ESG Performance Data 2022/23

Welcome to Experian's ESG Performance Data

The data tables in this document aim to provide a thorough overview of key ESG performance indicators.

At Experian, we recognise that we can add the most value to society by improving financial health for all, and we have made this our sustainable business strategic priority.

Helping people improve their financial health enables them to get fairer access to credit and the essentials they need to transform their lives – from having a home or building their business, to paying for education and healthcare. This in turn drives social and economic development, and contributes to three of the United Nations Sustainable Development Goals (1.4, 8.10 and 9.3), including helping to lift people out of poverty.

The data tables support different elements of our sustainable business strategy (see diagram on the right). The subsequent pages are therefore split into the following sections:

Unless otherwise noted, the data in this document reflects performance for the period of 1 April 2022 to 31 March 2023, which is referenced as '2023' in tables.

You can find out more about our Sustainable Business Strategy in our Improving Financial Health Report, DEI Report and on pages 36-65 of our Annual Report.

Improving Financial Health Report 2023

DEI Report 2023

Annual Report and Accounts 2023

Our sustainable business strategy

OUR PURPOSE

Creating a better tomorrow

for consumers, for businesses, our people and communities

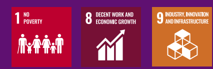
OUR SUSTAINABLE BUSINESS STRATEGIC PRIORITY

Improving financial health for all

through our

- Core products
- Social innovation
- Community investment

Contributing to the UN Sustainable Development Goals



1.4 | 8.10 | 9.3

ENABLED BY

Treating data with respect

- Security
- Accuracy
- Fairness
- Transparency
- Inclusion

SUPPORTED BY

- Inspiring and supporting our people
- Working with integrity
- Protecting the environment

Consumer profiles

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Number of people with profiles in Experian's consumer bureaus	Billions of people	**1.46**	1.41	1.28	1.20	1.00	0.95	0.93	0.86	0.82

Free access to credit scores

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
USA	Millions of people	**62**	52	41	29.5	19	14	9	4	—
Brazil	Millions of people	**81**	71	59	45	32	22	11	—	—
Spanish Latin America – Colombia and Peru	Millions of people	**13**	11	—	—	—	—	—	—	—
UK	Millions of people	**12**	11	9.5	7.5	5.6	4	2	—	—
Total number of people using Experian to access their credit scores for free	Millions of people	**168**	145	110	82	57	40	22	4	—

In 2023 we added disclosure on our member base in Spanish Latin America, and have restated 2022 to include this

Limpa Nome

	Unit	2023	2022	2021	2020	2019
Value of debts on Limpa Nome for which consumers took up renegotiated offer	$bn	**8.9**	5.9	7.8	2.7	0.5
Value of payments made to pay off renegotiated debts	$bn	**1.8**	1.2	1.1	0.4	0.1
Value of debt written off for consumers	$bn	**7.1**	4.7	6.7	2.3	0.4

The Limpa Nome portal allows consumers to renegotiate their debts, they then have a choice whether or not to accept the renegotiated lower figure and repayment plan. The data above relates to those offers that have been accepted, which is a subset of the larger number of debts that have been renegotiated on the platform.

Social Innovation impact

	Unit	2023	2022	2021	2020	2019	2018	2017
Total revenue generated through social innovation products since 2013 (cumulative)	$m	**241**	162	103	40	17	10	7
Total people reached through social innovation products since 2013 (cumulative)	Millions of people	**106**	82	60	35	21	13	4

United for Financial Health

	Unit	2023	2022	2021
Connections reached through United for Financial Health programme (cumulative)	Millions of people	**113**	87	35

Community Investment

Community investment data

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Charitable contributions	US$ '000s	**14,622**	14,072	10,319	8,424	8,536	7,746	6,959	5,969	6,347
Voluntary contributions	US$ '000s	**3,017**	1,807	1,726	2,724	2,160	1,625	1,435	1,770	1,141
Total from Experian	US$ '000s	**17,639**	15,879	12,045	11,147	10,696	9,371	8,394	7,739	7,488
% Benchmark Profit Before Tax*	%	**1.06**	1.03	0.95	0.89	0.89	0.81*	0.75	0.68	0.61

*The 2018 metrics based on Benchmark PBT have been restated following the adoption of IFRS 15. See note 3 of the Group financial statements (on page 118 of the Annual Report 2019) for further detail

Community investment data (full breakdown)

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Funds from Experian plc	US$ '000s	**4,455**	5,683	3,942	3,690	3,391	2,955	3,359	3,272	3,310
Financial donations and investments from Experian subsidiaries	US$ '000s	**7,486**	5,632	3,754	3,077	3,651	2,781	2,237	1,594	1,565
Employee time volunteered	US$ '000s	**1,874**	849	725	1,943	1,528	1,524	1,243	1,296	1,173
Gifts in kind	US$ '000s	**1,119**	1,070	1,947	737	712	711	648	620	503
Management costs	US$ '000s	**2,705**	2,645	1,677	1,700	1,414	1,401	907	957	937
Total from Experian	US$ '000s	**17,639**	15,879	12,045	11,147	10,696	9,371	8,394	7,739	7,488

Board – Composition

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Total number of Board members	Number	**11**	11	11	9	11	12	10	10	12
Number of independent Board members[1]	Number	**8**	8	8	6	7	8	6	6	8
% independent non executive directors	%	**73**	73	73	67	64	67	60	60	67
Number of women	Number	**5**	4	4	3	3	3	2	2	4
% women on Board	%	**45**	36	36	33	27	25	20	20	33
Number of women in Board Senior Positions[2]	Number	**1**	Not disclosed							
Number of ethnically diverse directors on Board	Number	**2**	2	2	2	2	2	1	1	0

Figures for 2023 as reported as at 31 March 2023. For prior years (2015 to 2022) figures are as per those in the annual reports, as at May each year

1 Includes Board Chairman Mike Rogers (independent on appointment on 24 July 2019) from FY20 onwards. The previous Board Chairman has not been classified as independent in this data

2 As defined by the UK Financial Conduct Authority (FCA), senior positions on the Board comprise the Chair, Chief Executive Officer, Chief Financial Officer and Senior Independent non-executive Director

Board – Ethnicity

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
White British or other White (including minority-white groups)	Number	**9**	9	9	7	9	10	9	9	12
Mixed/Multiple Ethnic Groups	Number	**—**	—	—	—	—	—	—	—	—
Asian/Asian British	Number	**1**	—	—	—	—	—	—	—	—
Black/African/Caribbean/Black British	Number	**—**	—	—	—	—	—	—	—	—
Other ethnic group, including Arab	Number	**1**	2	2	2	2	2	1	1	—
Not specified/Prefer not to say	Number	**—**	—	—	—	—	—	—	—	—
Total number of ethnically diverse directors on Board	Number	**2**	2	2	2	2	2	1	1	—

Figures for 2023 as reported as at 31 March 2023. For prior years (2015 to 2022) figures are as per those in the annual reports, as at May each year

Board – Nationality

	Unit	2023
American	Number	**3**
Brazilian	Number	**1**
British	Number	**6**
Irish	Number	**1**

Historic data not available.

Board – Age

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
30 to 39	Number	**—**	—	—	1	1	1	—	—	—
40 to 49	Number	**1**	1	2	1	1	1	2	2	3
50 to 59	Number	**5**	6	6	5	6	6	5	6	6
60 and over	Number	**5**	4	3	2	3	4	3	2	3

Board – Tenure

	Unit	2023	2022	2021	2020	2019	2018
< 1 year	Number	**4**	1	2	—	—	2
1 to <3 years	Number	**2**	1	2	2	3	2
3 to <6 years	Number	**1**	3	4	4	3	5
6 to <9 years	Number	**3**	3	2	3	4	1
9+ years	Number	**1**	3	1	—	1	2
Total number of directors	Number	**11**	11	11	9	11	12
Average board tenure	Number	**4 years 1 month**	6 years 3 months	5 years 9 months	Not disclosed	Not disclosed	Not disclosed

Operating committee (and direct reports) composition

Group Operating Committee – Gender Identity

	Unit	2023
Men	Number	**11**
Men	%	**73**
Women	Number	**4**
Women	%	**27**
Other	Number	**—**
Other	%	**—**
Not specified/prefer not to say	Number	**—**
Not specified/prefer not to say	%	**—**

Group Operating Committee includes the Chief Executive Officer, the Chief Financial Officer, the Chief Operating Officer and other members of executive management, and as defined under "Executive management" in the FCA's Listing Rules. Historic data not available.

Group Operating Committee – Ethnicity

	Unit	2023
White British or other White (including minority-white groups)	Number	**12**
Mixed/Multiple Ethnic Groups	Number	**0**
Asian/Asian British	Number	**—**
Black/African/Caribbean/Black British	Number	**—**
Other ethnic group, including Arab	Number	**3**
Not specified/Prefer not to say	Number	

Group Operating Committee includes the Chief Executive Officer, the Chief Financial Officer, the Chief Operating Officer and other members of executive management, and as defined under "Executive management" in the FCA's Listing Rules. Historic data not available.

Group Operating Committee and their direct reports – Gender diversity

	Unit	2023	2022	2021	2020	2019	2018	2017
Group Operating Committee and their direct reports	% women	**27%**	27%	26%	24%	24%	25%	29%

Group Operating Committee includes the Chief Executive Officer, the Chief Financial Officer, the Chief Operating Officer and other members of executive management, and as defined under "Executive management" in the FCA's Listing Rules
Direct reports excludes administrative and support functions
2023 and 2022 figures as at 31 March 2021 figure as at May 2021. Prior year figures are those submitted for Hampton Alexander Review during the calendar year

Employees – Gender diversity

Gender diversity by level (SASB SV-PS-330a.1)

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Senior leaders	% women	**34**	33	32	30	31	32	30	29	28
Total population of senior leaders (men & women)	Number	**1,068**	1,016	869	806	762	718	710	681	680
Mid-level leaders	% women	**36**	36	35	35	35	35	35	35	35
Total workforce	% women	**44**	44	44	44	44	45	45	45	44

Senior leaders = EB1-EB6 (Senior Leadership/leadership roles), Mid-tier leaders = EB7-EB8 (Senior career, experienced and managerial roles), Total workforce = EB1-EB12 (previous categories plus Administrative, junior and early/mid-career roles).

Gender diversity by region

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
North America	% women	**47**	47	47	46	46	47	47	49	47
Latin America	% women	**45**	44	45	47	48	50	50	47	49
UK and Ireland	% women	**37**	36	36	35	36	37	37	37	38
EMEA/Asia Pacific	% women	**44**	44	45	45	44				
Total workforce	% women	**44**	44	44	44	44	45	45	45	44

Data not available to EMEA/APAC for 2015 to 2018

Employees – Ethnic diversity – USA

Racial and Ethnic diversity in USA by year

	Unit	2023	2022	2021	2020	2019	2018
Asian	%	**20.4**	19.2	18.8	19.3	18.0	16.0
Black or African American	%	**8.6**	8.2	7.9	6.4	6.2	8.3
Hispanic or Latino	%	**8.9**	8.7	8.6	8.9	9.1	9.1
White	%	**55.1**	56.7	60.0	62.2	63.0	63.5
Other	%	**2.5**	2.3	2.1	1.9	1.9	1.9
Not disclosed	%	**4.4**	4.9	2.5	1.4	1.8	1.1

Other includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and 'Two or More Races' classifications.

Racial and Ethnic diversity in USA by level in 2023 (SASB SV-PS-330a.1)

	Unit	Asian	Black or African American	Hispanic or Latino	White	Other	Not disclosed
Senior leaders	%	15.7	1.8	4.0	72.8	1.7	4.0
Mid-level leaders	%	31.2	3.8	6.8	52.1	1.8	4.3
Total workforce	%	20.4	8.6	8.9	55.1	2.5	4.4

Senior leaders = EB1-EB6 (Senior Leadership/leadership roles), Mid-tier leaders = EB7-EB8 (Senior career, experienced and managerial roles), Total workforce = EB1-EB12 (previous categories plus Administrative, junior and early/mid-career roles).
Other includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and 'Two or More Races' classifications.

Employees – Ethnic diversity – UK

Ethnic diversity in UK by year

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Asian or Asian British	%	**6.0**	3.5	2.9	—	1.8	1.6	1.8	1.9	2.2
Black, African, Caribbean or Black British	%	**1.5**	1.1	0.8	—	0.4	0.3	0.3	0.3	0.3
Mixed or Multiple ethnic groups	%	**1.7**	1.0	0.9	—	0.4	0.3	0.4	0.4	0.4
White	%	**37.6**	23.4	20.0	—	24.8	26.2	26.9	27.5	29.9
Other	%	**0.0**	0.0	0.2	—	—	—	—	—	—
Not disclosed	%	**53.2**	71.0	75.2	—	72.7	71.6	70.5	69.9	67.2

Employees – Disability diversity

Disability diversity

	Unit	2023
Disabled	%	**3.1**
Not disabled	%	**42.6**
I prefer not to say	%	**3.8**
Not disclosed	%	**50.4**

Data from employees in countries comprising 87% of Experian's global headcount

Employees – Age diversity

Age diversity by year

	Unit	2023	2022	2021	2020	2019	2018	2017
16-24	%	**6.4**	6.4	4.6	5.4	6.1	6.9	7.4
25-34	%	**34.2**	34.4	34.4	36.5	36.2	36.3	37.0
35-44	%	**31.7**	31.6	32.4	31.7	31.4	31.1	30.4
45-54	%	**18.4**	18.5	19.3	18.1	18.1	17.8	17.7
55-64	%	**8.3**	8.1	8.4	7.4	7.3	7.0	6.9
65+	%	**1.0**	1.0	0.9	0.9	0.9	0.9	0.8

Age diversity by region in 2023

	Unit	Total	North America	Latin America	UK & Ireland	EMEA/ Asia Pacific
16-24	%	**6.4**	4.1	11.6	6.0	4.9
25-34	%	**34.2**	27.8	43.5	29.1	39.5
35-44	%	**31.7**	28.3	32.3	32.5	36.6
45-54	%	**18.4**	23.2	10.2	23.5	14.8
55-64	%	**8.3**	14.4	2.3	8.5	4.0
65+	%	**1.0**	2.2	0.1	0.4	0.2

Employees – Composition

Employee population by region

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
North America	Number	**8,819**	8,697	7,016	6,645	6,666	6,583	6,245	5,867	6,691
Latin America	Number	**5,280**	4,606	3,328	3,276	3,109	3,184	3,187	3,021	3,031
UK & Ireland	Number	**3,615**	3,240	3,313	3,497	3,589	3,742	3,632	3,455	3,569
EMEA/Asia Pacific	Number	**3,651**	3,908	3,989	3,707	3,150	2,806	2,615	2,655	3,229
Central	Number	**242**	206	189	199	193	180	159	158	157
Total	Number	**21,607**	20,657	17,835	17,324	16,707	16,495	15,838	15,156	16,677

This represents the average monthly number of FTE (full time equivalent employees), including executive directors
2016 data re-presented for sale of 75% share in CCM.

Workforce composition by type (SASB SV-PS-000.A)

	Unit	2023	2022	2021	2020	2019	2018
Permanent full-time employees	%	**93**	92	93	94	93	93
Permanent part-time employees	%	**4**	5	3	2	3	3
Temporary employees	%	**3**	3	4	4	4	3
Contractors	%	**0**	0	0	0	0	0

Employee – engagement

Employee engagement (SASB SV-PS-330a.3)

	Unit	2023	2022	2021	2020	2019	2018
Employee engagement	%	**82**	78	—	76	75	76

We report employee engagement as one of our key performance indicators for the business. During 2021 we switched from annual surveys to more regular pulse surveys check on our employees' health and well-being during the COVID-19 pandemic. Our annual survey was reinstated for 2022. Since 2022 we have switched our engagement survey from Korn Ferry to Great Place To Work, the questions are very similar in sentiment but not like-for-like.

Employee turnover (SASB SV-PS-330a.2)

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Voluntary employee turnover rate	%	**11.9**	16.1	10.1	11.6	12.3	11.0	11.5	13.0	14.9
Involuntary employee turnover rate	%	**6.4**	5.5	6.3	7.2	8.5	10.6	10.2	9.8	11.4
Total employee turnover	%	**18.4**	21.7	16.5	18.8	20.8	21.6	21.7	22.8	26.3

Employee – health & safety

Accidents with and without absence and number of lost days in 2023

	Unit	Accidents with absence	Accidents with no absence	Total number of accidents	Lost days
North America	Number	9	1	10	197
Latin America	Number	3	—	3	159
UK and Ireland	Number	—	3	3	—
EMEA/Asia Pacific	Number	—	—	—	—
Total workforce	Number	12	4	16	356

Lost time injury frequency rate

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Lost time injury frequency rate[1]	Per 1m hrs worked	**0.27**	0.27	0.20	0.49	0.34	0.52	0.52	0.8	0.69

1 Total number of accidents with absence per one million hours worked

Carbon emissions – overview

In order to accurately reflect our renewable electricity consumption, we have shifted our key emissions metrics from using location-based Scope 2 emissions to market-based Scope 2 emissions. Our carbon neutral commitment, our offsetting commitment, and our Science Based Target are based on our market-based emissions.

Absolute CO_2 emissions

	Unit	2023	2022 (restated)[3]	2022	2021	2020	2019	2018	2017	2016	2015
Scope 1	000s tonnes CO_2e	**2.8**	2.5	2.5	2.2	3.0	3.6	3.9	4.4	4.4	4.8
Scope 2 (market-based)[1]	000s tonnes CO_2e	**7.3**	13.9	13.9	14.3	22.1	25.6	28.0	34.2	36.6	—
Scope 1 and 2 (market-based) total	000s tonnes CO_2e	**10.1**	16.4	16.4	16.5	25.1	29.2	31.9	38.6	41.0	—
Scope 3[2]	000s tonnes CO_2e	**178.1**	179.8	532.9	453.9	493.4	495.3	—	—	—	—
Scope 3 (Purchased Goods and Services, Business Travel and Fuel-and-energy related activity)[4]	000s tonnes CO_2e	**144.5**	133.8	420.1	355.1	398.3	412.6	—	—	—	—
Total emissions – Scope 1, 2 and 3 (market-based)	000s tonnes CO_2e	**188.2**	196.2	549.3	470.4	518.5	524.5	—	—	—	—

Annual changes in absolute CO_2 emissions

	Unit	2023	2022 (restated)[3]	2022	2021	2020	2019	2018	2017
Scope 1 and 2 (market-based) total	%	**-38%**	-1%	-1%	-34%	-14%	-8%	-17%	-6%
Scope 1 and 2 (market-based) total (cumulative)	%	**-65%**	-44%	-44%	-43%	-14%	—	—	—
Scope 1, 2 and 3 (market-based) CO_2e emissions	%	**-4%**	n/a	17%	-9%	-1%	—	—	—

Normalised CO_2 emissions

	Unit	2023	2022 (restated)[3]	2022	2021	2020	2019	2018	2017	2016
Scope 1 and 2 (market-based) normalised by revenue – per $1m revenue	Tonnes CO_2e	**1.5**	2.6	2.6	3.1	4.8	6.0	6.8	8.9	9.7
Scope 1, 2 and 3 emissions (market-based) normalised by revenue – per $1m revenue	Tonnes CO_2e	**28.4**	31.2	87.4	87.6	100.1	107.9	—	—	—
Scope 1, 2 and 3 emissions (market-based) normalised by headcount – per FTE	Tonnes CO_2e	**8.6**	11.1	31.0	26.4	29.7	30.8	—	—	—

Annual changes in normalised CO_2 emissions

	Unit	2023	2022 (restated)[3]	2022	2021	2020
Scope 1, 2 and 3 emissions (market-based) normalised by revenue – per $1m revenue	%	**-9%**	n/a	0%	-12%	-7%
Scope 1, 2 and 3 emissions (market-based) normalised by headcount – per FTE	%	**-22%**	n/a	17%	-11%	-4%

1 We have calculated marked-based scope 2 emissions using electricity supplier emission factors where available. Where these were not available, we used residual mix emission factors. If residual mix factors were not available we used location-based factors.
2 Includes our total Scope 3 emissions (Purchased goods and services, Capital goods, Fuel-and-energy-related activities, Waste generated in operations, Business travel, Employee commuting, Upstream leased assets, and Investments). In prior years, this only included emissions from air travel. As we have conducted a full Scope 3 analysis, we are able to report total Scope 3 emissions data for each year since our baseline year of 2019. This does not just include emissions from air travel, but all Scope 3 categories relevant to our business.
3 In 2023 we have upgraded our Scope 3 methodology, from using a purely spend-based analysis to also including actual supplier emissions data. We are therefore restating our 2022 Scope 3 figures using the same methodology, to provide comparable figures, resulting in restated figures for Purchased Goods and Services, Upstream leased assets, Capital goods, and Investments. Please refer to our 2023 Carbon Reporting Principles and Methodologies for further detail.
4 Scope 3 categories that make up our Scope 3 science-based target.

Carbon emissions – location based

For completeness and transparency we have also reported our location-based emissions below.

Absolute CO_2 emissions

	Unit	2023	2022 (restated)[3]	2022	2021	2020	2019	2018	2017	2016	2015
Scope 1	000s tonnes CO_2e	**2.8**	2.5	2.5	2.2	3.0	3.6	3.9	4.4	4.4	4.8
Scope 2 (location-based)	000s tonnes CO_2e	**18.4**	21.1	21.1	22.2	25.5	29.8	33.0	37.0	38.0	40.9
Scope 1 and 2 (location-based) total	000s tonnes CO_2e	**21.2**	23.6	23.6	24.4	28.5	33.4	36.9	41.4	42.4	45.7
Scope 3	000s tonnes CO_2e	**178.1**	179.8	532.9	453.9	493.4	495.3	—	—	—	—
Scope 3 (Purchased Goods and Services, Business Travel and Fuel-and-energy related activity)[1]	000s tonnes CO_2e	**144.5**	133.8	420.1	355.1	398.3	412.6	—	—	—	—
Total emissions – Scope 1, 2 and 3 (location-based)	000s tonnes CO_2e	**199.3**	203.4	556.5	478.3	521.9	528.7	—	—	—	—

Normalised CO_2 emissions

	Unit	2022	2022 (restated)[3]	2022	2021	2020	2019	2018	2017	2016	2015
Scope 1 and 2 (location-based) normalised by revenue – per $1m revenue[2]	Tonnes CO_2e	**3.2**	3.8	3.8	4.5	5.5	6.9	8.0	8.9	9.3	9.5
Scope 1, 2 and 3 emissions (location-based) normalised by revenue – per $1m revenue	Tonnes CO_2e	**30.1**	32.4	88.5	89.0	100.8	108.8	—	—	—	—
Scope 1, 2 and 3 emissions (location-based) normalised by headcount – per FTE	Tonnes CO_2e	**9.1**	11.5	31.4	26.9	29.9	31.0	—	—	—	—

Location-based carbon emissions. We have calculated location-based Scope 2 emissions using the International Energy Agency (IEA) 2022 carbon emission factors for electricity.

1 Scope 3 categories that make up our Scope 3 science-based target.

2 The 2018 intensity metric based on revenue has been restated following the adoption of IFRS 15. See note 3 to the Group financial statements on page 118 of the Annual Report 2019 for further detail. Metric reported in our 2018 Annual Report: 10.8 Kilograms of CO_2 e per US$1,000.

3 In 2023 we have upgraded our Scope 3 methodology, from using a purely spend-based analysis to also including actual supplier emissions data. We are therefore restating our 2022 Scope 3 figures using the same methodology, to provide comparable figures, resulting in restated figures for Purchased Goods and Services, Upstream leased assets, Capital goods, and Investments. Please refer to our 2023 Carbon Reporting Principles and Methodologies for further detail.

Carbon emissions – buildings and travel

CO_2 emissions breakdown (market-based)

	Unit	2023	2022	2021	2020	2019	2018	2017	2016
Buildings (offices + data centres)	000s tonnes CO_2e	**8.3**	14.9	15.4	23.1	27.1	29.7	36.1	38.4

Offices CO_2 emissions (market-based)

	Unit	2023	2022	2021
Total CO_2 emissions	000s tonnes CO_2e	**7.8**	10.7	10.7
CO_2 emissions normalised by revenue – per $1m revenue	Tonnes CO_2e	**1.2**	1.7	2.0
CO_2 emissions normalised by headcount – per FTE	Tonnes CO_2e	**0.4**	0.6	0.6

Data centres CO_2 emissions (market-based)

	Unit	2023	2022	2021
Total CO_2 emissions	000s tonnes CO_2e	**0.5**	4.2	4.6
CO_2 emissions normalised by revenue – per $1m revenue	Tonnes CO_2e	**0.1**	0.7	0.9
CO_2 emissions normalised by FTE	Tonnes CO_2e	**0.02**	0.2	0.3

Emissions for offices and data centres are in both Scope 1 and Scope 2. Emissions for third party cloud data centres are not included above, these are in Scope 3 emissions within 'Purchased goods and services' and 'Upstream leased assets'.

Travel CO_2 emissions (air travel + owned and leased vehicles)

	Unit	2023	2022	2021	2020	2019	2018	2017	2016
Total CO_2 emissions	000s tonnes CO_2e	**8.9**	3.3	1.4	17.2	16.4	16.3	15.3	14.7
CO_2 emissions normalised by revenue – per $1m revenue[1]	Tonnes CO_2e	**1.3**	0.5	0.3	3.3	3.4	3.5	3.5	3.5
CO_2 emissions normalised by FTE	Tonnes CO_2e	**0.4**	0.2	0.1	1.0	1.0	1.0	1.0	1.0

Air travel emissions are recorded within Scope 3. Company owned and leased vehicle emissions are recorded within Scope 1.
1. The 2018 intensity metric based on revenue has been restated following the adoption of IFRS 15. See note 3 to the Group financial statements on page 118 of the Annual Report 2019 for further detail.

Carbon emissions – breakdown of Scope 3 emissions

Sources of Scope 3 Emissions

	Unit	2023	2022 (restated)[2]	2022	2021	2020	2019	Unit	2023 contribution to Scope 3
Purchased Goods and Services[1]	000s tonnes CO_2e	**130.9**	125.7	412.0	350.9	378.9	357.4	%	**73.5%**
Fuel and energy related activities[1]	000s tonnes CO_2e	**6.1**	6.3	6.3	3.9	4.2	6.2	%	**3.4%**
Business Travel[1 3]	000s tonnes CO_2e	**7.5**	1.8	1.8	0.3	15.2	49.1	%	**4.2%**
Upstream leased assets	000s tonnes CO_2e	**6.3**	8.3	45.3	35.4	31.0	17.5	%	**3.5%**
Capital Goods	000s tonnes CO_2e	**7.2**	19.1	40.8	40.4	31.4	31.2	%	**4.0%**
Employee commuting	000s tonnes CO_2e	**19.7**	17.8	17.8	13.7	24.8	24.6	%	**11.1%**
Investments	000s tonnes CO_2e	**0.3**	0.5	8.6	8.9	7.7	4.3	%	**0.2%**
Waste generated in operations	000s tonnes CO_2e	**0.1**	0.3	0.3	0.4	0.2	5.2	%	**0.1%**
Total Scope 3	000s tonnes CO_2e	**178.1**	179.8	532.9	453.9	493.4	495.3		
Subset of emissions within Scope 3 SBTi (Purchased Goods and Services, Business Travel and Fuel and Energy Related Activities)	000s tonnes CO_2e	**144.5**	133.8	420.1	355.1	398.3	412.6		

1 Scope 3 categories that make up our Scope 3 science-based target
2 In 2023 we have upgraded our Scope 3 methodology, from using a purely spend-based analysis to also including actual supplier emissions data. We are therefore restating our 2022 Scope 3 figures using the same methodology, to provide comparable figures, resulting in restated figures for Purchased Goods and Services, Upstream leased assets, Capital goods, and Investments. Please refer to our 2023 Carbon Reporting Principles and Methodologies for further detail.
3 Only covers emissions from air travel

Energy

Total energy use

	Unit	2023	2022	2021	2020	2019	2018	2017
Energy consumption	GWh	**69**	75	76	80	95	89	99
Energy consumption normalised by revenue – per $1m revenue[1]	MWh	**10.5**	12.0	14.1	15.4	19.5	19.1	22.8
Energy consumption normalised by headcount – per FTE	MWh	**3.2**	4.2	4.3	4.5	5.5	5.4	6.3
Energy consumption normalised by floor area – per square foot	kWh	**25.9**	27.0	24.6	29.1	32.7	29.8	34.6

1 The 2018 intensity metric based on revenue has been restated following the adoption of IFRS 15. See note 3 to the Group financial statements on page 118 of the Annual Report 2019 for further detail.

Office building energy use

	Unit	2023	2022	2021	2020	2019	2018	2017	2016	2015
Energy consumption	GWh	**30**	35	40	44	55	51	63	74	79
Energy consumption normalised by revenue – per $1m revenue[1]	MWh	**4.5**	5.5	7	9	11	11	21	22	22
Energy consumption normalised by headcount – per FTE	MWh	**1.4**	2.0	2.2	2.5	3.2	3.1	3.5	3.8	4.0

Office building energy used is predominantly electricity

1 The 2018 intensity metric based on revenue has been restated following the adoption of IFRS 15. See note 3 to the Group financial statements on page 118 of the Annual Report 2019 for further detail.

Data centre energy use

	Unit	2023	2022	2021	2020	2019	2018	2017
Energy consumption	GWh	**40**	40	36	36	40	38	36
Energy consumption normalised by revenue – per $1m revenue[1]	MWh	**6.0**	6.5	6.7	7.0	8.2	8.2	8.3
Energy consumption normalised by headcount – per FTE	MWh	**1.8**	2.3	2.0	2.0	2.3	2.3	2.3

Data centre energy used is 100% electricity

1 The 2018 intensity metric based on revenue has been restated following the adoption of IFRS 15. See note 3 to the Group financial statements on page 118 of the Annual Report 2019 for further detail.

Renewable Electricity

	Unit	2022	2022	2021	2020	2019	2018	2017
Proportion of electricity from renewable sources	%	**62%**	32%	34%	29%			
Proportion of electricity from renewable or low carbon sources	%					26%	27%	26%

In 2023 92% of energy consumption was electricity.

Streamlined Energy and Carbon Reporting (SECR) Disclosure

	Unit	2023	2022	2021
Scope 1: Global (excluding UK)	000s tonnes CO_2e	**2.3**	2.0	1.9
Scope 1: UK	000s tonnes CO_2e	**0.5**	0.5	0.3
Scope 2 (location based): Global (excluding UK)	000s tonnes CO_2e	**14.7**	16.7	16.8
Scope 2 (location based): UK	000s tonnes CO_2e	**3.7**	4.4	5.4
Total Scope 1 & 2 (location based): Global (excluding UK)	000s tonnes CO_2e	**17.0**	18.7	18.7
Total Scope 1 & 2 (location based): UK	000s tonnes CO_2e	**4.2**	4.9	5.7
Energy consumption used to calculate above emissions: Global (excluding UK)	kWh	**48,675,621**	50,859,896	51,154,107
Energy consumption used to calculate above emissions: UK	kWh	**20,626,911**	24,358,946	25,401,992
Total emissions normalised by revenue – per US$1m revenue: Global (excluding the UK)	Tonnes CO_2e/US$1m revenue	**2.9**	3.4	4.0
Total emissions normalised by revenue – per US$1m revenue: UK	Tonnes CO_2e/US$1m revenue	**5.4**	5.9	7.7