


# SUSTAINABLE BUSINESS PERFORMANCE DATA 2021

PwC performed limited assurance in 2020/21 on the metrics marked with the "Δ" symbol in the tables below and their assurance report is provided on page 51. How we have prepared our sustainable business performance data is set out in our Reporting Principles and Methodologies document available on our website [www.experianplc.com/responsibility/data-and-assurance](http://www.experianplc.com/responsibility/data-and-assurance). Unless otherwise noted the data reflects performance for the period of 1 April 2020 to 31 March 2021, which is referenced as '2021' in tables.

 TO FIND OUT MORE INFORMATION ON HOW WE HAVE PREPARED OUR SUSTAINABLE BUSINESS PERFORMANCE DATA, PLEASE SEE OUR REPORTING PRINCIPLES AND METHODOLOGIES ON OUR WEBSITE.

## Board and executive committee (and direct reports) composition

BOARD COMPOSITION	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Total number of Board members</b>	number	11	9	11	12	10	10	12
<b>Number of independent Board members<sup>1</sup></b>	number	8	6	7	8	6	6	8
<b>% independent non executive directors</b>	%	73	67	64	67	60	60	67
<b>Number of women</b>	number	4	3	3	3	2	3	4
<b>% women on Board</b>	%	36	33	27	25	20	30	33
<b>Number of ethnically diverse directors on Board</b>	<b>number</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>

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. Figures are as per those in the annual reports, as at May each year.

BOARD COMPOSITION - ETHNICITY	Unit	2021	2020	2019	2018	2017	2016	2015
<b>White - North American</b>	number	3	3	4	4	4	4	6
<b>White - European</b>	number	6	4	5	6	5	5	6
<b>Non-white ethnic group - Arabic</b>	number	1	1	1	1	–	–	–
<b>Non-white ethnic group - South American</b>	number	1	1	1	1	1	1	–
<b>Total number of ethnically diverse directors on Board</b>	<b>number</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>0</b>

Figures are as per those in the annual reports, as at May each year.

EXECUTIVE COMMITTEE AND DIRECT REPORTS GENDER DIVERSITY	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Executive committee and their direct reports</b>	% women	26	24	24	25	29		

Direct reports excludes administrative and support functions.

2021 figure as at May 2021. Prior year figures are those submitted for Hampton Alexander Review during the calendar year.

## PERFORMANCE DATA CONTINUED

### Employees – Gender diversity

<b>GENDER DIVERSITY BY LEVEL</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Senior leaders</b>	% women	32 <sup>A</sup>	30	31	32	30	29	28
<b>Total population of senior leaders (men &amp; women)</b>	number	869	806	762	718	710	681	680
<b>Mid-level leaders</b>	% women	35	35	35	35	35	35	35
<b>Total workforce</b>	<b>% women</b>	<b>44<sup>A</sup></b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>44</b>

<b>GENDER DIVERSITY BY REGION</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>North America</b>	% women	47	46	46	47	47	49	47
<b>Latin America</b>	% women	45	47	48	50	50	47	49
<b>UK &amp; Ireland</b>	% women	36	35	36	37	37	37	38
<b>EMEA</b>	% women	44	43	45	43	43	44	44
<b>Asia Pacific</b>	% women	45	45	43	46	46	45	44
<b>Total workforce</b>	<b>% women</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>45</b>	<b>45</b>	<b>45</b>	<b>44</b>

## PERFORMANCE DATA CONTINUED

### Employees – Age diversity

<b>AGE DIVERSITY</b>	Unit	2021	2020	2019	2018	2017
<b>16-24</b>	%	4.6	5.4	6.1	6.9	7.4
<b>25-34</b>	%	34.4	36.5	36.2	36.3	37.0
<b>35-44</b>	%	32.4	31.7	31.4	31.1	30.4
<b>45-54</b>	%	19.3	18.1	18.1	17.8	27.7
<b>55-64</b>	%	8.4	7.4	7.3	7.0	6.9
<b>65+</b>	%	0.9	0.9	0.9	0.9	0.8

<b>AGE DIVERSITY BY REGION</b>	Unit	Total	North America	Latin America	UK & Ireland	EMEA	Asia Pacific
<b>16-24</b>	%	4.6	4.9	7.0	3.6	2.9	2.9
<b>25-34</b>	%	34.4	27.3	44.6	31.4	39.5	42.7
<b>35-44</b>	%	32.4	27.9	34.1	33.2	35.2	42.2
<b>45-54</b>	%	19.3	23.4	11.4	24.4	17.3	10.2
<b>55-64</b>	%	8.4	14.4	2.7	7.4	4.8	1.9
<b>65+</b>	%	0.9	2.1	0.2	0.2	0.3	0.2

### Employees – Ethnic diversity - USA

<b>RACIAL AND ETHNIC DIVERSITY IN USA BY YEAR</b>	Unit	2021	2020	2019	2018
<b>Asian</b>	%	18.8	19.3	18.0	16.0
<b>Black or African American</b>	%	7.9	6.4	6.2	8.3
<b>Hispanic or Latino</b>	%	8.6	8.9	9.1	9.1
<b>White</b>	%	60.0	62.2	63.0	63.5
<b>Other</b>	%	2.1	1.9	1.9	1.9
<b>N/A</b>	%	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. N/A includes not disclosed/available.

## PERFORMANCE DATA CONTINUED

### Employees – Ethnic diversity - USA continued

	Unit	Asian	Black or African American	Hispanic or Latino	White	Other	N/A
<b>RACIAL AND ETHNIC DIVERSITY IN USA BY LEVEL</b>							
<b>Senior leaders</b>	%	12.8	1.5	4.2	79.7	0.6	1.2
<b>Mid-level leaders</b>	%	29.6	3.1	6.4	57.4	1.9	1.6
<b>Total workforce</b>	%	<b>18.8</b>	<b>7.9</b>	<b>8.6</b>	<b>60.0</b>	<b>2.1</b>	<b>2.5</b>

Senior leadership = EB1-EB6, Mid-tier leadership = EB7-EB8, Total workforce = EB1-EB12.

### Employees – Ethnic diversity - UK

	Unit	2021	2020	2019	2018	2017	2016	2015
<b>ETHNIC DIVERSITY IN UK BY YEAR</b>								
<b>Asian or Asian British</b>	%	2.9	–	1.8	1.6	1.8	1.9	2.2
<b>Black, African, Caribbean or Black British</b>	%	0.8	–	0.4	0.3	0.3	0.3	0.3
<b>Mixed or Multiple ethnic groups</b>	%	0.9	–	0.4	0.3	0.4	0.4	0.4
<b>White</b>	%	20	–	24.8	26.2	26.9	27.5	29.9
<b>Other</b>	%	0.2	–					
<b>Not disclosed</b>	%	75.2	–	72.7	71.6	70.5	69.9	67.2

### Employees – composition

	Unit	2021	2020	2019	2018
<b>WORKFORCE COMPOSITION BY TYPE</b>					
<b>Full-time</b>	%	93	94	93	93
<b>Part-time</b>	%	3	2	3	3
<b>Temporary employees</b>	%	4	4	4	3
<b>Contractors</b>	%	0	0	0	0

## PERFORMANCE DATA CONTINUED

### Employees

#### EMPLOYEE ENGAGEMENT

	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Employee engagement</b>	%	–	76	75	76	–	68	–

We report employee engagement as one of our key performance indicators for the business. However as the COVID-19 pandemic emerged, we quickly implemented regular pulse surveys to check on our employees' health and well-being and be able to respond rapidly to support them. Our annual employee survey was therefore postponed. See page 47 of our FY21 Annual Report for further details.

#### EMPLOYEE TURNOVER

	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Voluntary employee turnover rate</b>	%	10.1	11.6	12.3	11.0	11.5	13.0	14.9
<b>Involuntary employee turnover rate</b>	%	6.3	7.2	8.5	10.6	10.2	9.8	11.4
<b>Total employee turnover</b>	%	<b>16.5</b>	<b>18.8</b>	<b>20.8</b>	<b>21.6</b>	<b>21.7</b>	<b>22.8</b>	<b>26.3</b>

#### ACCIDENTS WITH AND WITHOUT ABSENCE AND NUMBER OF LOST DAYS

	Unit	Accidents with absence	Accidents with no absence	Total number of accidents	Lost days
<b>North America</b>	Number	2	1	3	15
<b>Latin America</b>	Number	3	0	3	46
<b>UK &amp; Ireland</b>	Number	0	2	2	0
<b>EMEA</b>	Number	0	0	0	0
<b>Asia Pacific</b>	Number	1	1	2	106
<b>Total workforce</b>	<b>Number</b>	<b>6</b>	<b>4</b>	<b>10</b>	<b>167</b>

#### LOST TIME INJURY FREQUENCY RATE

	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Lost time injury frequency rate</b>	Per 1m hrs worked	0.2	0.49	0.34	0.52	0.52	0.8	0.69

## PERFORMANCE DATA CONTINUED

### Social - Community Investment

<b>COMMUNITY INVESTMENT DATA (AS REPORTED IN THE SUSTAINABLE BUSINESS REPORT 2021)</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Charitable contributions</b>	US\$ '000's	10,319	8,424	8,536	7,746	6,959	5,968	6,347
<b>Voluntary contributions</b>	US\$ '000's	1,726	2,724	2,160	1,625	1,435	1,770	1,141
<b>Total from Experian</b>	<b>US\$ '000's</b>	<b>12,045</b>	<b>11,147</b>	<b>10,696</b>	<b>9,371</b>	<b>8,394</b>	<b>7,738</b>	<b>7,488</b>
<b>% Benchmark PBT</b>	%	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.

<b>COMMUNITY INVESTMENT DATA (FULL BREAKDOWN)</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Funds from Experian plc</b>	US\$ '000's	3,942	3,690	3,391	2,955	3,359	3,272	3,310
<b>Financial donations and investments from Experian subsidiaries</b>	US\$ '000's	3,754	3,077	3,651	2,781	2,237	1,594	1,565
<b>Employee time volunteered</b>	US\$ '000's	725	1,943	1,528	1,524	1,243	1,296	1,173
<b>Gifts in kind</b>	US\$ '000's	1,947	737	712	711	648	620	503
<b>Management costs</b>	US\$ '000's	1,677	1,700	1,414	1,401	907	957	937
<b>Total from Experian</b>	<b>US\$ '000's</b>	<b>12,045</b>	<b>11,147</b>	<b>10,696</b>	<b>9,371</b>	<b>8,394</b>	<b>7,738</b>	<b>7,488</b>

## PERFORMANCE DATA CONTINUED

### Social – Improving Financial Health

<b>CONSUMER PROFILES</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Number of people with profiles in Experian's consumer bureaus</b>	billions of people	1.28	1.20	1.00	0.95	0.93	0.86	0.82

<b>FREE ACCESS TO CREDIT SCORES</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>North America</b>	Millions of people	41	29.5	19	14	9	4	–
<b>Latin America</b>	Millions of people	59	45	32	22	11	–	–
<b>UK &amp; Ireland</b>	Millions of people	10	7.5	5.6	4	2	–	–
<b>Total number of people using Experian to access their credit scores for free</b>	<b>Millions of people</b>	<b>110</b>	<b>82</b>	<b>57</b>	<b>40</b>	<b>22</b>	<b>4</b>	<b>–</b>

<b>LIMPE NOME</b>	Unit	2021	2020	2019
<b>Value of debts on Limpa Nome for which consumers took up renegotiated offer</b>	\$bn	7.8	2.7	0.5
<b>Value of payments made to pay off renegotiated debts</b>	\$bn	1.1	0.4	0.1
<b>Value of debt written off for consumers</b>	\$bn	6.7	2.3	0.4
<b>Number of people helped by Limpa Nome</b>	Millions of people	8.3	2.9	0.6

The Limpe 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.

<b>SOCIAL INNOVATION IMPACT</b>	Unit	2021	2020	2019	2018	2017
<b>Revenue generated through social innovation products</b>	\$m	64	22	7	4	2
<b>Total revenue generated through social innovation products since 2013 (cumulative)</b>	<b>\$m</b>	<b>103</b>	<b>40</b>	<b>17</b>	<b>10</b>	<b>7</b>
<b>People reached through social innovation products</b>	Millions of people	28	14	7	9	2
<b>Total people reached through social innovation products since 2013 (cumulative)</b>	<b>Millions of people</b>	<b>61</b>	<b>35</b>	<b>21</b>	<b>13</b>	<b>4</b>

<b>UNITED FOR FINANCIAL HEALTH</b>	Unit	2021
<b>People reached through United for Financial Health programme (cumulative)</b>	Millions of people	35

## PERFORMANCE DATA CONTINUED

### Carbon emissions - overview

In order to accurately reflect our renewable electricity consumption, we are shifting 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.

<b>ABSOLUTE CO<sub>2</sub> EMISSIONS</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Scope 1</b>	000's tonnes CO <sub>2</sub> e	2.2 <sup>A</sup>	3.0	3.6	3.9	4.4	4.4	4.8
<b>Scope 2 (market-based)<sup>1</sup></b>	000's tonnes CO <sub>2</sub> e	14.3	22.1	25.6	28.0	34.2	36.6	–
<b>Scope 1 and 2 (market-based) total</b>	000's tonnes CO <sub>2</sub> e	16.5	25.1	29.2	31.9	38.6	41.0	–
<b>Scope 3 (air travel only)<sup>2</sup></b>	000's tonnes CO <sub>2</sub> e	0.3	15.2	14.3	14.1	12.8	12.1	n/a
<b>Total emissions - Scope 1, 2 and 3 (market-based)</b>	<b>000's tonnes CO<sub>2</sub>e</b>	<b>16.8</b>	<b>40.3</b>	<b>43.5</b>	<b>46.0</b>	<b>51.4</b>	<b>53.1</b>	<b>–</b>

<b>ANNUAL CHANGES IN ABSOLUTE CO<sub>2</sub> EMISSIONS</b>	Unit	2021	2020	2019	2018	2017	2016
<b>Scope 1 and 2 (market-based) total</b>	%	-34	-15	-8	-20	-8	–
<b>Scope 1, 2 and 3 (market-based) CO<sub>2</sub>e emissions</b>	%	-58	-7	-5	-11	-3	–

<b>NORMALISED CO<sub>2</sub> EMISSIONS</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Scope 1 and 2 (market-based) normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	3.1	4.8	6.0	6.8	8.9	9.7	–
<b>Scope 1, 2 and 3 emissions (market-based) normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	3.1	7.8	8.9	9.9	11.9	12.5	–
<b>Scope 1, 2 and 3 emissions (market-based) normalised by headcount – per FTE</b>	Tonnes CO <sub>2</sub> e	0.9	2.3	2.5	2.8	3.2	3.5	–

<b>ANNUAL CHANGES IN NORMALISED CO<sub>2</sub> EMISSIONS</b>	Unit	2021	2020	2019	2018	2017	2016
<b>Scope 1, 2 and 3 (market-based) CO<sub>2</sub>e emissions normalised by revenue – per \$1,000 revenue</b>	%	-60	-12	-10	-17	-5	–
<b>Scope 1, 2 and 3 (market-based) CO<sub>2</sub>e emissions normalised by headcount – per FTE</b>	%	-61	-8	-11	-13	-9	–

<sup>1</sup> Calculated with Scope 2 market-based carbon emissions. We have calculated market-based Scope 2 emissions using electricity supplier emission factors where available. Where supplier factors are not available, we use residual emission factors where available. If residual emission factors are not available, we use location-based emission factors.

<sup>2</sup> Scope 3 includes emissions from global air travel. In FY21 air travel emissions have been calculated using Radiative Forcing (RF) emission factors for the first time and we intend to continue to report on this basis in the future. For comparison, the non-RF reported figure would be 0.1. In previous years, we have only tracked and reported Scope 3 emissions related to air travel. In FY21, we engaged external experts to undertake a full assessment of our Scope 3 emissions, using best practice models and a combination of procurement and financial data available for FY19, the last full year before the exceptional circumstances of COVID-19. This initial analysis estimated our baseline Scope 3 emissions in FY19 as 495.3 thousand tonnes. See page 56 of FY21 ARA for further information.



## PERFORMANCE DATA CONTINUED

### Carbon emissions - overview continued

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

<b>ABSOLUTE CO<sub>2</sub> EMISSIONS</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Scope 1</b>	000's tonnes CO <sub>2</sub> e	2.2 <sup>A</sup>	3.0	3.6	3.9	4.4	4.4	4.8
<b>Scope 2 (location-based)</b>	000's tonnes CO <sub>2</sub> e	22.2 <sup>A</sup>	25.5	29.8	33.0	37.0	38.0	40.9
<b>Scope 1 and 2 (location-based) total</b>	000's tonnes CO <sub>2</sub> e	24.4	28.5	33.4	36.9	41.4	42.4	45.7
<b>Scope 3 (air travel only)</b>	000's tonnes CO <sub>2</sub> e	0.3	15.2	14.3	14.1	12.8	12.1	n/a
<b>Total emissions - Scope 1, 2 and 3 (location-based)</b>	<b>000's tonnes CO<sub>2</sub>e</b>	<b>24.7</b>	<b>43.7</b>	<b>47.7</b>	<b>51.0</b>	<b>54.2</b>	<b>54.5</b>	<b>57.9</b>

<b>NORMALISED CO<sub>2</sub> EMISSIONS</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Scope 1 and 2 (location-based) normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	4.5	5.5	6.9	8.0 <sup>1</sup>	8.9	9.3	9.5
<b>Scope 1, 2 and 3 emissions (location-based) normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	4.6	8.4	9.8	11.0 <sup>2</sup>	11.7	12.0	12.0
<b>Scope 1, 2 and 3 emissions (location-based) normalised by headcount – per FTE</b>	Tonnes CO <sub>2</sub> e	1.4	2.5	2.8	3.1	3.0	3.3	3.5

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

<sup>1</sup> 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: 7.8 Kilograms of CO<sub>2</sub>e per US\$1,000.

<sup>2</sup> 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<sub>2</sub>e per US\$1,000.

## PERFORMANCE DATA CONTINUED

### Carbon emissions - breakdown by activity

<b>CO<sub>2</sub> EMISSIONS BREAKDOWN (MARKET-BASED)</b>	Unit	2021	2020	2019	2018	2017	2016
<b>Buildings (offices + data centres)</b>	000's tonnes CO <sub>2</sub> e	15.4	23.1	27.1	29.7	36.1	38.4
<b>Travel (air travel + owned and leased vehicles)</b>	000's tonnes CO <sub>2</sub> e	1.4	17.2	16.4	16.3	15.3	14.7
<b>Total CO<sub>2</sub> emissions</b>	<b>000's tonnes CO<sub>2</sub>e</b>	<b>16.8</b>	<b>40.3</b>	<b>43.5</b>	<b>46</b>	<b>51.4</b>	<b>53.1</b>

<b>OFFICES CO<sub>2</sub> EMISSIONS (MARKET BASED)</b>	Unit	2021
<b>CO<sub>2</sub> emissions</b>	000's tonnes CO <sub>2</sub> e	10.7
<b>CO<sub>2</sub> emissions normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	2.0
<b>CO<sub>2</sub> emissions normalised by FTE</b>	Tonnes CO <sub>2</sub> e	0.6

<b>DATA CENTRES CO<sub>2</sub> EMISSIONS (MARKET BASED)</b>	Unit	2021
<b>CO<sub>2</sub> emissions</b>	000's tonnes CO <sub>2</sub> e	4.6
<b>CO<sub>2</sub> emissions normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	0.9
<b>CO<sub>2</sub> emissions normalised by FTE</b>	Tonnes CO <sub>2</sub> e	0.3

<b>TRAVEL CO<sub>2</sub> EMISSIONS (AIR TRAVEL + OWNED AND LEASED VEHICLES)</b>	Unit	2021	2020	2019	2018	2017	2016
<b>CO<sub>2</sub> emissions</b>	000's tonnes CO <sub>2</sub> e	1.4	17.2	16.4	16.3	15.3	14.7
<b>CO<sub>2</sub> emissions normalised by revenue – per \$1m revenue</b>	Tonnes CO <sub>2</sub> e	0.3	3.3	3.4	3.5	3.5	3.5
<b>CO<sub>2</sub> emissions normalised by FTE</b>	Tonnes CO <sub>2</sub> e	0.1	1.0	1.0	1.0	1.0	1.0

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

<b>CO<sub>2</sub> EMISSIONS BREAKDOWN (LOCATION-BASED)</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Buildings (offices + data centres)</b>	000's tonnes CO <sub>2</sub> e	23.3	26.5	31.3	34.7	38.9	39.8	42.9
<b>Travel (air travel + owned and leased vehicles)</b>	000's tonnes CO <sub>2</sub> e	1.4	17.2	16.4	16.3	15.3	14.7	15.0
<b>Total CO<sub>2</sub> emissions</b>	<b>000's tonnes CO<sub>2</sub>e</b>	<b>24.7</b>	<b>43.7</b>	<b>47.7</b>	<b>51.0</b>	<b>54.2</b>	<b>54.5</b>	<b>57.9</b>

## PERFORMANCE DATA CONTINUED

### Energy use

<b>TOTAL ENERGY USE</b>	Unit	2021	2020	2019	2018	2017
<b>Energy consumption</b>	GWh	76.0	80.0	95.0	89.0	99.0
<b>Energy consumption normalised by revenue – per \$1m revenue</b>	MWh	14.1	15.4	19.5	19.1	22.8
<b>Energy consumption normalised by headcount – per FTE</b>	MWh	4.3	4.5	5.5	5.4	6.3
<b>Energy consumption normalised by floor area – per square foot</b>	kWh	24.6	29.1	32.7	29.8	34.6

<b>OFFICE BUILDING ENERGY USE</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Energy consumption</b>	GWh	40.0	44.0	55.0	51.0	63.0	74.0	79.0
<b>Energy consumption normalised by revenue – per \$1m revenue</b>	MWh	7.0	9.0	11.0	11.0*	21.0	22.0	22.0
<b>Energy consumption normalised by headcount – per FTE</b>	MWh	2.2	2.5	3.2	3.1	3.5	3.8	4.0

Office building energy used is predominantly electricity.

<b>DATA CENTRE ENERGY USE</b>	Unit	2021	2020	2019	2018	2017
<b>Energy consumption</b>	GWh	36.0	36.0	40.0	38.0	36.0
<b>Energy consumption normalised by revenue – per \$1m revenue</b>	MWh	6.7	7.0	8.2	8.2	8.3
<b>Energy consumption normalised by headcount – per FTE</b>	MWh	2.0	2.0	2.3	2.3	2.3

Data centre energy used is 100% electricity.

<b>RENEWABLE ELECTRICITY</b>	Unit	2021	2020	2019	2018	2017	2016	2015
<b>Proportion of electricity from renewable sources</b>	%	34	29	–	–	–		
<b>Proportion of electricity from renewable or low carbon sources</b>	%	–	–	26	27	26		