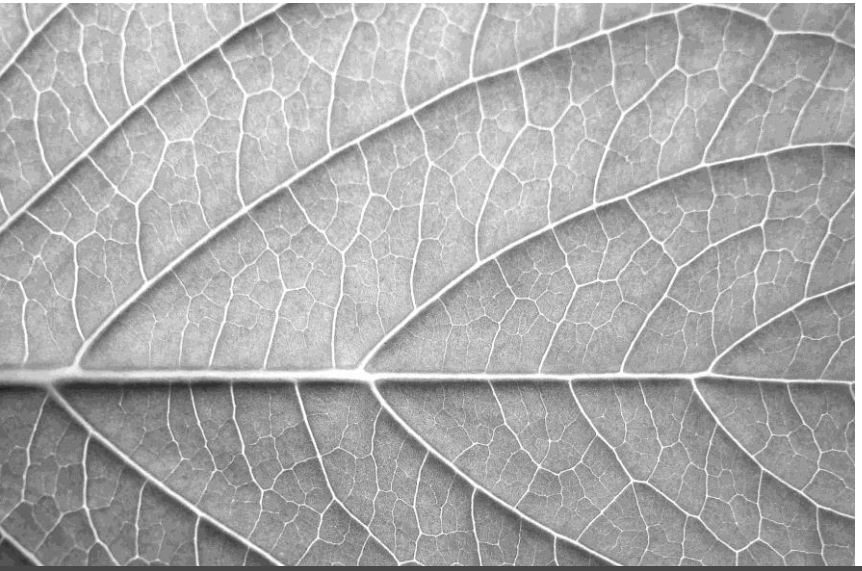
March 2017



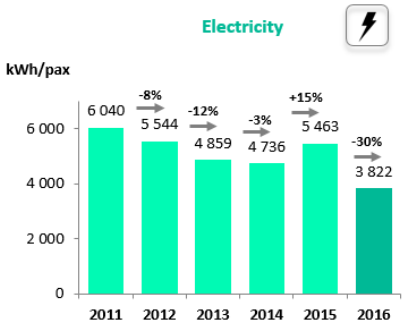
EXECUTIVE SUMMARY

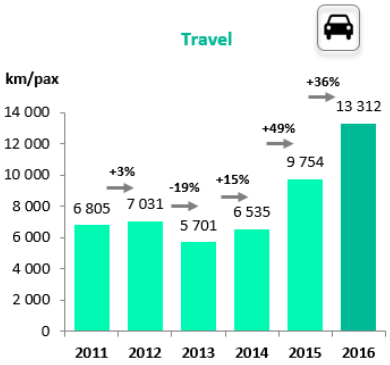
VdA's 2016 Carbon Footprint

Consumption

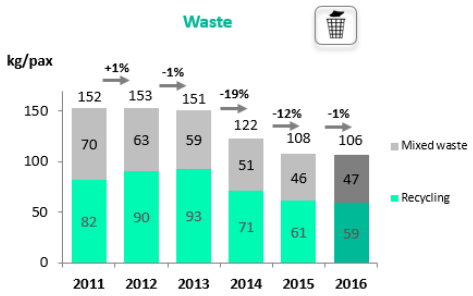
In 2016, resource consumption efficiency – here expressed per employee – registered improvements in the areas of electricity consumption and waste production, but as regards travel and paper consumption the trend was less positive.

With the exception of electricity, there was an increase in all categories of consumption, in absolute terms, due to the firm's continued growth (+12% employees) and the strengthening of its international presence across 11 jurisdictions.





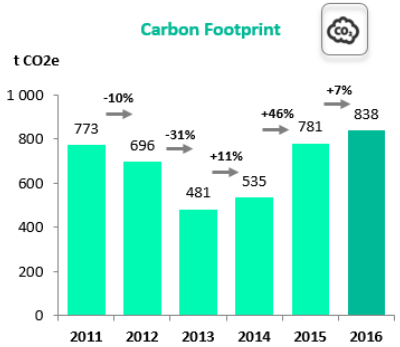
Note: Business travel includes the use of the firm's motorbikes, travel by air, train or taxi, as well as rental vehicles and personal cars used for business purposes.



In 2016, VdA's total carbon emissions were equivalent to the average combined annual consumption of electricity of 1 300 households.

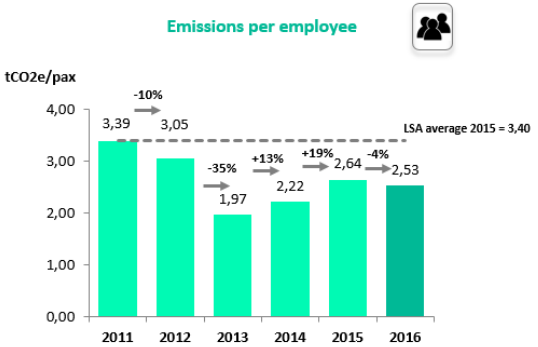
Emissions

VdA's carbon footprint increased 7% in comparison with 2015 (+57t CO_2e) as a result of the significant increase in business travel, particularly by plane, but also due to the broader GHG accounting scope applied this year, in line with the methodology of the LSA. On a comparable basis (same scope), the increase was only of 1%.



Note: Total calculated based on average carbon content of the electricity in Portugal's national power grid (Location-based method).

VdA's emissions per employee registered a 4% reduction, remaining below the average of the LSA.



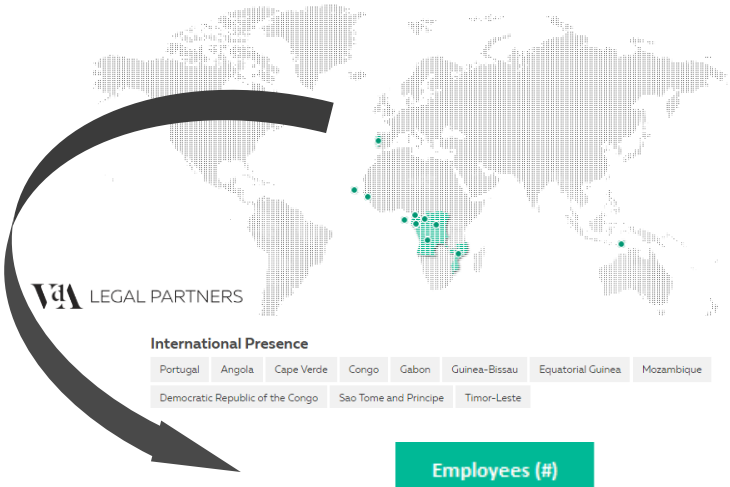
ABOUT VdA'S GREEN PROJECT AND CARBON FOOTPRINT

VdA's Profile

VdA is a leading Portuguese law firm, with a 40-year history of providing full legal services, offering in-depth knowledge of each local market.

It has two offices in Portugal (in Lisbon and Oporto) and in 2016 its team was composed of 331 people, an increase of 12% in comparison with 2015.

VdA also acts internationally, through its VdA Legal Partners, a legal services platform that gathers all the firm's international offices and local partners, with a particular focus on Portuguese-speaking countries and francophone Africa. Through VdA Legal Partners, clients have access to a team of more than 250 lawyers across 11 jurisdictions.



Office	Employees (#)
Lisbon	320
Oporto	11
TOTAL	331

Fig. 1 – VdA: Activity in Portugal and International Partnerships in 2016

The Green Project

VdA was the first major independent Portuguese law firm to establish an institutionalised Corporate Social Responsibility Programme, managed by a CSR Committee which is responsible for defining an annual plan of action and for monitoring its execution.

This programme consists of two axes of intervention: environmental responsibility and social responsibility. The environmental axis is promoted through the Green Project, VdA's internal sustainable development and eco-efficiency programme aimed at minimising the environmental impact of the firm's activities, through the optimisation of resource consumption – the consumption of energy and of materials.

The assessment and reduction of VdA's carbon footprint – i.e. of the greenhouse gas emissions associated with its activity – serves as one of the main indicators of the firm's eco-efficiency due to its cross-cutting analysis of several environmental aspects.

Fig. 2 – VdA's Corporate Social Responsibility Programme

VdA is, since 2011, among the 300 members of the LSA, a U.K.-based international organisation of law firms committed to promoting sustainability through the reduction of their own carbon footprints and the adoption of eco-efficient practices.

VdA's Carbon Footprint

VdA's activity is responsible for the direct and indirect emission of greenhouse gases (GHG), the most significant of which is carbon dioxide (CO_2).

These emissions mainly result from energy consumption at the firm's offices or through business travel. Although less relevant, other sources emit gases with a greater greenhouse effect than that of CO_2, such as methane (CH_4) and hydrofluorocarbons (HFCs). The carbon footprint is the combined measure of all these emissions, obtained through the application of internationally recognised calculation methodologies.

GHG emissions resulting from human activity are currently acknowledged as being the main source of climate change. The assessment and reduction of these emissions across all sectors of activity is therefore essential to fighting this problem.

VdA has measured its carbon footprint according to the guidelines of the LSA since 2011.

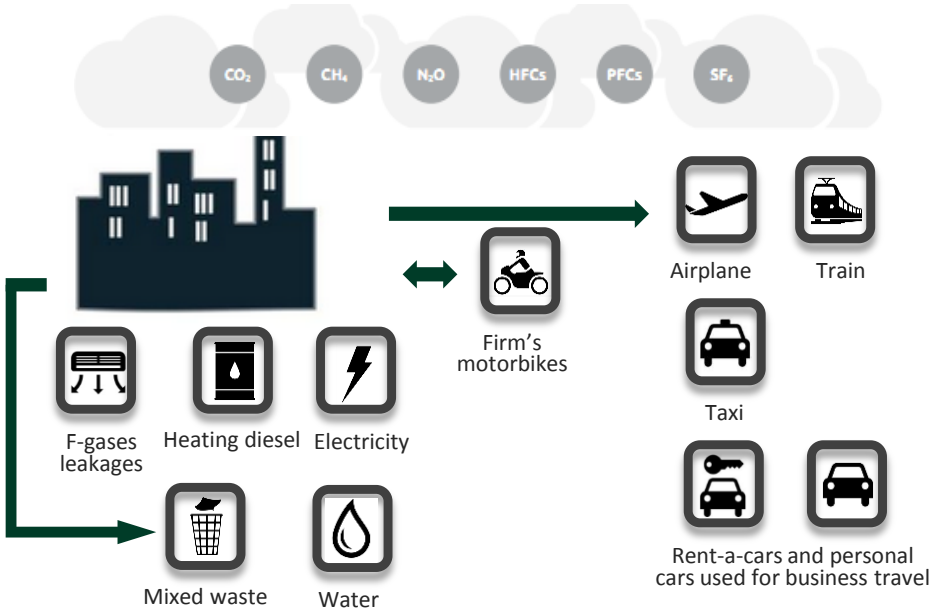


Fig. 3 – VdA's Carbon Footprint: Activities and Sources of Emissions

Direct Emissions

Direct emissions are those resulting from sources owned or controlled by VdA.

These include emissions resulting from diesel combustion in the offices' heating systems, from gas leakages in the air conditioning and refrigeration systems, or from use of the firm's motorbikes.

Indirect Emissions

Indirect emissions also result from VdA's activity, but are produced by third party sources.

These include emissions resulting from electricity consumption at VdA's offices (which are emitted by the respective power plants), from air travel and the use of other vehicles (other than the firm's motorbikes) for business travel, and from non-recycled waste sent to landfills, which generates methane emissions.

From 2016, and in line with LSA's methodology, VdA also began to monitor emissions indirectly resulting from the treatment of water consumed and wastewater produced at the firm's offices, as well as from losses of electricity in the electrical transport and distribution networks.

VdA's 2016 CARBON FOOTPRINT

Consumption

In 2016, resource consumption **per employee** registered a positive development in terms of electricity and waste production, but as regards business travel and paper consumption, the evolution was negative. Apart for electricity, all consumption levels increased, **in absolute terms**, as a result of the firm's continued growth (+12% employees) and the expansion of its international operations.

Electricity consumption registered a reduction of 22%, despite the increase in the number of employees (+35) and floor area (+4%). This decrease reflects the replacement, now almost concluded, of all conventional light bulbs with energy efficient bulbs, mainly LED. It should be noted, however, that 2015 electricity data may have been over-estimated, due to limitations experienced during that year with the electricity meters installed at VdA's Lisbon office.

Mobility maintained its growth trend, with an increase of 36% in the total number of kms travelled, driven mostly by the significant increase in air travel (+56%). Mobility even surpassed electricity consumption as the largest single source of emissions, representing 49% of the firm's total emissions. The growth in VdA's international activity explains this increase.

Waste production also increased (+11%), whereas the recycling rate dropped somewhat, standing at slightly above 55%.

In 2016, **water** consumption was monitored for the first time.

Table 1 – VdA's Carbon Footprint: Main Consumptions 2011-2016

	Unit	2011	2012	2013	2014	2015	2016	Δ '15-16 (%)
Energy	**kWh**	**1 377 137**	**1 263 980**	**1 185 500**	**1 141 406**	**1 617 173**	**1 264 976**	**-22%**
Electricity	kWh	1 377 137	1 263 980	1 185 500	1 141 406	1 617 173	1 264 976	-22%
Travel	**km**	**1 517 335**	**1 568 464**	**1 347 003**	**1 535 795**	**2 841 024**	**4 361 557**	**54%**
Airplane	km	1 358 044	1 396 324	1 197 514	1 364 356	2 670 533	4 176 345	56%
Train	km	34 545	41 035	34 145	42 984	37 733	34 854	-8%
Taxi	km	25 455	16 984	13 285	16 625	22 315	20 888	-6%
Rent-a-car	km	28 758	31 364	21 557	11 035	10 709	25 501	138%
Own car at firm's service	km	70 532	82 757	80 501	100 795	99 734	103 969	4%
Waste	**kg**	**34 769**	**34 963**	**36 859**	**29 484**	**31 836**	**35 224**	**11%**
Recycling	kg	18 794	20 554	22 579	17 080	18 074	19 572	8%
Mixed waste	kg	15 975	14 409	14 280	12 404	13 762	15 652	14%
Water	**m3**						**2 979**	
Water consumption	m3						2 979	

Detailed operational data on these consumptions can be found in Annex II.

Emissions

In 2016, VdA's carbon footprint amounted to 838 tCO_2e (tonnes of carbon dioxide equivalent), an increase of 57 t (+7%) in comparison with 2015. Nevertheless, the emissions per employee ratio registered a positive evolution (-4%).

Table 2 – VdA's Carbon Footprint: Global Results 2011-2016

	2011	2012	2013	2014	2015	2016	Δ'15-'16 (%)
Employees (#)	228	228	244	241	296	331	12%
Office area (m2)	5 871	5 871	5 928	5 928	6 902	7 153	4%
Total emissions (t CO2e)	773	696	481	535	781	838	7%
Emissions per employee (t CO2e/pax)	3,39	3,05	1,97	2,22	2,64	2,53	-4%
Emissions per floor area (t CO2e/m2)	0,13	0,12	0,08	0,09	0,11	0,12	4%

Note: These calculations consider the average carbon content of grid electricity in Portugal (Location-based method). Table 3 below presents the results using emission factors specific to the electricity provider (Market-based method).

Air travel (+50%) was the main contributor to this increase in VdA's carbon footprint. The increase also reflects the expanded emissions accounting scope : observing LSA's guidelines, from 2016, indirect emissions resulting from the treatment of water consumed and wastewater produced at VdA's offices were also accounted for in scope 3, as well as emissions linked to losses of electricity in the transport and distribution networks. On a comparative basis, the increase was only of 1%.

Table 3 – VdA's Carbon Footprint: Emissions per Scope of Analysis 2011-2016

	Unit	2011	2012	2013	2014	2015	2016	Δ'15-'16 (%)
Scope 1	**t CO2e**	**49**	**34**	**33**	**24**	**37**	**19**	**-48%**
On-site combustion (heating)	t CO2e	43	28	26	17	29	12	-60%
Own fleet (motorbikes)	t CO2e	6	6	7	7	7	7	-1%
F-gases leakage	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Scope 2 - Market-based method	**t CO2e**	**472**	**550**	**421**	**308**	**815**	**469**	**-43%**
Scope 2 - Location-based method	**t CO2e**	**547**	**483**	**305**	**349**	**461**	**346**	**-25%**
Electricity - Market-based method	t CO2e	472	550	421	308	815	469	-43%
Electricity - Market-based method	t CO2e	547	483	305	349	461	346	-25%
Scope 3	**t CO2e**	**177**	**178**	**143**	**162**	**283**	**473**	**67%**
Business travel	t CO2e	164	171	134	154	274	412	50%
Airplane	t CO2e	140	146	112	130	249	383	54%
Train	t CO2e	1	1	1	1	1	1	-27%
Taxi	t CO2e	5	3	2	3	4	4	-6%
Rent-a-car	t CO2e	5	6	4	2	2	5	138%
Own car at firm's service	t CO2e	13	15	14	18	18	19	4%
Waste treatment	t CO2e	13	7	9	8	9	10	15%
Water	t CO2e						8	
Water treatment	t CO2e						1	
Wastewater treatment	t CO2e						7	
Electricity T&D losses	t CO2e						43	
TOTAL - *Location-based method*	**t CO2e**	**773**	**696**	**481**	**535**	**781**	**838**	**7%**

Emissions Breakdown by Source

The breakdown of VdA's carbon footprint by source of emission has evolved since the firm first started monitoring its environmental results. Business travel has come to represent an ever-growing portion of the total emissions, as a result of the significant increase in air travel. In 2011, electricity represented 71% of the firm's emissions and mobility only 21%. In 2016, mobility (49%) surpassed electricity consumption (41%) as the main single source of emissions.

Air travel is the means of transport that contributes most (93%) to VdA's business travel emissions. The use of personal cars for business purposes represents the second largest source of emissions in this category (5%), while train trips, taxi rides and car rentals contributed only 2% overall.

Emissions resulting from the treatment of waste produced at VdA's offices amounted to around 1% of its total carbon footprint.

The new sources of indirect emissions accounted for in 2016 represent 6% of the total footprint. Water treatment (treatment of consumed water and wastewater) amounts to 1% and losses of consumed electricity, in the transport and distribution networks, about 5%.

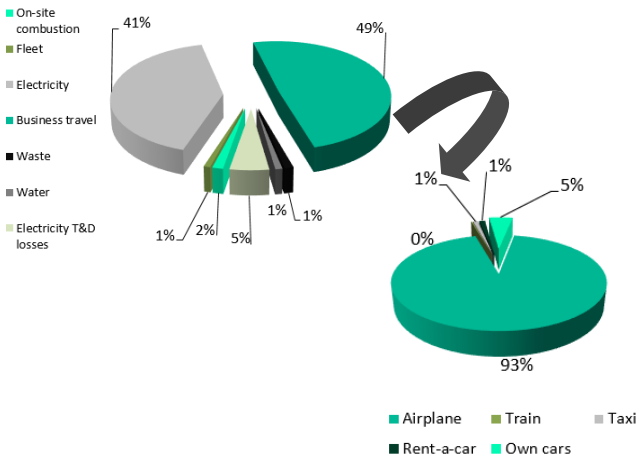
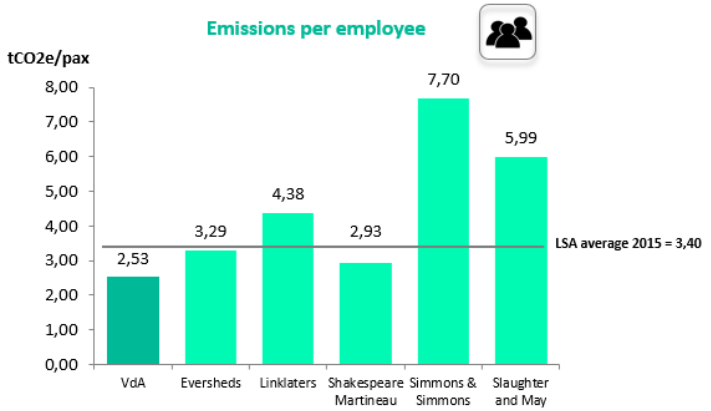


Fig. 4 – VdA's Carbon Footprint 2016: Emissions Breakdown by Source

Benchmark Analysis

In 2016, VdA's emissions per employee remained below the average reported by the members of the LSA.

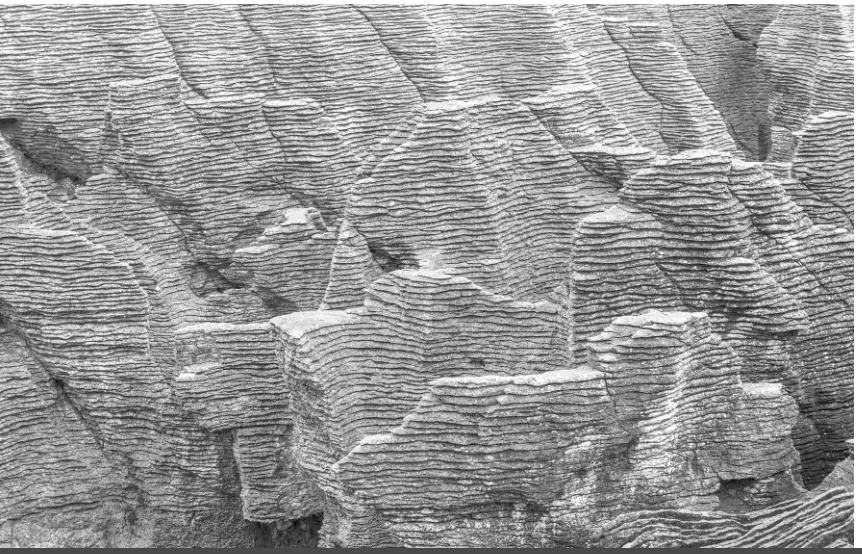
Now that LSA has resumed its publication of emission data broken down by firm, it is also possible to see that VdA continues to perform better than many of its peer benchmarks.



Note: At the time of writing this report, LSA's data for 2016 was not yet available. Peer comparison regarding the average reported by member firms was thus based on the latest available information, pertaining to 2015.

Fig. 5 – VdA's Emissions per Employee in 2016: Peer Comparison

In terms of emissions breakdown by source, business travel, especially air travel, contributes more to VdA's carbon footprint in comparison to other firms. The significance of this source of emissions has grown and, in 2016, it surpassed electricity consumption as the largest single contributor towards the firm's footprint, which diverges from the average sector pattern.



ADDITIONAL INFORMATION

Business Travel

Based on the analysis of the data collected, a set of indicators were established for business travel.

Table 4 – Business Travel at VdA: Main Indicators 2011-2016

	Number of trips (#)						Average distance (km/trip)					
	2011	2012	2013	2014	2015	2016	2011	2012	2013	2014	2015	2016
Airplane	426	396	393	431	830	1 166	3 188	3 526	3 047	3 166	3 218	3 582
Short-haul	10	18	11	29	94	132	300	317	374	348	311	320
Medium-haul	322	262	289	295	480	547	1 780	1 693	1 763	1 689	1 750	1 661
Long-haul	94	116	93	107	256	487	8 317	8 165	7 354	8 001	7 037	6 624
Train	77	97	116	174	154	173	449	423	294	247	245	201
Taxi	1 177	1 412	1 174	1 263	1452	1 367	22	12	11	13	15	15
Rent-a-car	74	72	43	34	76	62	389	436	501	325	141	411
Own car	252	333	299	292	340	322	280	249	269	345	293	323

Note: Flights are counted as single trips (one-way).

In 2016, the number of business trips increased in terms of air and train travel, but travel by road (taxi, rent-a-car and personal cars) registered a decrease across all modes of road transport.

The significant increase in air travel remained on trend, for all types of flights, especially long-haul flights, reflecting the firm's expansion to Portuguese-speaking and francophone countries, but also short-haul flights, mainly between Lisbon and Oporto, due to the growing availability of low-cost flights.

Despite the fall in the number of trips, overall personal cars use for business travel given the increase in the average distance of each trip.

Carbon Offsetting

Within the scope of a protocol established with the National Tapada of Mafra, VdA supports the management of a 31 ha area, designated as the firm's Zero Carbon Zone. This is a protected forested area with an estimated carbon capture capacity of 60 tonnes of CO_2.

In 2016, tree-planting, pruning and forest clearing activities were carried out in this area, including an initiative in which 40 VdA employees participated *(Tapadão)*. On that occasion, and to commemorate the firm's 40th anniversary, a wooden plaque was installed to identify VdA's Zero Carbon Zone.

Paper Consumption

The consumption of paper products represents one of the most significant environmental impacts of law firms' activity. As such, the LSA recommends that its members undertake their best efforts to monitor and reduce their paper consumption.

In 2016, VdA's paper consumption indicators registered a negative development: each employee consumed the equivalent of 18 600 A4 sheets (+72% when compared to 2015). Overall annual paper consumption, expressed in kgs, also increased significantly (+89%) and corresponded to more than 27 000 tonnes. This evolution is explained by VdA's growth – its increasing number of employees, the expansion of its office in Lisbon, and its involvement in large-scale, complex transactions that create additional printing needs.

Each VdA employee consumed, in 2016, an average of 70 sheets of paper per work day.

Table 5 – Paper Consumption at VdA: Main Indicators 2013-2016

	2013	2014	2015	2016	Δ'15-'16 (%)
Total consumption					
kg	13 999	12 710	14 407	27 255	89%
# sheets	3 197 862	2 852 985	3 211 802	6 161 238	92%
Consumption per employee					
kg/employee	57	53	49	82	69%
# sheets/employee	13 106	11 838	10 851	18 614	72%

Notes:

1) Includes reams of writing and printing paper, as well as notebooks, envelopes, business cards and hardcovers, which together represent more than 95% (% w/w) of the paper products purchased by VdA.

2) The number of sheets corresponds to the total equivalent of A4 sheets.

Opportunities for Improvement

Reducing Consumptions and Emissions

VdA's results in 2016 further reinforce the trend, observed since 2013, of a gradual increase in emissions associated with mobility, which clearly represents an improvement opportunity area. Although the increase in the number of long-haul flights is a near inevitable consequence of VdA's growing international activity, the firm should reconsider the increasing use of air travel for domestic trips, within the context of its transport policy and Green Project goals, keeping in mind past measures implemented to promote train travel. The firm should also evaluate the viability of replacing some of its business trips with video conference meetings, in a bid to reduce car travel.

VdA should also give special attention to paper consumption, which in 2016, due to the firm's growing activity, registered a substantial increase, despite the introduction of electronic billing processes and awareness-raising campaigns directed towards its employees.

Calculating VdA's Carbon Footprint

Measures to improve data collection:

- Obtain, from the building management of VdA's Oporto office, detailed information on electricity and fuel consumption in the common areas;
- Obtain detailed information on the use of fluorinated gases;
- Obtain more accurate information on the weight of the waste produced by each office.

The future measurement of employee commuting (house-work travelling) might also be considered.

ANNEXES

Accounting Methodology

VdA's carbon footprint in 2016 was determined in accordance with the guidelines of The Legal Sector Alliance Carbon Footprint Protocol, which adapts the Greenhouse Gas Protocol to the legal sector and stands as the main international reference for the measurement of carbon emissions in this sector.

The GHG Protocol Scope 2 Guidance, regarding emissions related to electricity consumption, and the LSA Carbon Reporting Tool – User Guide 2017, regarding the sources of emissions to include within each scope, were also applied.

Scope

The measuring of VdA's emissions only considered the firm's activity in Portugal (Lisbon and Oporto offices). The premises and activities of the offices comprising its VdA Legal Partners international platform were not accounted for, seeing as their operation is the responsibility of each respective local partner.

All direct (scope 1) and indirect (scope 2 and scope 3) sources of emissions, recommended by the LSA Carbon Footprint Protocol and included in the most recent version of the LSA Carbon Reporting Tool, have been accounted for. Emissions resulting from the destruction of mixed waste were also included within scope 3 given that the LSA stresses the importance of considering this source of emission when calculating the carbon footprint, and the fact that relevant data was available for Portugal.

Additional information on paper consumption is presented, as recommended by the LSA. However, emissions associated to paper's life cycle have not been taken into account when calculating VdA's carbon footprint.

Calculation Parameters

The calculation considered all six greenhouse gases covered by the Kyoto Protocol. The results are presented in CO_2 equivalent, using the Global Warming Potential (GWP) values published by the Intergovernmental Panel on Climate Change (IPCC - Fourth Assessment Report).

Emissions were calculated on the basis of data representative of VdA's activity in 2016. Emission factors defined by the IPCC were applied to this data, with the necessary adaptation to the Portuguese reality, based on complementary data published by national official entities.

The following specific criteria were applied:

- **Electricity –** Average emission factor for Portuguese grid electricity (electricity production, most recent data from IEA) and annual emission factor for 2016, as published by VdA's electricity supplier.
- **Air travel –** Emission factors per passenger.km for each type of flight (short, medium and long-haul). In accordance with the LSA Protocol guidelines, the Radiative Forcing Index (RFI) was not applied to these emissions.
- **Train travel –** Emission factor representative of Portugal's railway transport network.
- **Travel by rent-a-car or personal car –** Emission factor representative of the average light-duty passenger vehicle (petrol and diesel) circulating in Portugal.
- **Waste treatment –** Emission factor representing the total period of waste degradation in landfill (30 years). Emissions linked to recycling and energy recovery are considered void, as these are allocated to the respective sectors of activity.
- **Treatment of water consumed and wastewater produced –** Emission factors representative of the corresponding processes.
- **Transport & distribution losses of electricity consumed –** Emission factor representative of T&D losses in mainland Portugal.

Data Collection: Procedures and Assumptions

The data on VdA's activity in 2016 was obtained as follows:

- **On-site fuel consumption –** Calculated based on the costs charged by the building administration on the basis of the occupied area and on the average annual price of diesel fuel for heating in 2016 (*source*: *Portuguese Directorate General for Energy and Geology*).
- **Consumption of fuel by the firm's vehicles –** Calculated based on the firm's accounting movements and the average annual price of fuel in 2016 (*source*: *Directorate General for Energy and Geology*).

  Only considers fuel consumed by the firm's motorbikes (deliveries). The refuelling of Partners' vehicles is excluded.
- **Electricity consumption at the firm's premises –** Data extracted from the electricity bills issued by the building administration (Lisbon and Oporto offices).

As regards the Lisbon office, consumption by floor was included (invoiced according to the monthly meter readings), as well as consumption in common areas (lounges, lifts and cooling system), invoiced by the building administration based on occupied floor area.

- **Air travel –** Register of trips. Distances were calculated based on the origin-destination pair approach, increased by the adjustment factor (non-direct routes and wait time for landing).
- **Train travel –** Calculated based on the firm's accounting movements, identifying origin-destination pairs by considering the cost-type of trips between the main train stations (Lisbon, Oporto, Coimbra, Faro and Aveiro).
- **Travel by Taxi –** Calculated based on the firm's accounting movements and the average price per km charged for taxi rides (considering the price list in force in 2016 and taking as a basis the standard urban daytime tariff) in a four-seater car, with no extra charges. (*source: Portuguese Directorate General for Economic Activities and Antral*).
- **Rent-a-car travel –** Calculated based on the firm's accounting movements and the number of kms charged in the service provider's invoices. Petrol supply was not taken into account in order to avoid double counting.
- **Business travel using personal car –** Calculated based on the firm's accounting movements and the fixed reimbursement amount per km. Petrol supply was not taken into account in order to avoid double counting.
- **Waste production –** Calculated based on daily tally of number of bags of each type of waste, and on an average weight per bag ratio.
- **Water consumption –** Information extracted from the water bills issued by the building administration (Lisbon office).
- **Disposal of wastewater –** Calculated based on water consumption levels and on the regulatory **coefficient** of domestic wastewater drainage to the sewage network.
- **Losses of electricity in the transport and distribution networks –** Calculated based on electricity consumption and the % of losses registered in the electrical transport and distribution networks in Portugal.

Limitations of Data

In 2016, it was not possible to collect data on:

- Energy consumption (fuel and electricity) in the common areas of the Oporto office;
- Use of F-gases in air-conditioning and refrigeration equipment;
- Distance travelled outside Portugal using rental cars;
- Water consumption levels in the Oporto office.

Operational Data used to Calculate VdA's Carbon Footprint 2011-2016

		2011	2012		2013		2014		2015		2016	
Scope 1	**Unit**			**Δ '11-12 (%)**		**Δ '12-13 (%)**		**Δ '13-14 (%)**		**Δ '14-15 (%)**		**Δ '15-16 (%)**
Office fuel consumption	**l**	**15 624**	**10 208**		**9 760**		**6 608**		**11 191**		**4 532**	
Heating diesel	l	15 624	10 208	-35%	9 760	-4%	6 608	-32%	11 191	69%	4 532	-60%
Own fleet fuel consumption	**l**	**2 393**	**2 424**		**3 081**		**2 747**		**3 223**		**3 130**	
Gasoline - motorbikes	l	2 393	2 424	1%	3 081	27%	2 747	-11%	3 223	17%	3 130	-3%
Use of F-gases in office equipment	**kg**											
F-gases leakage	kg	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.	n.d.
Scope 2												
Office electricity consumption	**kWh**	**1 377 137**	**1 263 980**		**1 185 500**		**1 141 406**		**1 617 173**		**1 264 976**	
Electricity	kWh	1 377 137	1 263 980	-8%	1 185 500	-6%	1 141 406	-4%	1 617 173	42%	1 264 976	-22%
Scope 3												
Business travel in third party vehicles	**km**	**1 517 335**	**1 568 464**		**1 347 003**		**1 535 795**		**2 841 024**	**85%**	**4 361 557**	**54%**
Airplane	pkm	1 358 044	1 396 324	3%	1 197 514	-14%	1 364 356	14%	2 670 533	96%	4 176 345	56%
Short-haul	pkm	2 998	5 709	90%	4 111	-28%	10 081	145%	29 270	190%	42 185	44%
Medium-haul	pkm	573 255	443 487	-23%	509 478	15%	498 213	-2%	839 837	69%	908 301	8%
Long-haul	pkm	781 792	947 127	21%	683 925	-28%	856 062	25%	1 801 426	110%	3 225 860	79%
Train	pkm	34 545	41 035	19%	34 145	-17%	42 984	26%	37 733	-12%	34 854	-8%
Taxi	vkm	25 455	16 984	-33%	13 285	-22%	16 625	25%	22 315	34%	20 888	-6%
Rent-a-car	vkm	28 758	31 364	9%	21 557	-31%	11 035	-49%	10 709	-3%	25 501	138%
Own fleet at firm's service	vkm	70 532	82 757	17%	80 501	-3%	100 795	25%	99 734	-1%	103 969	4%
Office waste production		**34 769**	**34 963**	**1%**	**36 859**	**5%**	**29 484**	**-20%**	**31 836**	**8%**	**35 224**	**11%**
Recycling	kg	18 794	20 554	9%	22 579	10%	17 080	-24%	18 074	6%	19 572	8%
Mixed waste	kg	15 975	14 409	-10%	14 280	-1%	12 404	-13%	13 762	11%	15 652	14%
Water consumption											**2 979**	
Water consumption	m3										2 979	

Notes:
Fuel consumption at the firm's premises does not include the Oporto office.
Fuel consumption by the firm's vehicles does not include the partners' vehicles.
F-gases leakage: data not available.
Electricity: Total consumption (floors + common areas). Does not include Oporto's office's common areas.
Rent-a-car: Does not include distance travelled outside of Portugal
Waste: Estimated annual production per employee in 2011 and 2012. Since 2013, data is based on daily registers of number of waste bags and an average ratio kg/bag
Water: data not available for Oporto office.

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