

The KANTAR logo is positioned in the top left corner. It features the word "KANTAR" in a bold, white, sans-serif font. The letter "K" is distinguished by a vertical yellow bar on its left side. The background of the entire page is a vibrant, abstract composition of glowing purple and blue light trails that curve and ripple across the frame, creating a sense of motion and digital connectivity.

**KANTAR**

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Environmental, Social  
and Governance  
Report 2021





# ESG Report 2021

## Contents

### 01 Chief Executive's introduction

#### Disclaimer

Various statements contained in this report constitute "forward-looking statements" within the meaning of the securities laws of certain applicable jurisdictions. All statements other than statements of historical fact included in this report, including, without limitation, statements regarding our future financial position and results of operation, trends or developments affecting our financial condition and results of operation or the markets in which we operate, strategy, outlook and growth prospects, anticipated investments, costs and results, future plans and potential for growth, projects to enhance efficiency, impact of governmental regulations or actions, competition in areas of our business, litigation outcomes and timetables, future capital expenditures, liquidity requirements, capital resources, the successful integration of acquisitions and objectives of management for future operations or plans to launch new or expand existing operations, may be deemed to be forward-looking statements. When used in this report, the words "believe," "anticipate," "should," "intend," "assume," "plan," "may," "will," "expect," "estimate," "positioned," "strategy" and similar expressions may identify these forward-looking statements, but the absence of these words does not necessarily mean that a statement is not forward-looking. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements or industry results to be materially different from those contemplated, projected, forecast, estimated or budgeted, whether expressed or implied, by these forward-looking statements.

### 03 Kantar's ESG strategy



#### 07 Our people

We believe that creating a culture of inclusion is critical to us delivering quality and innovation for our clients, and for our people to grow.

#### 08 Creating a thriving, positive environment

#### 09 Inclusion and diversity

#### 13 Health and wellbeing

#### 14 Leadership and development

#### 15 Employee engagement and feedback

#### 16 Reward and remuneration



#### 18 Our planet

We have begun the journey towards decarbonisation. Our ambition is to become a net-zero company. We are focused on preparing for SBTi's net-zero target-setting programme.

#### 19 First steps

#### 20 Offices commitments

#### 25 Travel commitments

#### 26 Technology at Kantar



#### 28 Our partnerships

We will use the power of our spending to help create a more inclusive and diverse supplier base for our industry. By working with our suppliers, we will help improve standards across our supply chain and beyond our business.

#### 29 Making procurement sustainable

#### 31 Always getting better



#### 32 Data positive

Our ambition is to become a 'force multiplier' for helping our clients grow more sustainably. We will develop data, methodologies and services that allow us to apply the power of our validated insights, evidence and advice to the development of sustainable consumption strategies.

#### 33 Kantar's strategy for growing our network effect

#### 34 Sustainable Transformation Practice

#### 36 Kantar's Diversity, Equity & Inclusion (DEI) Practice

### 39 Governance, ethics and data privacy

#### 40 The world's most meaningful data partner

#### 41 Data privacy and security

#### 45 Our model of governance

#### 46 Our reporting roadmap

#### 47 Our key commitments



## Chief Executive's introduction

# Data as a lever for positive change



Chris Jansen  
Chief Executive

“Our ESG strategy will sit alongside our purpose and our business strategy in shaping **who we are and how we operate** as a business.”

It is vital that businesses play a part in helping address the challenges society faces today, whether social or environmental. We have a role to play, both in how we operate as a business, and in the network effect we can have as a strategic adviser to the largest consumer-facing companies around the world. And at Kantar, we want to ensure our increasingly data-centric world develops in an ethical and secure way.

2021 was an important year for Kantar. We continued to transform our business and establish ourselves as a purpose-led organisation independent of WPP, our former parent company. As part of our transformation, we are aiming high from the outset in our ESG obligations. I am therefore pleased we are publishing our first-ever comprehensive ESG strategy here – an important milestone in the history of the company – alongside a summary of our 2021 performance.

Our materiality exercise identified the most critical areas that require our focus, and I am confident our new ESG strategy addresses these areas. It includes a bold aim to generate increasing diversity in our leadership, and to build an attractive place to work that ultimately reflects our clients and communities, and we hope inspires them. In addition, we are building sustainability into our operations. Our real estate and technology generate the bulk of our direct emissions. Here, and in our procurement processes, sustainability is being woven into day-to-day business activities.

We recognise that building an inclusive, diverse and healthy workplace is foundational to our long-term success. We are keenly focused on this. Giving our entire workforce of 26,400 people a day off, enabling them to manage their mental

### Our ESG ambition

Our ESG strategy sits alongside our purpose and our business strategy in shaping who we are and how we operate. It will become increasingly important both to our clients and our workforce. In developing our ESG strategy we set ourselves two overarching ambitions.

- To use data as a lever for positive change, to help our people and our clients create transformational good for the planet, people and the economy.
- To be the world's most meaningful data partner.

wellbeing on World Mental Health Day, is a small, but significant indicator of our readiness to invest in this space.

We have been informing marketing and business strategies the world over for decades. So it is no surprise that clients turn to us for help in identifying where and how to integrate sustainability into their consumer portfolios. We have therefore expanded our Sustainable Transformation Practice significantly since its launch in March 2020. It is now an independent operating unit advising more than 300 different brands. Under the banner of Data Positive, we use our data and expertise to help shape the brands of tomorrow. In doing so, I am confident we are well on the way to becoming the world's most meaningful data partner.

Chris Jansen  
Chief Executive



# Ukraine



The people of Kantar, like most others across the world, have been moved by the courage and resolve shown by the people of Ukraine in the defence of their homeland. Kantar has almost 100 colleagues in Ukraine. Our focus is on the safety and wellbeing of our colleagues and their loved ones.

From the beginning of the conflict, we have been in frequent contact with these colleagues, providing financial and all possible practical support. Over and above the salaries we continue to pay, we announced a \$1 million special fund, which we use for support in relocation, English lessons and covering special needs of employees.

For those who crossed international borders, we focused on coordinating transport, accommodation and food, and helping with immigration formalities. This was made possible thanks to the unstinting efforts of our colleagues in neighbouring countries.

Our Kantar colleagues have illustrated the importance of 'team' in these difficult times. Colleagues bought school materials for Ukrainian children in the Czech Republic. Our Polish team opened ten training places for Ukrainian students. Employees all across Europe were personally involved in supporting our colleagues and helping them resettle after leaving Ukraine.

We have found roles for our Ukrainian colleagues in Poland, Germany, Spain, the UK and the Czech Republic. We launched Global Issues Barometer to guide our clients on how to communicate with consumers on this, as well as broader economic challenges.

We immediately stopped all new business in Russia, before handing our share in our businesses there to minority shareholders and exiting Russia completely. We deeply regret the difficulty this may bring our former Russian colleagues. However, it would be inconsistent with our values to continue operating there while the conflict continues.

In developing our response, we have worked to ensure we comply with the laws of multiple jurisdictions – including Russia – where laws are changing quickly in response to international actions. We have ensured we do not place any of our leaders (including our Russian team) in legal jeopardy in Russia or elsewhere. We continue to take additional steps and precautions to ensure our operations and client deliverables do not breach any international sanctions.

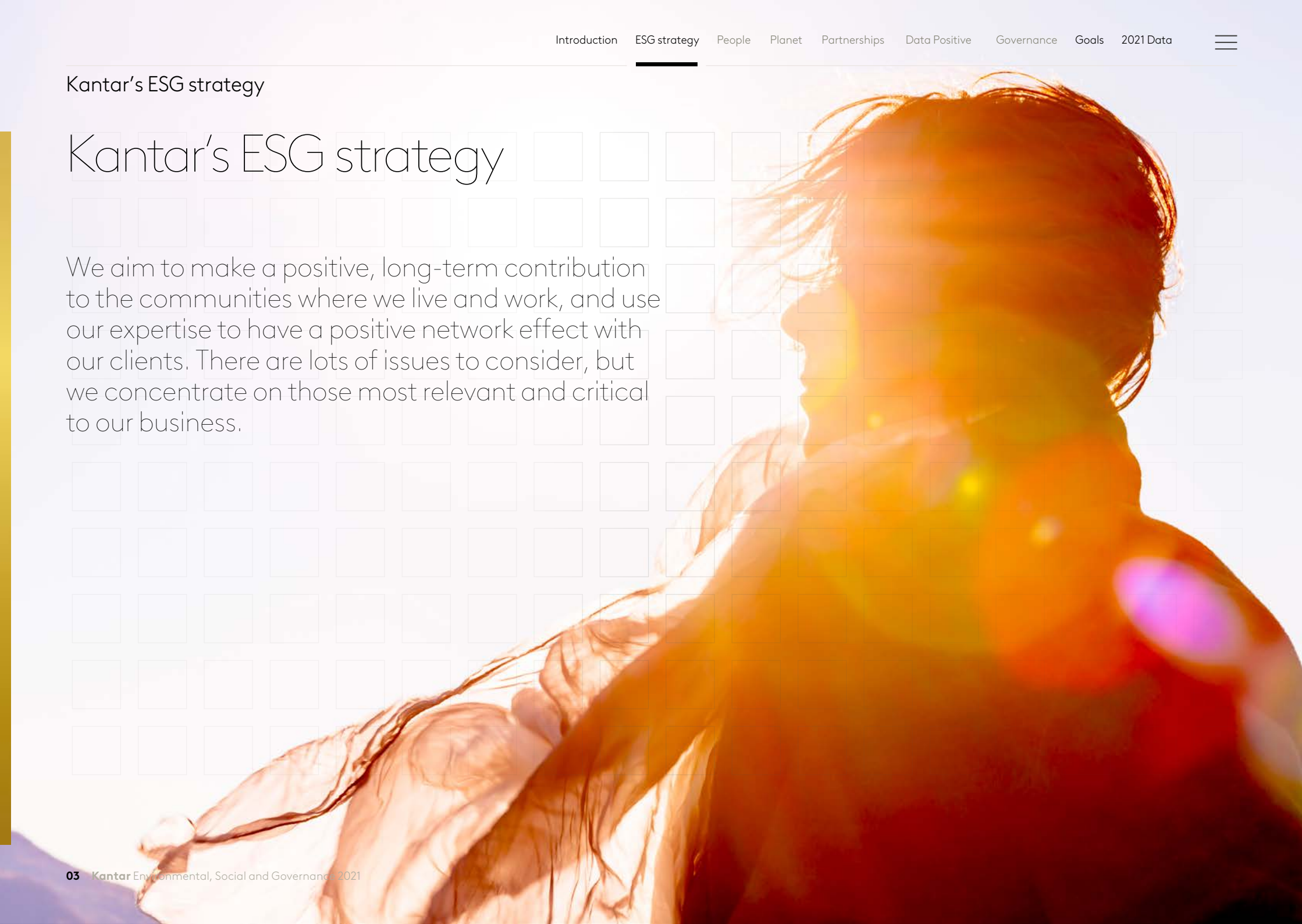
Our thoughts are with everyone who is caught up in this conflict or has loved ones involved, and we hope for a speedy end to it.



## Kantar's ESG strategy

# Kantar's ESG strategy

We aim to make a positive, long-term contribution to the communities where we live and work, and use our expertise to have a positive network effect with our clients. There are lots of issues to consider, but we concentrate on those most relevant and critical to our business.



# Kantar's ESG strategy

## Materiality

### Analysis

### Framework

Focusing on the most relevant issues helps us direct our time, resources and investment to activities where we can make the biggest impact, through how we manage and invest in our people, client work and our own operations.

It also influences our reporting and helps us understand risk factors as well as opportunities. Additionally, mapping importance against performance also then helps us identify issues that need more focus and energy, and may also indicate capability gaps we need to address.

From our employees, we heard our work has a genuine impact on broader society. From our wider stakeholder community, we heard we are regarded as a great partner and positive collaborator. We also heard our approach to ESG must be rooted in commerce. The chart at right illustrates where we have ongoing activity, alongside its relative importance to our stakeholders.

#### External stakeholders

7	6	11
Peer and industry leaders	Finance	Clients

#### Internal stakeholders

3,500+	17
Employees	Kantar Steering Committee and key internal stakeholders





# Kantar's ESG strategy

## Materiality



## Analysis



## Framework

### Defining our ESG 'swords and shields'

In applying our own Sustainable Transformation Practice's methodology, we identified issues that can represent a competitive advantage for us, which we describe as 'swords', and those that are fundamental to how we operate, which we describe as 'shields'.

#### Competitive advantage 'swords'

<span style="color: yellow;">●</span>	Governance	— Data positive
<span style="color: purple;">●</span>	Talent	— Inclusion & diversity — Learning & development — Health & wellbeing
<span style="color: green;">●</span>	Sustainable Transformation Practice	

#### Fundamental 'shields'

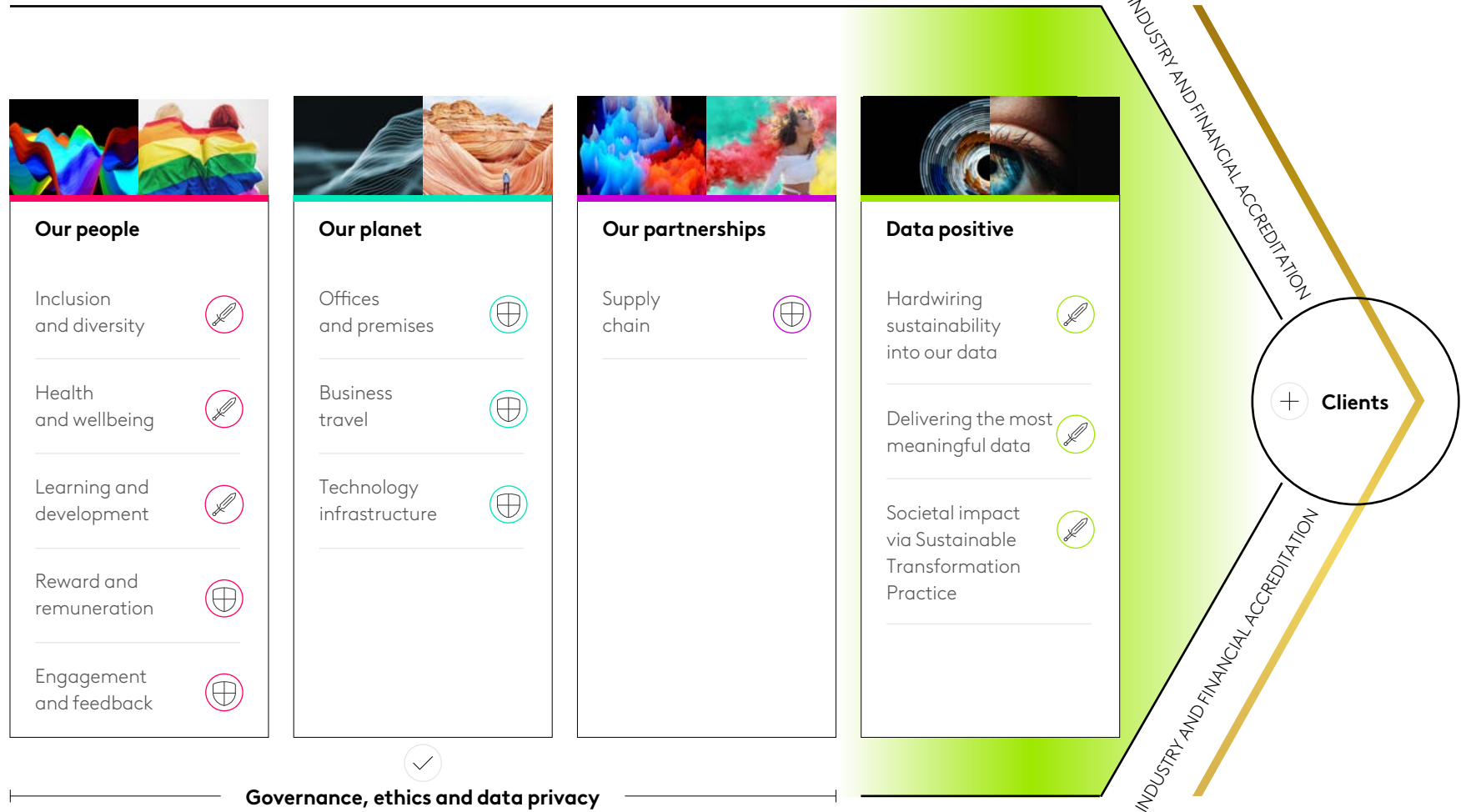
<span style="color: yellow;">●</span>	Governance	— Data privacy	— Compliance
<span style="color: purple;">●</span>	Talent	— Operational transparency	— Reward & remuneration
<span style="color: blue;">●</span>	Supply chain	— Ethics & human rights	
<span style="color: green;">●</span>	Environment	— Air travel	— Energy management
		— Office carbon emissions	



# Kantar's ESG strategy

Materiality  
 Analysis  
 Framework

## Our ESG strategy framework







Creating a thriving,  
positive environment

# Our People



## Our people

# Creating a thriving, positive environment

### Our ambition

We aspire to reflect the diversity of the societies in which we operate. We believe that creating a culture of inclusion is critical to us delivering quality and innovation for our clients, and for our people to grow. We want to ensure that everyone has equal opportunity to join, succeed and feel included at Kantar.

### Our key commitments

While we monitor a broad range of metrics to ensure our workplace is a thriving, positive environment, our key commitments are data-driven and focused on where we can have a measurable and meaningful impact.

Accountable owner  
Andy Doyle, Chief People Officer

### Our key commitments

### 2021 baseline data\*

Gender diversity in leadership	By 2028: — Women will represent 50% of our global Skale** 90+ population by 2028.	40%
Ethnicity equality (US, UK)	By 2024: — People from an ethnic minority background will represent 20% of our Skale90 joiners.	UK: 23.1% US: 5.6%
Inclusive environment for all	By 2024: — There will be no difference in performance in the belonging question of the KES† across different genders (global) and ethnicities (US/UK). — KES† results for I&D-related questions to meet the High-Performance Norm (HPN).	None available

\* Excludes US-based Numerator division

\*\* Skale is Kantar's employee seniority framework. Read more in *Reward and remuneration* on p16

† Kantar employee survey



Our people > Inclusion and diversity

# Inclusion and diversity

We aspire to reflect the diversity of the societies in which we operate. We believe that **creating a culture of inclusion is critical to us delivering quality and innovation for our clients, and for our people to grow**. We want to ensure that everyone has equal opportunity to join, succeed and feel included at Kantar.

A desired behaviour at Kantar is always getting better, continually improving in all areas of our business. Our data and our stories tell us we are moving in the right direction. We recognise though that to become a truly diverse, equitable and inclusive organisation, we still have a long way to go. Moving forward in 2022 and beyond, our I&D principles will be to:

- prioritise systemic change
- be increasingly data-driven
- provide greater transparency.

We will do this by focusing on six key internal opportunity areas:

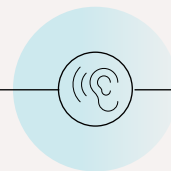
- Policies: Ensuring our policies are inclusive and help us attract, retain and develop under-represented talent.
- Processes: Making our processes equitable and inclusive.

- Data: Being transparent with both inclusion and diversity data to inform our strategy, monitor progress and hold ourselves accountable.
- Learning and development: Giving all colleagues access to the skills and knowledge to be inclusive, and ensuring we’re intentionally growing our diverse talent.
- Employee Resource Groups (ERGs): Evolving our ERG strategy so these groups can change our organisation in a meaningful way.
- Governance: Establishing a governance model that ensures consistency, so everyone feels able to lead on I&D and is accountable for it.

As we move towards building a longer-term I&D strategy, we understand that solving all of the opportunity areas above will not happen in one year. Small changes matter though; like the introduction of Textio, an AI tool which reviews job descriptions for gender-or age-related biases. We will continue to make progress in these areas throughout 2022.

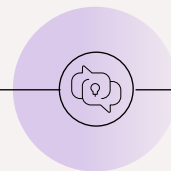
## Staying engaged with our workforce

In 2022, we kept our people engaged and informed through a combination of global channels and local initiatives managed by our country-based Inclusion & Diversity Steering Committee



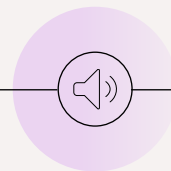
### Tri-annual

Disruption Talks livestream – a series to raise awareness of, and promote conversation about, inclusion and diversity topics that may be uncomfortable.



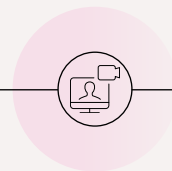
### Quarterly

‘Collaboration café’ webinars to provide regular strategic updates to some of our colleagues.



### Quarterly

Global employee newsletter to recap our previous quarter’s activities and upcoming initiatives.



### Monthly

Recognising key dates of importance to our employees, e.g. Pride month in June.

Our people > Inclusion and diversity

# Kantar's Employee Resource Groups

Our Employee Resource Groups (ERGs) are voluntary, employee-led groups who help us build a diverse and inclusive workplace, in line with our overall Inclusion and Diversity strategy. The groups are led and joined by colleagues from across Kantar who share a common priority or concern, whether it's gender, ethnicity or disability (to name a few). The groups provide support for colleagues, and a platform for the community, to ensure they are represented and their voices are heard throughout the organisation.

Our groups also share their expertise and experiences with the organisation, to continuously improve inclusion; for example, in Kantar's processes, policies, and learning and development plans. Our groups also include allies – essentially any employees who want to learn more and pledge their support.

Our six focused Employee Resource Groups allow us to ensure we support each consistently and sufficiently with budget, senior sponsorship and ongoing coaching opportunities.



**Pride @ Kantar:** Provides support, advocacy and visibility to the LGBTQIA+ community across Kantar, empowering and inspiring every employee to celebrate their individuality, embrace their unique qualities and flourish at work.

**Executive sponsors:**  
Caroline Frankum



**Culture, Race & Ethnicity at work:** Kantar CREW brings together individuals of different Culture, Race and Ethnicities at Work. This community strives to create a more inclusive and diverse workplace by addressing challenges and celebrating our differences.

Andy Doyle and Adeola Tajemola



**Women at Kantar:** Brings together women and allies to discuss, engage, learn and ensure the contribution and potential of our women are realised across our organisation.

Alex Cesar and Wayne Levings



**No Limits:** Promotes age inclusivity to help ensure we continue to maximise the contribution of experienced employees and develop careers.

**Executive sponsors:**  
Will Galgey



**Parents & Carers:** Brings together parents and caregivers at Kantar to provide support, awareness and resources for those raising children or taking care of family members. Helping Kantar to be a place where parents and carers can thrive in both their career and their family life.

Gonzalo Fuentes



**Accessibility:** Supporting individual empowerment, community engagement and employee awareness of disability to increase advocacy, support and guidance in the experience with disability in the workplace.

Chris Jansen

## Our people > Inclusion and diversity

Case study

### #BeCounted campaign

#### Encouraging employees to disclose their diversity data

Diversity data helps us understand who works in our business, and whether we are representative, at each level through our organisation. This data can identify barriers that exist for different groups at different stages in their career. Through this we can remove those barriers, track progress of representation and make other inclusivity and diversity interventions in a meaningful way over time. Internal workforce data also helps keep us accountable by benchmarking us against other external organisations and census data.

From 2022, we will build on the success of our pilot North America #BeCounted campaign. Launched in 2021, #BeCounted encouraged employees to disclose their race and ethnicity data. Before the campaign, fewer than 30% of North American employees shared their ethnicity data. This increased to 92% as a result of the campaign. We will expand this programme to the countries where we have the most employees, so we can change in the most effective way.

We will review many of our internal practices and use the experience of our internal Inclusion and Diversity champions to assess when we can 'nudge' employees to disclose their data, such as through our new-hire onboarding process. We also recognise that we need to provide growing opportunities for our employees to self-identify.

Finally, we are committed to improving the transparency of our data, both internally and externally. We will begin to publish more of our global data for gender, and our ethnicity data in the UK and US. This approach will ensure we demonstrate progress towards our commitments. This is just the start; our ambition is to use our data expertise to provide intersectional analysis for other dimensions of diversity, such as sexual orientation.





## Our 2021 awards

### Inclusive Top 50 UK Employers – Kantar ranked at #33

Powered by Inclusive Companies, the Inclusive Top 50 Employers is a national accreditation focusing on representation at management, senior, executive and board level, as well as inclusive cultures at work and within communities. The Inclusive Top 50 UK Employers List is a national accreditation, acquired by organisations annually who wish to be seen as credible competitors in the field of diversity and inclusion. In 2021, Kantar was ranked as 33rd on the list, compared with 42nd in 2020.

### Caroline Frankum recognised in two major awards

Caroline Frankum, the global CEO of our Profiles division, was included in the top 10 Ally executives list, which recognises individuals who actively support the LGBT+ community within business. Caroline is accredited with creating a more inclusive world through the means of the Kantar Inclusion Index report, which helps businesses create an inclusive workplace.

Caroline is also recognised in the top 100 women executives list and is celebrated for her wider achievements in bringing forth a culture of diversity. Most notably, Caroline increased senior female representation by over 40% in our Profiles division, and tripled ethnic minority representation in the division.

### National Diversity Awards – Kantar shortlisted for Diverse Company of the Year 2021

The National Diversity Awards are a set of I&D recognitions given to individuals, communities and organisations in the UK. Kantar was shortlisted among seven other organisations. These awards celebrate the elevation of individuals from disadvantaged backgrounds.

### The Human Rights Campaign – Kantar Mexico included in the Equity MX Best Places To Work

The HRC Equity MX certificate was awarded to Kantar Mexico for the second year in a row. It is given to organisations who meet all requirements in creating safe work spaces for all, and who bring a commitment to I&D throughout all parts of the business.

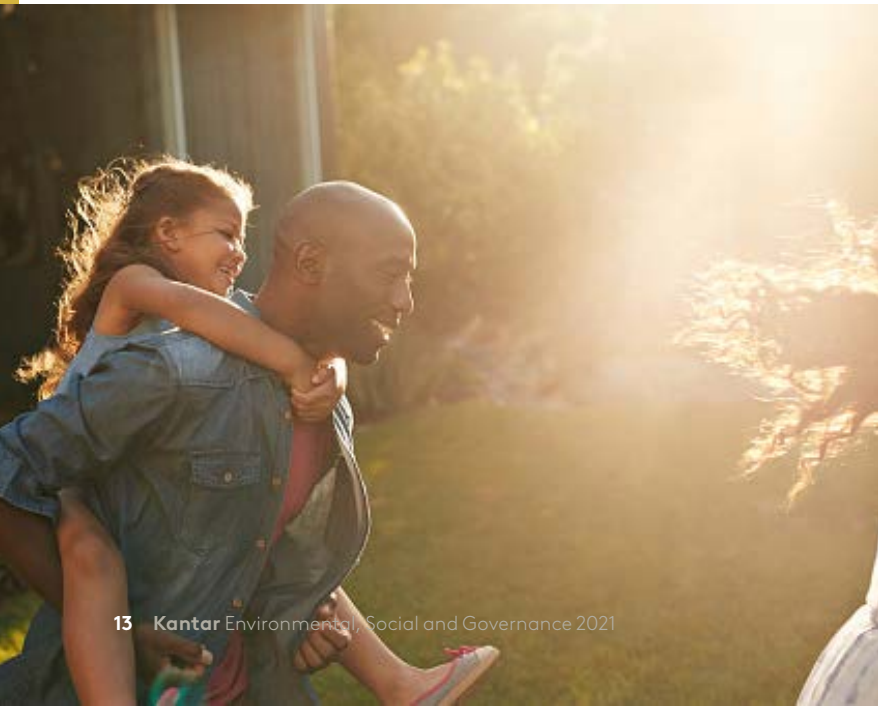




Our people > Health and wellbeing

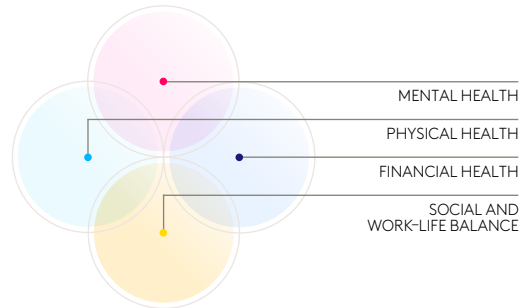
# Health and wellbeing

People are at the heart of everything we do. **By focusing on wellbeing, we can create an environment where we can all be at our best.** We want everyone here to understand how they can maintain their own good health, and know how to proactively and collectively support each other. We strive to offer every employee the right support, at the right time, in the moments that matter to them.



## Pillars of wellbeing

We have four interconnected pillars of wellbeing to ensure we are providing a holistic approach. This ensures our support goes beyond the initial focus of mental health, and that we help maintain positive wellbeing through both prevention and treatment.



### Mental health

Being emotionally and psychologically healthy. Good mental wellbeing is having the resilience to deal with life's challenges, whatever they may be.

### Physical health

Maintaining our bodies through good nutrition, keeping active, getting enough sleep, and through a healthy balanced lifestyle.

### Financial health

Feeling secure and in control of our finances. Knowing how to save, budget and manage finances effectively can prevent feeling overwhelmed with stress and worry.

### Social and work-life balance

Maintaining healthy relationships with others, having a sense of personal belonging, and a good balance between both personal and work commitments.

Each pillar of wellbeing works to support the others. If one falls down, so do the others. That's why it's important to look after every single pillar of wellbeing.

We offer a series of relevant events throughout the year. In October 2021, we gave all employees the day off on World Mental Health Day and encouraged everyone to enjoy some 'me' time. We will be repeating this in 2022. We also give all employees two days of paid leave each year to support voluntary or community activities.

26,400

We gave 26,400 people the day off on World Mental Health Day

Employee Assistance Programmes (EAPs) provide colleagues and their close family members with a wealth of valuable support and information on health and wellbeing topics, including exercise, sleep, healthy eating, how to maintain a good work-life balance, childcare and elder-care guidance, debt and legal advice, and many more. Perhaps most helpful, is that our EAP can also give all our people and their families access to professionals who can support them with specific personal challenges; for example, to support with psychological issues, debt or legal worries.

We also provide a range of on-demand resources and training to help our workforce proactively manage their wellbeing as well as life's uncertainties and challenges.

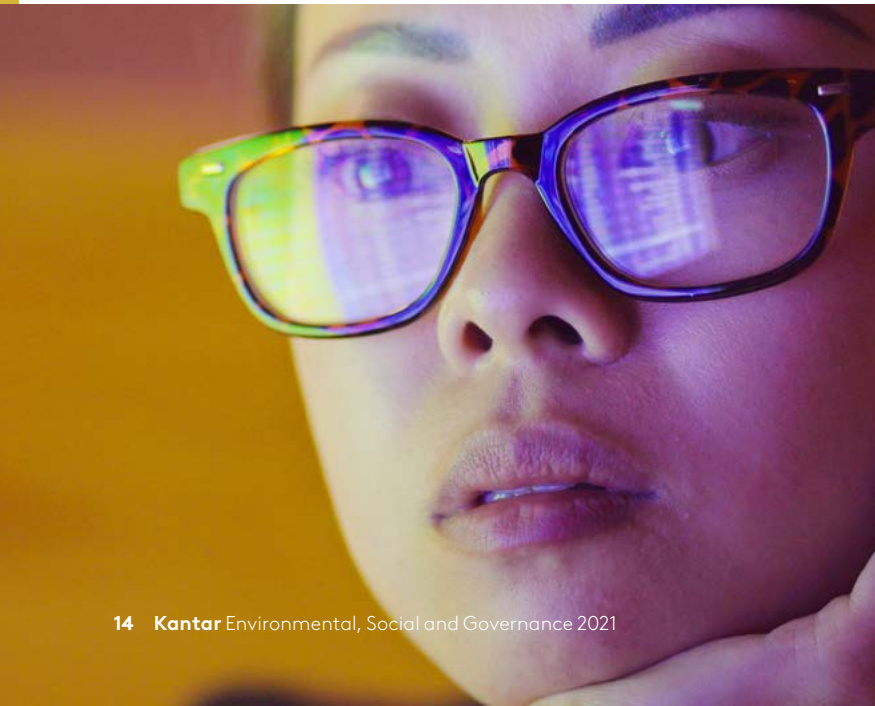
We recognise the huge role people managers play in ensuring our people flourish. Our iManage toolkit helps refine our management team's skills so they can become the greatest managers they can be.

Our people > Leadership and development

# Leadership and development

**We want to develop a community that inspires one another to work to the best of their abilities, and influences the strategic direction of our teams.**

Kantar's leadership framework was created to help us achieve this vision. It contains six success factors that are the key strengths our leaders require to lead our people and clients effectively, strengthen our capabilities, health and experiences, and to inspire the strategy, growth and transformation of Kantar to position us as a world-class company.



<p><b>Strategic thinking</b></p> <p>Identifying inspiring transformational strategies for achieving sustainable growth and competitive advantage. Open-minded and curious, challenging norms and seeking different perspectives to solve problems. Using a high level of critical thinking and simplifying complexity for oneself and others. Seeing problems and solutions through a broad, global lens.</p>	<p><b>Commercial acumen</b></p> <p>Creating improvements and capturing opportunities for growth, by building on strong commercial insights and understanding of client needs. Taking advantage of market opportunities to launch innovation ahead of competitors. Using data to inform and influence decision-making.</p>	<p><b>Building influence</b></p> <p>Engaging others with credibility, curiosity and empathy. Creating a culture of trust, openness and inclusion to engage and retain talent. Connecting at all levels to break down barriers to collaboration. Adapting style across demographics, levels of seniority and regions. Framing ideas and arguments with powerful simplicity.</p>
<p><b>Delivering results</b></p> <p>Quickly mobilising teams, setting ambitious goals and meeting demanding targets. Translating strategy into meaningful actions and practical solutions. Planning and monitoring workstreams to ensure execution. Making tough decisions, taking ownership of the outcome and remaining confident and proactive in the face of setbacks.</p>	<p><b>Building teams and capability</b></p> <p>Building a high-performing organisation by helping others to flourish. Setting high standards and expectations and ensuring ownership and accountability. Attracting and motivating top talent; proactively managing our ability to achieve current and future needs. Celebrating success and being a role model for our agreed behaviour.</p>	<p><b>Driving change alignment</b></p> <p>Defining and communicating an inspiring vision of change with skill and conviction. Challenging the status quo, having courageous conversations and challenging resistance to change. Adapting quickly to changes in context and new challenges and continuing to push through tough times. Delivering clear and simple instruction to align efforts across layers and boundaries of Kantar.</p>



Our people &gt; Engagement

# Employee engagement and feedback

**Our colleague engagement strategy is focused on providing opportunities for our people to share their views and for our leaders and managers to listen and respond.** Our listening approach in 2021 comprised both 'always-on listening' – through Inclusion & Diversity and Kantar Behaviour Surveys – and key 'moment in time pulses'.

During the pandemic, we adjusted our approach to ensure that we had regular pulse surveys to check our colleagues' wellbeing. This enabled us to react and make changes quickly. In 2021, we also ran pulse surveys around the world to help us understand how people were feeling about returning to the workplace. This allowed us to understand employee sentiment as we started to return to offices in different countries at different times.

Listening is also key to supporting mental wellbeing. In March 2021, we ran our first 'Mental Health at Work' survey to understand more about how people were feeling about their own mental wellbeing and how we can better support them. 60% responded favourably to "I know where to go for support if I am struggling with maintaining good mental health at work."

70% responded favourably to "I feel supported by my manager in making decisions about my mental health." We have used the results of this survey to further develop our mental wellbeing offering for colleagues. The survey informed the global roll out of our Employee Assistance Programme and our Mental Wellbeing weeks as part of our focus on World Mental Health Day. In 2021, all colleagues were given an additional 'mental wellbeing' day of leave to spend however they wanted in support of their own wellbeing. This continued in 2022. In 2023, key questions on wellbeing will be included in our annual Engagement Survey to ensure we can measure progress.

In January 2022, we ran an All-colleague Engagement Survey to understand broadly our people's experience of working at Kantar in 2021.

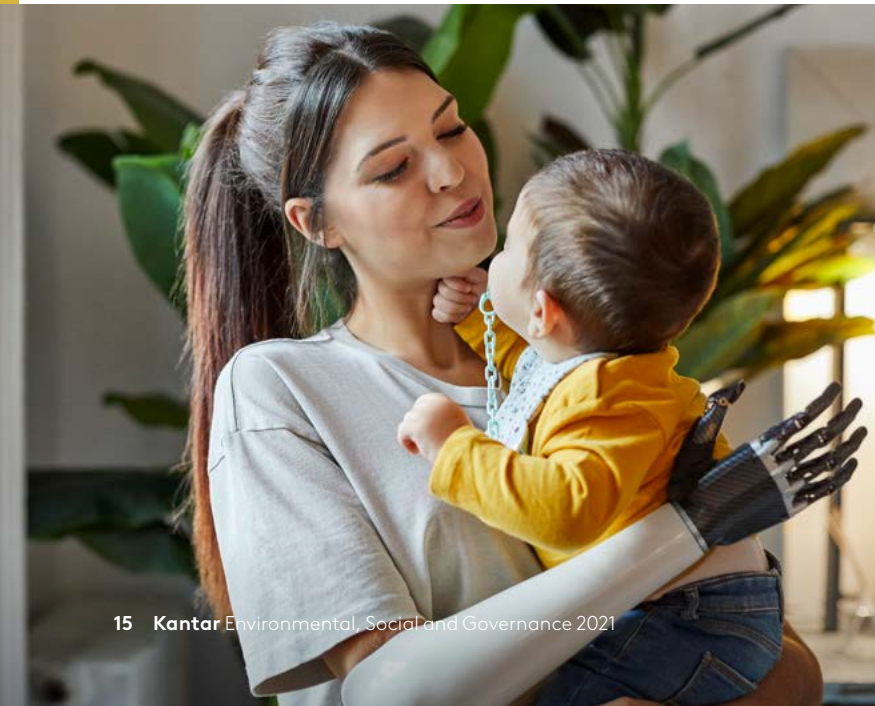
A completion rate of 87%, together with more than 6,500 comments, show our people are engaged and want to share their views. Our 'Engagement Index' score was 77% favourable.

Our strengths are in customer focus, teamwork and clarity of goals; we are continuing to reinforce these. Focus is needed on processes, resources, retention and career opportunities; areas we are already investing significantly in.

In this survey, we introduced the 'Manager Index' at Kantar. This provides managers with clear, actionable insights to help them grow and develop as people managers. In our 2023 survey, which will measure 2022 performance, we will expand the 'Manager Index' as part of our ongoing focus on developing our people leaders.

From the outset of his leadership in November 2021, our Chief Executive has had a particular focus on encouraging managers to be active. He has an open door policy and regularly invites the workforce to contact him directly, and encourages his leaders to be visible and accessible.

We are currently evolving our listening approach further. Our next Engagement Survey will be run in Q1 2023, with the expanded Manager Index and additional questions focused on inclusion and diversity, wellbeing and ethics and right-to-speak. This will be supplemented by pulse surveys on key topics and our ongoing joiner and leaver surveys to understand how people are feeling at key moments of their Kantar careers. We also use external feedback through Glassdoor to take a pulse on how our people feel about working at Kantar alongside informal feedback through our colleague engagement platform Yammer.

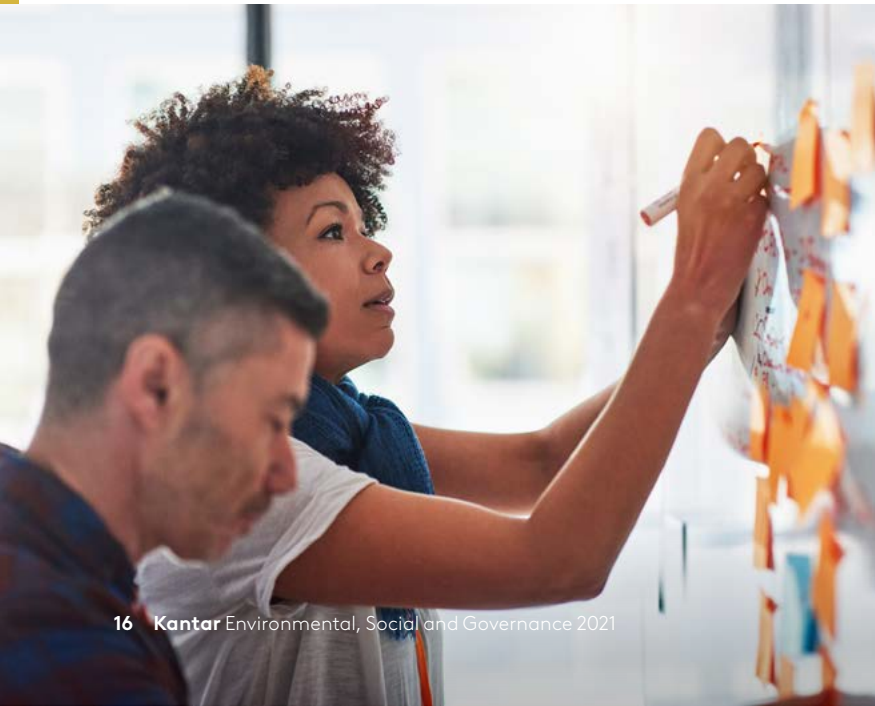




Our people > Reward and remuneration

# Reward and remuneration

**At Kantar, we are committed to creating a diverse and inclusive workplace where all our people feel they can bring their whole selves to work.** We have long appreciated that it is not possible to create this environment if pay practices are not consistent and fair.



## Pay equity

We have focused on the gender pay gap and not only fulfilled local obligations to report or publish gaps but also looked at how our pay practices could be creating unintended imbalances between women and men.

Where we have found gaps, we have sought to understand whether these are due to paying different groups differently, or whether this is a result of under-representation of women at senior levels, which has tended to be the case.

## Our work to promote change

In our UK and North America pilot markets, we have developed hiring salary principles centred around offering competitive levels of pay, irrespective of preferred candidates' existing salary levels. For internal promotions, our principles guide managers to award salary increases in line with the pay band for the role, rather than incremental increases on current remuneration, to ensure we are not perpetuating existing imbalances.

In 2022 and beyond, we are committed to devising a new pay equity dashboard and playbook that guides leaders on how to address imbalances and crucially, how to ensure these gaps do not appear in the first place. While our pay gap is largely driven by the lower representation of women in leadership positions, we are working on a variety of measures to address pay inequity where we find it.

Where we are able to track ethnicity, we will include the race pay gap in the dashboard and playbook.

## Our UK performance

We have compared salaries for men and women in the same seniority levels and location, looking at the differences between mean and median

salaries. Our findings show that for junior and mid-level colleagues, the pay ratio is very close at 99%. The median is 98%.

Among our leadership community, this changes to 92% for the mean and 94% for the median. Roles in these more senior Scales are more varied and we have more men than women in client roles where market pay is higher than roles in our functions. Overall, we know we have fewer women than men in more senior roles. From junior to mid-level we have a higher percentage of women than men. At the first level of senior leadership, female representation starts to reduce and is 44%, at the next level of senior leadership it's 41% and at the highest level of senior leadership it's 38%.

Ultimately, our analysis shows there is a gap in pay for some of our higher Scales, and changes in our reward philosophy are already in place to address this. It also clearly shows that we are not fully addressing the need to hire or promote more women to our senior positions.

## Pay for performance

We want to be successful and to reward the people who help us achieve our success. In 2021, we outperformed our corporate growth objectives, and so could reward participants in our bonus plans through the largest bonus pool we have achieved in many years.

## Employee benefits

We have a new global benefits framework to ensure we are supporting all of our people through their different life stages. We offer market competitive benefits and ensure that these are consistent with the needs of our people. Typical benefits include pension plans, medical insurance, disability benefits and a whole array of other offerings. Where possible, our people can select additional benefits through flexible programmes.

## Our people > Reward and remuneration

### Peer-to-peer recognition

In 2021, we launched a global peer-to-peer recognition programme, Appreciate. Employees can recognise any colleague using an online portal – either with e-cards or points they can convert into gifts.

128,948  
Total recognitions

4,767,934  
Points issued

118,352  
Appreciations with points

60  
Countries participating

10,596  
Appreciates with cards

### Executive remuneration

We follow principles of good governance for decisions about how we pay our executives. Our top executive group is overseen by the Kantar Remuneration Committee. Our Executive Bonus Programme is designed to reward success across a range of areas: currently this includes financial, employee engagement, and our strategic (transformational) goals.

### Responsible remuneration

Other than with written documentation agreed with tax advisers, no employees are paid from a location where they have no business responsibilities, unless it is their home country and they are on a defined expatriate assignment. All remuneration practices must be compliant with local tax and regulatory laws and cleared with our Tax Department.

#### Family friendly policies and flexible working

We will remove any perceived or actual barriers to maintaining work-life balance when considering opportunities for promotion.

Our Flexible Working Policy and manager guidance support people needing more flexibility in their working day and through 2021, we introduced or Workplace Guiding Principles.

We are looking at further improvements to better support our employees' diverse lifestyles through changes to our family-friendly policies.

#### Redefining our salary ranges

To support pay progression and career progression, we have made changes to how we structure our salary ranges. We now split them into three segments, and increases and promotions are focused on each segment. This means if someone is promoted, they would move to the appropriate segment in the range for their experience.

#### Annual salary reviews

In 2021, we changed our approach to our annual salary review programme to give leaders the ability to reward and allocate larger increases to team members from lower in the range.

#### Inclusive behaviour

Our online and in-person workshops help leaders and teams understand their behaviour. In 2021, we launched our second Inclusion Index survey. This enables us to listen to our employees, understand what we're getting right and where we can improve.

#### Challenging our thinking

We are hugely supportive of everyone in Kantar and aim to be a truly inclusive workplace. Examples of our effort include Disruption Talks podcasts about embracing different points of view, Talent Talks podcast series that help define the meaning of inclusive leadership, and our iManage and iLead toolkits help our managers to think about how they can refine their skills.

#### Our hiring and retention strategies

We have introduced measures to increase diversity throughout our hiring processes, through our Consistent Interview Guide working practices.

We have made global commitments to increase diversity on shortlists, and our global aspiration is to achieve a 50:50 gender parity before 2028.

#### In addition, we will:

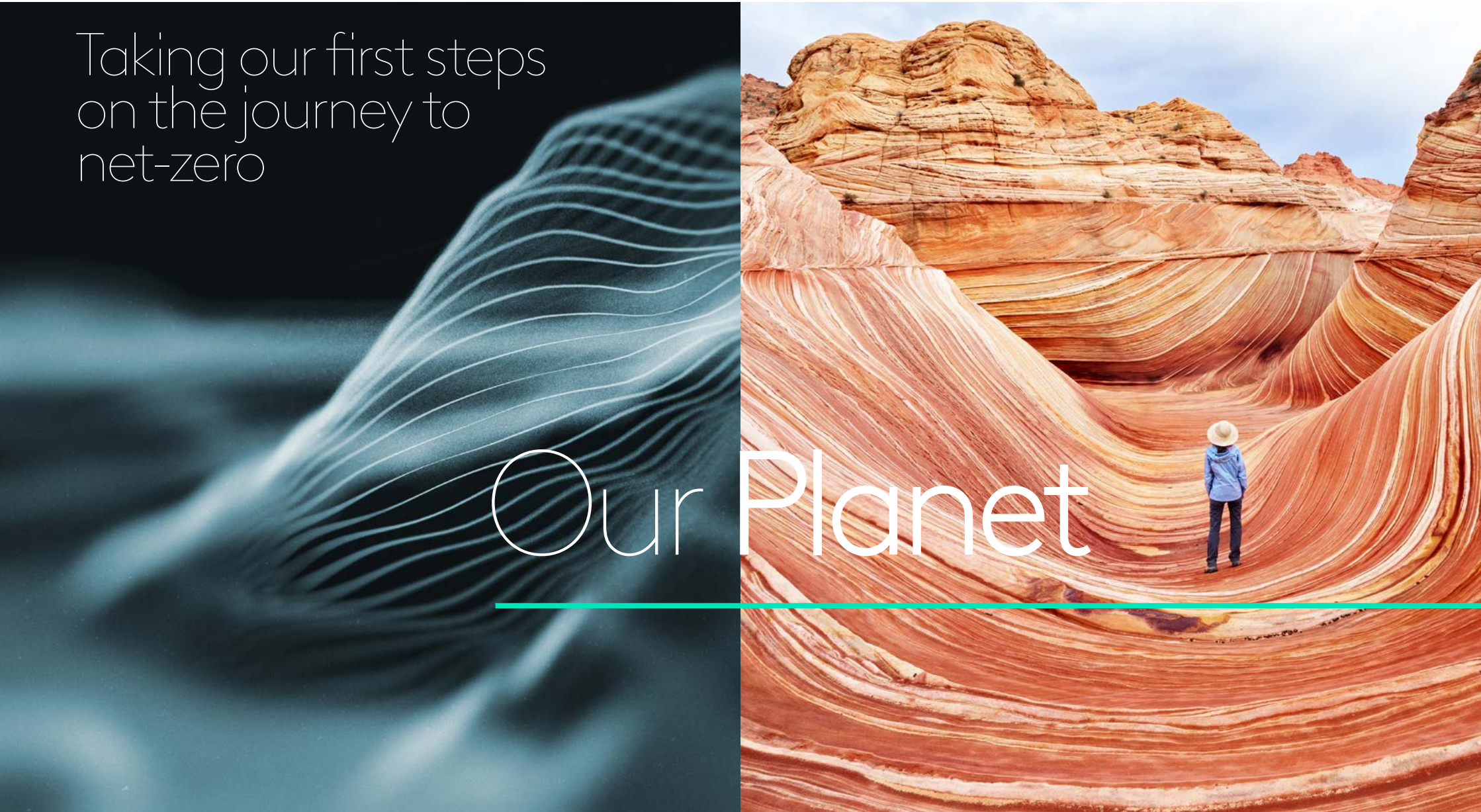
- focus on wellbeing across all our divisions
- use apprenticeships to nurture new skills and talent
- continue to use mentoring programmes and sponsorship
- learn from the Inclusion Index survey to further inform and develop our I&D plans
- further analyse what's causing our gender pay gap at divisional level
- align our I&D strategy to our global focus areas on gender, embracing difference and valuing inclusion.



## Our planet

Taking our first steps  
on the journey to  
net-zero

# Our Planet



## Our planet

# Taking our first steps on the journey to net-zero

### Our ambition

To be a net-zero company. We are focused on preparing for SBTi's net-zero target-setting programme.

### Our key commitments

We have begun the journey towards decarbonisation. In the near-term we will take greater control of our scope 1-3 emissions, and enhance our capabilities to manage and minimise them.

Accountable owner  
James Brooks, Chief Operations Officer

### Our key commitments

### 2021 baseline data

Offices & premises	By end of 2030: We will halve our entire estate's carbon footprint in our top 40 markets	To be determined through ongoing global real estate audit
Business travel	By end of 2023: Our business travel will be carbon neutral through reduction and offsetting	1,026,459.2 GHGP (KG CO <sub>2</sub> e)
Technology strategy	By end of 2025: Our strategic data centres will be powered by 85% renewable energy	81%



Our planet > Offices commitments

# Our commitments

By 2030, we will halve our entire estate’s carbon footprint in our top 40 markets. The roadmap for delivering this goal is already embedded within the real estate capital expenditure plan. In reflecting the new reality of hybrid working across our property, we are:

- redefining our spaces for the differing personae within our workforce
- implementing standard space ratios across our real estate footprint
- applying sustainability and accessibility standards as we refresh our portfolio.



## Adapting to hybrid work

The ways we work and the spaces that support us have seen unprecedented change since the onset of the pandemic in early 2020. In 2021, we undertook a global study across our major offices to redefine our property strategy and ensure it was fit for the future working dynamics, where our workforce see the office as just one of the spaces from which they can deliver value for the company.

Our study identified that pre-pandemic, 40–50% of our assigned desks were unoccupied. With hybrid working comes the ability to rethink our space requirements. On average, we can expect to reduce our spaces by about 30% of pre-Covid levels, given the same headcount and a fully flexible workforce.

## Design principles

We are committed to providing open plan environments, inclusive and accessible for all, to provide flexibility to adapt with the changing needs of our people in the years to come. Our workforce analysis identified six kinds of employee from a space usage perspective. By considering each location’s workforce by personae, we can determine what types of space are needed and how to adjust space ratios based on unique needs, behaviours and expectations for the office

Our workplaces are our primary opportunity to activate our powerful brand and cultivate the coming together of our people around their shared mission and human experience. It is critical to make our space the home of the Kantar community.

We not only want to bring teams together during the day, but focus on the times to take a step back from the difficulties of client obligations

and form the deeper, more human bonds that result in better understanding, communication and collaboration.

To get this right, we’ve taken inspiration from a centuries-old model for the foundation of the Kantar workplace – the Town Square. Vibrant cities are planned around this heart of community and socialisation. These spaces serve many purposes – a quiet place to reflect, a crossing point from one neighbourhood to another, a stage for community events – the possibilities are endless, making the Town Square the ideal focal point for Kantar’s built environments.

### Flexible & adaptable

Multi-purpose spaces to ensure each location feels activated and supportive of all ways of working.



### Variety & choice

Increased variety and new ways of working to allow our sophisticated workforce to support how and where to work.



### Undeniably Kantar

Every location will radiate the One Kantar feel, activating our focused and distinctive brand within a physical space.



### Community

Context and a sense of place puts human connection and a distinctive community at the centre of all our locations.



### New ways of working

Reflect a digital, innovative and progressive organisation that supports both in-person and remote employees.





## Our planet > Offices commitments

### Accessibility approach

We want to make our buildings and spaces as accessible as possible. The first and most basic step is ensuring that everyone can enter our buildings.

Every Kantar office should achieve the minimum accessibility standard:

- 1 A ramped entrance at least 1 metre wide (Ideally this is the main entrance and not a back entrance)
- 2 An accessible elevator to access the floor or all actions can be performed on the entry floor
- 3 A marked accessible bathroom

Where a building lease is up for renewal and it does not currently meet the minimum accessibility standard, then new spaces need to be considered. We have developed a set of design principles that we will work to in refreshing our portfolio

### Real estate selection and interior design

Entry & access	<p><b>Minimum</b></p> <ul style="list-style-type: none"> <li>– Ramp/barrier free entrance. If no elevator is available, all office space (desks, meeting rooms, bathrooms, social areas, kitchen, etc) can be accessed from the ground floor</li> </ul>	<p><b>Ideal</b></p> <ul style="list-style-type: none"> <li>– Ramp/barrier free entrance is the main entrance for all</li> <li>– Everyone can assess all floors of building through a wheelchair accessible elevator</li> </ul>	<p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>– The travel experience of getting to the office. Check for accessible public transit and/or accessible parking spaces. Choose a location with minimum barriers to access building from commute</li> </ul>
Seating	<p><b>Minimum</b></p> <ul style="list-style-type: none"> <li>– Every time a bar/high top table is used it will have an accessible seating option combined (ideally in 1:1 ratio)</li> </ul>		<p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>– Have some desks with backs near walls/moveable partitions to block out distractions and extra sensory input</li> </ul>
Signage & interactive objects	<p><b>Minimum</b></p> <ul style="list-style-type: none"> <li>– Signs should use high contrast colours (use WCAG AA standard as guide)</li> </ul>		<p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>– The height of all interactive objects (touch screens, lights, room booking panels, etc) to be barrier free and at a position that is accessible from a seated position</li> <li>– Auto open doors for ease of entry into office spaces</li> </ul>
Kitchen & cafés	<p><b>Minimum</b></p> <ul style="list-style-type: none"> <li>– Utilized storage options that allow access for kitchen items (tea, cups, plates, utensils etc) from varied heights (seated position or low stature)</li> </ul>		<p><b>Considerations:</b></p> <ul style="list-style-type: none"> <li>– Also consider where people will be eating or getting meals from. Make sure some/many food options are accessible</li> </ul>

## Our planet > Offices commitments

### Sustainability best practices

As we refresh our property portfolio, implementing sustainability best practices will help us achieve our goal of halving our carbon footprint. We have developed a series of design principles to help us deliver a consistently sustainable working environment.



#### Transportation & amenities

- Consider locations with easy access to public transport
- Enable biking to work with accessibility to bike storage, showers and changing areas
- Accessibility to electric car charging stations, where possible



#### Energy efficiency & water reduction

- Motion-activated light sensors
- Energy efficient CFL or LED lights
- Low-flow fixtures and sensor sinks to reduce water usage
- Prohibit use of individual air or heating units
- New locations should consider BREEAM or LEED certification



#### Furniture & finishes

- Re-use or donate existing furniture, where possible
- Source local or regional products to reduce emissions for shipping
- Consider furniture that has been manufactured from recycled materials



#### Recycling/waste management

- Eliminate provision of single-use plastics
- Provide recycling areas throughout the workplace
- Create communal waste areas, instead of at each person's desk
- Implement a composting programme, where possible
- Provide space for employees to recycle e-waste





## Our planet > Offices commitments

### Real estate selection and building design

Energy	<ul style="list-style-type: none"> <li>– New energy contracts should preferably include 100% or a significant percentage of renewable energy.</li> <li>– Energy efficiency measures should be taken, including in relation to lighting (e.g. energy-saving bulbs), ventilation, insulation, heating and cooling. Building roofs should be painted to increase albedo where facilities allow.</li> <li>– Motion-activated lights should be installed in meeting rooms and other areas not in constant use.</li> <li>– Reduce the temperature of hot water in kitchen and bathroom taps to save energy while maintaining necessary hygiene standards.</li> <li>– Appropriate room temperatures and ventilation should be maintained to eliminate the need for individual fans and fan-heaters. Where additional cooling is required, identify the most energy-efficient method (individual desk fans vs. larger room/area fans etc). Install individual room/area thermostats.</li> <li>– Natural light should be maximised to reduce the need for artificial lighting, e.g. through optimising use and planning of space.</li> <li>– On-site renewable energy generation (e.g. solar panels) should be considered.</li> <li>– Where new locations are being sought, facilities with BREEAM or LEED certification should preferably be selected where available in market and where other workplace needs are met.</li> </ul>
Waste	<ul style="list-style-type: none"> <li>– Waste contracts must include recycling and/or energy-from-waste capability, where these exist in the market. Food waste (compost) collection should be organised where possible.</li> <li>– All individual desk bins should be removed. Employees should instead have easy access to shared and clearly marked waste and recycling facilities with clear instructions on the types of waste that can be placed in each bin. Recycling bins (mixed or separated by type of material) must be made available where recycling exists in the market.</li> <li>– Electronic waste (e-waste) must be collected and recycled in line with local market legislation.</li> <li>– Collection points for hard-to-recycle items (e.g. batteries, mobile phones, PPE) should be provided – e.g. Terracycle or local market services.</li> </ul>
Water	<ul style="list-style-type: none"> <li>– Install water saving measures, e.g. aerators/low-flow faucets/timers on sinks.</li> <li>– Consider water harvesting for grey water use.</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>– Grounds should be managed to maximise biodiversity and employee wellbeing.</li> <li>– Green roofs or outdoor areas should be installed.</li> </ul>
Employee community	<ul style="list-style-type: none"> <li>– Bike racks (ideally covered and secure) and showers should be made available to enable cycling to work.</li> <li>– Electric car charging points should be made available for employees to use, where facilities allow.</li> <li>– New offices should be located close to public transport and cycle routes/greenways to facilitate low-carbon commuting.</li> </ul>



## Our planet > Offices commitments

### Furniture, materials and office operations

<p>Sustainable &amp; ethical materials</p>	<ul style="list-style-type: none"> <li>– Natural and recycled materials should preferably be used for fixtures, fittings, carpets and furniture. Plastic should be minimised, and single-use plastics avoided.</li> <li>– Wood should be FSC or PEFC certified, and must not come from species on the CITES list or IUCN Red List.</li> <li>– Cotton should be sustainably sourced and come from BCI or organic sources. Raw cotton used must not have been harvested in Uzbekistan, Turkmenistan or the Xinjiang region of China.</li> <li>– Leather must come only from cattle, sheep or goats, and should come from a Leather Working Group Gold/Silver/Bronze medal rated tannery. Real fur is not permitted. Any animal products used must be a by-product of the food industry, and must not come from any species on the CITES list or the IUCN Red List.</li> </ul>
<p>Technology</p>	<ul style="list-style-type: none"> <li>– To encourage reductions in resource use, the minimum viable number of printer facilities should be made available.</li> <li>– Printers should be set by default to double-sided and black-and-white printing, and to secure/pull printing.</li> <li>– Desktop PCs, screens and printers should be set to auto-shutdown at a suitable time, unless overridden on the day by the user.</li> <li>– All meeting rooms should have sufficient video-conferencing capability to facilitate hybrid working.</li> </ul>
<p>Catering facilities</p>	<ul style="list-style-type: none"> <li>– Reusable cups, glasses, plates, takeaway boxes and cutlery should be made available, eliminating the need for disposables.</li> <li>– Where disposable items must be used, these should be made from recycled or renewable materials and should be recyclable. Single-used plastics should be avoided.</li> <li>– Any tea and coffee provided should be Fair Trade, organic or Rainforest Alliance certified where available.</li> <li>– Energy-efficiency should be considered in the provision of facilities for boiling water for hot drinks etc (e.g. kettles vs. hot water boilers). The most environmentally-friendly option should be chosen.</li> </ul>
<p>Office &amp; cleaning supplies</p>	<ul style="list-style-type: none"> <li>– Sustainable (e.g. FSC certified or recycled) paper, notebooks and pens should be used.</li> <li>– Refillable pens and refills should be used in preference to disposable pens.</li> <li>– Environmentally-friendly cleaning products should be used.</li> <li>– Provide plants in offices to improve wellbeing and air quality.</li> </ul>



Our planet > Travel commitments

# Travel commitments

As with most services companies, travel represents a significant element of our direct emissions. We started to monitor and manage our air and hotel emissions in 2020.

By end of 2023, our business travel will be carbon neutral through reduction and offsetting.

## Travel

We selected BCD Travel as our global travel provider, in part because of their leadership position in sustainable innovation, and because of their ability to help us monitor our carbon footprint. In 2020, we brought the first four countries onto our new booking system with BCD. We continued throughout 2021, and by the end of the year we had 60 countries under the global BCD travel programme, representing 92% of travel spend.

Our goal is that our business travel will be carbon neutral through reduction and offsetting by 2025. In this context, the cost of offsetting will be included in all client proposals. For internal travel, the cost of offsetting will be integrated into the cost of travel for each individual traveller and their cost centre.

During the pandemic, when businesses around the world moved almost immediately to remote working, we saw that virtual collaboration can be, in many instances, a viable replacement for travel. We are now focused on ensuring we carry forward the lessons learnt into the post-Covid business environment by implementing a pre-trip approval process for all travel, which must be signed off by the relevant Line Manager. This gives us the opportunity to discuss virtual alternatives in advance of any travel confirmation.

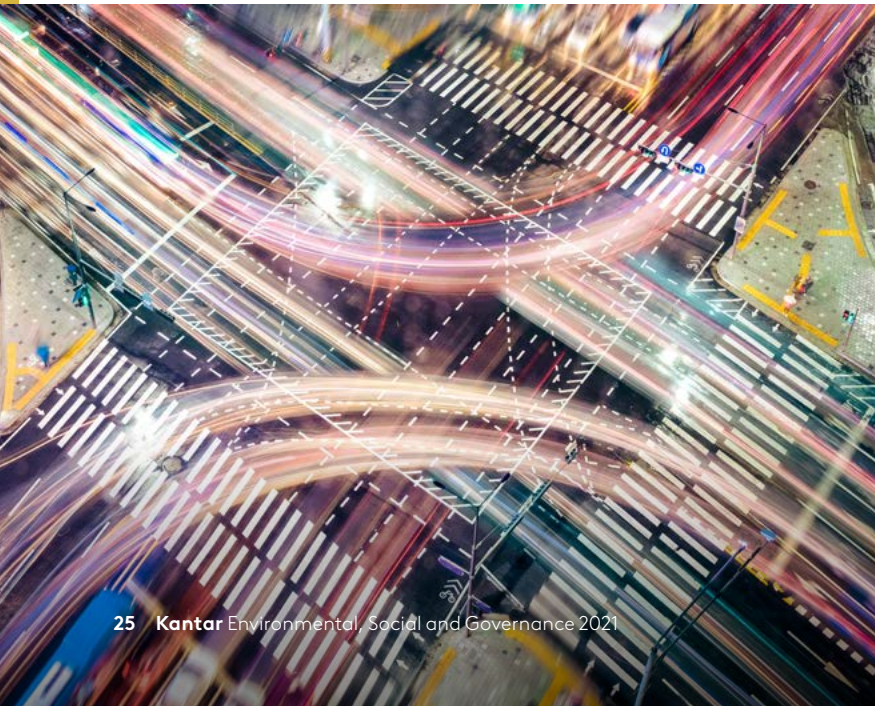
In 2021, between this focus on minimising travel for internal meetings, and the continuation of some Covid restrictions around the world, our travel footprint, at approximately one million tonnes of GHGP (kg CO<sub>2</sub>), was just 10% of our 2019 baseline data. This illustrates to us the feasibility of virtual collaboration as a meaningful and enduring alternative to many business trips, and will be an ongoing focus for our business.

## Rail travel

We actively promote rail travel as an alternative to flying. To encourage this, we allow trips of more than 100km to use 1st class, including on Eurostar, Deutsche Bahn (Germany), Renfe (Spain), SNCF (France) and Amtrak (USA).

## Carbon offsetting

As close cooperation with clients is an important part of our model, travel will continue to be a necessary part of how we operate. Where possible, we will encourage virtual collaboration. As noted, where travel is necessary, carbon offsetting will play an important role in managing our carbon footprint. In line with our new ESG goals, we are currently reviewing carbon-offsetting programmes and will report on this in due course.





Our planet > Technology at Kantar

# Technology at Kantar

Our environmental commitments are underpinned by a technology innovation programme that seeks to decrease our own consumption and increase the sustainable business choices available to us. By end of 2025, our strategic data centres will be powered 85% by renewable energy.

## Data centre commitments

Alongside premises management and travel, managing our computing capacity effectively is the third major opportunity where we can minimise our direct environmental footprint. Our environmental commitments are underpinned with a 'by design' approach. We will reduce our energy, technology and device footprint and type to allow us to contribute to Kantar's overall sustainability strategy. Our objectives are:

- decreased consumption
- increased sustainable choices
- optimised costs throughout the technology value chain.

Our platform strategy includes using third-party data centres committed to renewable energy, while decommissioning technology as we move appropriate workloads to the cloud. We will move the remainder of our workloads to more-optimised, smarter solutions. We will also remove local technology equipment where appropriate and enable central services in environmentally considered facilities.

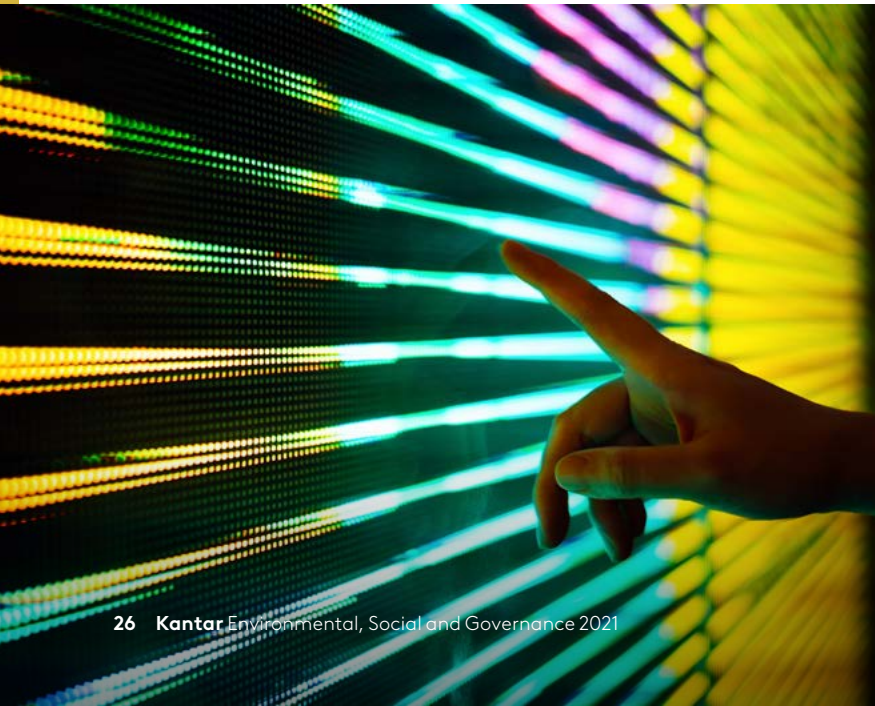
Rationalising our application footprint will allow us to optimise our overall environments and continue to clean up the environmental inefficiency of our legacy environment. Our high-level goal is a 50% reduction by 2025 in the applications we use. This will involve looking for duplication we can remove as we build and adopt reusable applications and platforms.

In 2021, our chief technology officer approved a high-level roadmap for technology transformation across Kantar. We will provide details on its progress in future reports.

By 2025, our strategic data centres will be 85% powered by renewable energy. Beyond the energy strategy, we will also review, assess and manage infrastructure consumption (across cloud and data centre) to minimise our footprint, and use computing-intensive services only when we need them (e.g. scheduled down time and pay-as-you-go PaaS). Key elements of this plan include removing critical mass from machine equipment rooms based at office locations, using CoLo data centres where appropriate and, where a physical requirement, using hyperconverged infrastructure to save power and space. Sustainability will also become a key operating principle in our partnership with data centre providers and other technology partners.

## Client environment

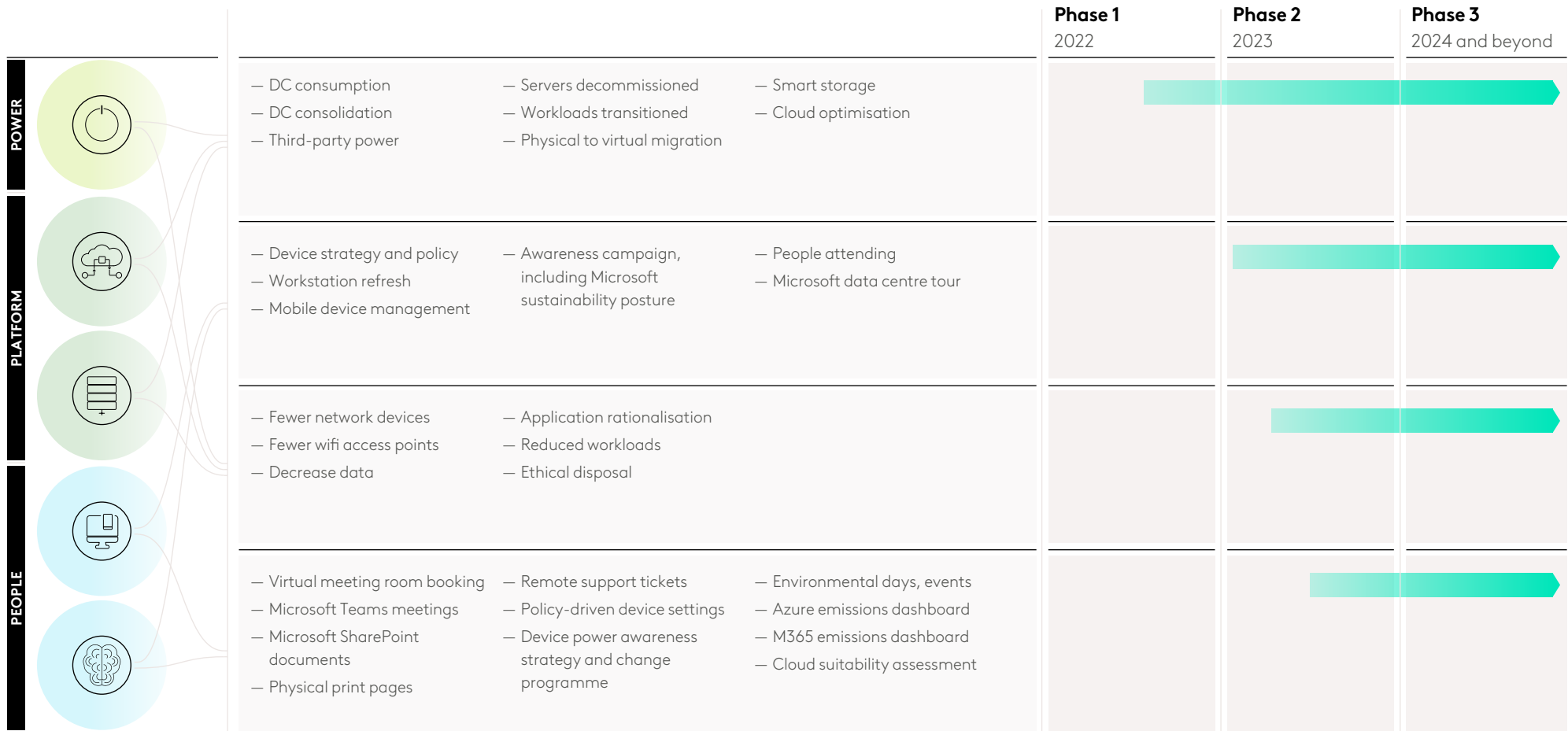
In the client environment, we will support more environmentally sustainable ways of working. We'll enable this through associated services such as Microsoft Teams, managed print and SharePoint. We will redeploy and dispose responsibly of assets such as desktops, laptops and mobile devices.





Our planet > Technology at Kantar

# A roadmap for technology transformation across Kantar





## Our partnerships

Making procurement sustainable

# Our Partnerships

## Our partnerships

# Making procurement sustainable

### Our ambition

By working with our suppliers, we will help improve standards of human rights and environmental protection across our supply chain and beyond our business. We will select partners that meet high standards of ethical business conduct, employment practices, human rights and the environment.

### Our key commitments

We will use the power of our spending to help create a more inclusive and diverse supplier base for our industry.

Accountable owner  
Steve Day, Chief Procurement Officer

### Our key commitments

### 2021 baseline data

Addressing I&D within our suppliers	By 2025: We will reach 12% supplier diversity across all 18 markets deployed on Coupa	4.5%* * Top 4 markets by spend
Supplier social auditing	By 2025: We will have evaluated our top 15 strategic suppliers based on their policies and commitments relating to social issues	0

### Kantar's sustainable-supplier strategy

One of our priorities is to integrate sustainability into our procurement decisions. We aim to select partners that meet high standards on ethical business conduct, employment practices, human rights and the environment.

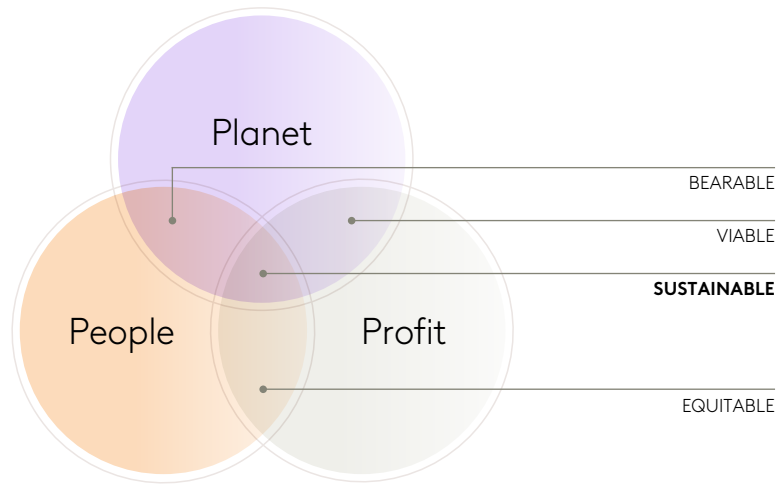
To achieve this goal, we have established a holistic sustainable procurement framework and a clear plan for establishing environmental and social sustainability, including inclusion and diversity, within our procurement processes and ways of working. In 2021, we renewed our procurement processes to include this new framework to be used during tender evaluation.

We have included questions on sustainability, including diversity and inclusion, in all tender requirements and they will have a minimum 20% weighting of the non-commercial proposal. Our commitment to these principles is reflected by our ambition for our Chief Procurement Officer to review all supplier responses relevant to the

sustainability questions. In 2021, we started developing and monitoring sustainability metrics, both within Kantar and in our supply chain, to help us make more-informed decisions. Developing our principles continues to be a discussion, both internally and with our supply base, ensuring we continue to learn from best practice and innovation to support sustainability as a priority.

A fully sustainable supply chain ensures socially responsible business practices, which are good for planet and people, but also support business growth. The new procurement operating model based on categories puts the procurement team in a strong position of influence within our sustainability strategy.

## Our partnerships



### People **Social sustainability**

- Inclusion and diversity (I&D)
- Fair treatment
- Ethical labour and governance
- Health, safety and security
- Relieving poverty
- Privacy

### Planet **Environmental sustainability**

- Replenishing natural resources, ensuring chain of custody
- Renewable energy
- Sustainable water and land use
- Limiting or eliminating emissions and pollution
- Limiting or eliminating landfill waste, utilising circular economy

### Profit **Financial sustainability**

- Supply security
- Price stability
- Profitable growth and competitive advantage
- Efficient process
- Perception as positive employer

Sustainability elements must contribute to category plans and initiatives, no longer limiting our priorities to quality. Procurement considers eight key outcomes across environmental and social sustainability priorities when approaching a category strategy or specific initiative, bringing sustainability factors into the pursuit of innovation, reduced costs and creating value.

## Sustainable procurement

Environmental sustainability	Using replenished natural resources <ul style="list-style-type: none"> <li>– Sustainable, no-conflict natural resource supply</li> <li>– Ensuring chain of custody</li> </ul>	Renewable and sustainable energy, water, and land use <ul style="list-style-type: none"> <li>– Renewable energy sources</li> <li>– Sustainable water use</li> <li>– Responsible land development</li> </ul>
	Limiting or eliminating emissions and pollution <ul style="list-style-type: none"> <li>– Reducing CO<sub>2</sub> footprint of logistics</li> <li>– Managing and reducing harmful air and water emissions</li> </ul>	Limiting or eliminating landfill waste <ul style="list-style-type: none"> <li>– Utilising hierarchy of demand-side management</li> <li>– Establishing and encouraging circular economy</li> <li>– Limiting plastics use</li> </ul>
Social sustainability	Requiring fair and ethical labour practices <ul style="list-style-type: none"> <li>– Eliminating child and forced labour</li> <li>– Mandate fair wages, working hours, and working conditions</li> </ul>	Inclusion and diversity <ul style="list-style-type: none"> <li>– Balanced representation and equal opportunity, including but not limited to:                             <ul style="list-style-type: none"> <li>– Ethnicity and nationality</li> <li>– Gender and sexuality</li> </ul> </li> </ul>
	Ensuring health, safety and security <ul style="list-style-type: none"> <li>– Safe, protected working environment</li> <li>– Hierarchy of controls</li> </ul>	Ethical business practice and regulatory compliance <ul style="list-style-type: none"> <li>– Compliance with anti-bribery policies, workers rights, environmental regulations</li> </ul>

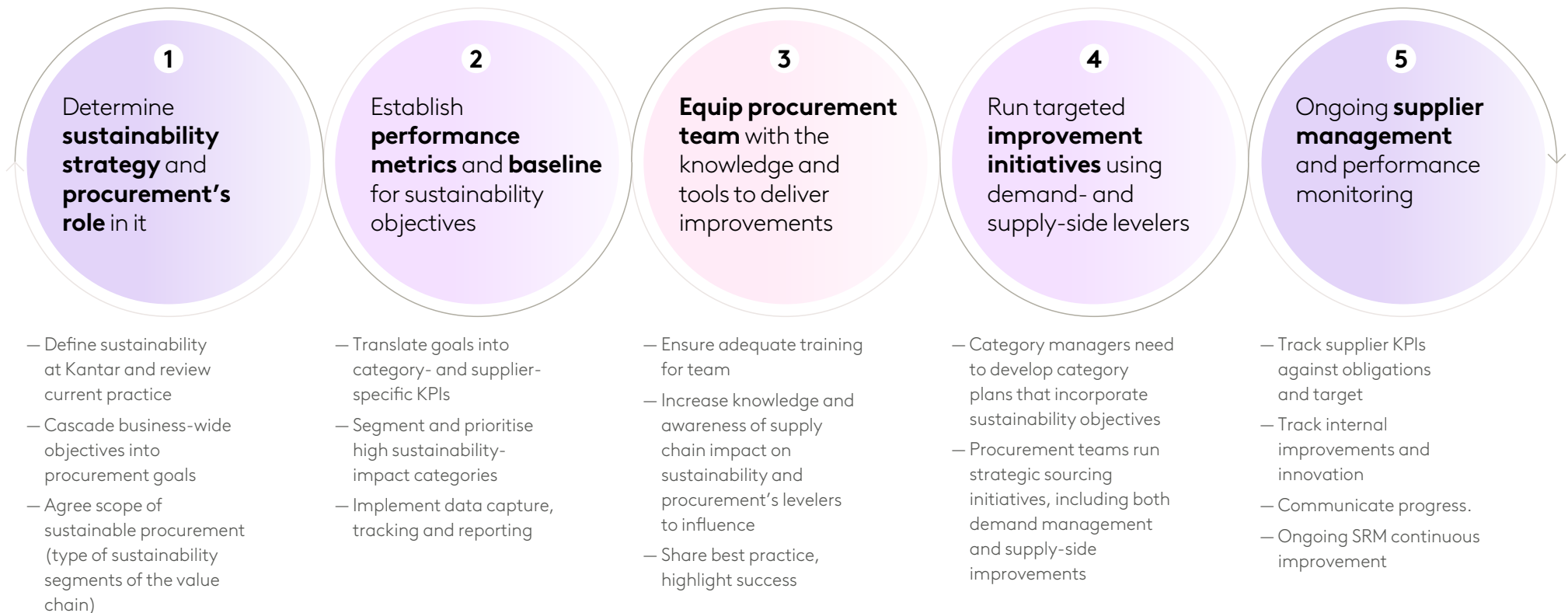




## Our partnerships

# Always getting better

Our plan for improving our sustainability through procurement and supply-chain strategies and initiatives involves five essential steps.





Kantar's strategy  
for growing  
our network effect



# Data Positive



## Data Positive

# Kantar's strategy for growing our network effect

### Our ambition

We will apply our expertise in human understanding to the most challenging societal problems faced by our communities and our clients. We will become a 'force multiplier' by helping our clients grow more sustainably.

Through a unique combination of trusted insights and expertise, we will become the partner of choice to the world's biggest brands for creating, testing and measuring sustainable consumption strategies.

### Our key commitments

We will develop data, methodologies and services that allow us to apply the power of our validated insights, evidence and advice to the development of sustainable consumption strategies.

Accountable owners

Caroline Frankum, CEO, Profiles Division

Jonathan Hall, Practice Leader, Sustainable Transformation Practice

### Our key commitments

Hardwiring sustainability segmentation across all of Kantar's primary data assets

In 2023, we will offer all clients sustainability segmentation 'golden questions' across our primary data collection panels including:

- Worldpanel
- Numerator
- Kantar Marketplace

Delivering the most meaningful data

We are committed to delivering industry-leading fraud prevention and panel quality.

We will maintain an industry-leading position for CSAT scores on the metric of 'Quality of Work' as well as monitor on an ongoing basis verbatims on 'data quality'.

Societal impact

Kantar's Sustainable Transformation Practice focuses our expertise in human understanding and brand strategy onto identifying how to move people along the sustainability journey from Values to Action.

In 2023, the practice will launch foundational sustainability training for all employees.

By 2025, the practice will have worked with 100% of our global clients on a sustainability project.

### 2021 baseline data

Golden questions included:

- Sustainability Sector Index
- #WCWD
- HBG
- Global Monitor
- TGI
- Global Issues Barometer

4.0

CSAT 'Quality of Work'

374

clients around the world

27

global clients

Data Positive > Sustainable Transformation Practice

# Sustainable Transformation Practice

At Kantar, we talk about how we're now living in an Era of Disruption. To sum it up in a phrase, disruptions are the new normal: that is to say in the future, discontinuities will be a feature of the marketplace, not the exception.

Businesses are starting to respond, with sustainability – and the associated risks and opportunities – becoming their number one strategic priority. They recognise that sustainable businesses reap commercial rewards and attract better talent.

Brands rating highly on Kantar's Sustainability BrandZ Index grew brand value by 31% last year vs 2021 – ahead even of the BrandZ Top 100 most valuable brands globally. For the capital markets, sustainability has a material impact on how businesses are perceived in the marketplace and their ability to access capital.

It should come as no surprise, therefore, that in the UN Global Compact/Accenture annual CEO survey, "nearly 100%" of the CEOs of the world's largest companies believe sustainability is critical to their companies' future success.

Launched in 2020, Kantar's Sustainable Transformation Practice brings together expertise and assets from across the Group to work with organisations across the spectrum of sustainability challenges, to meaningfully define and powerfully activate sustainability strategies. Our team of experts helps organisations connect with people on social and environmental issues, and identifies how to help citizens make tangible progress on what is known as the value-action gap. That is, the difference between people's beliefs and what they do about them.

The practice offers services across four core areas

**Strategic framing**

Develop your 'Sword & Shield' strategy focusing on concerns that fit your category and brand DNA. And define how your brand can deliver it in an authentic, unique and consistent way.

**Measuring impact**

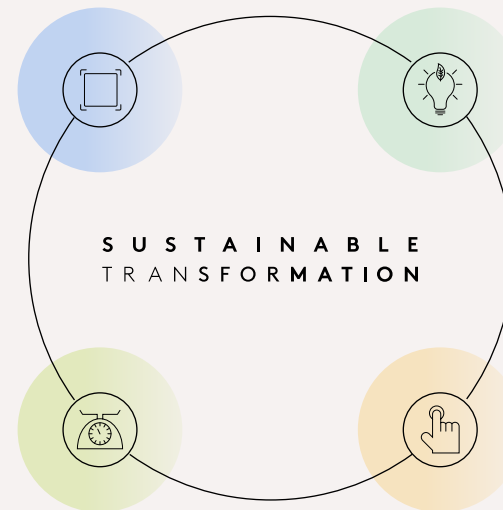
Ensure your brand's initiatives are making an impact and driving ROI. Benchmarking and brand value metrics provide a strategic feedback loop and enable you to respond quickly to threats and opportunities.

**Sustainable innovation**

Put sustainability at the heart of your innovation development to anticipate disruptive change and develop a relevant portfolio that will enable behaviour change, closing the value-action gap.

**Engaging activation**

Create engaging communications and executions that will grab people's attention, resonate with people through the right 'human story', convey the right emotions and empower people to act.





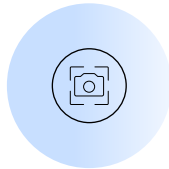
## Data Positive > Sustainable Transformation Practice

### Sustainability Sector Index

In 2021, Kantar launched the Sustainability Sector Index (SSI). Building on the practice's original foundational study, the SSI provides insights into evolving consumer attitudes to sustainability in 38 sectors across 32 countries and is based on more than 33,000 interviews. To maintain and build brand value, companies face the challenge of converting corporate sustainability strategies into clear brand actions that connect with consumers. To do this, businesses need to start by understanding the issues of relevance to consumers in their specific sector. Kantar's Sustainability Sector Index is the fuel to ignite clients' sustainability journey, helping them realise commercial opportunity and navigate where to prioritise their spend.

The study helps brands build 'sword and shield' strategies – offensive and defensive plays – against the issues that really matter to their customers.

### Understand the issues



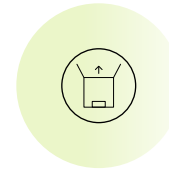
#### Burning platforms

Snapshot of the sustainability landscape in your category



#### Consumer attitudes

Spotlight on attitudes towards sustainable living



#### Unpack value-action gap

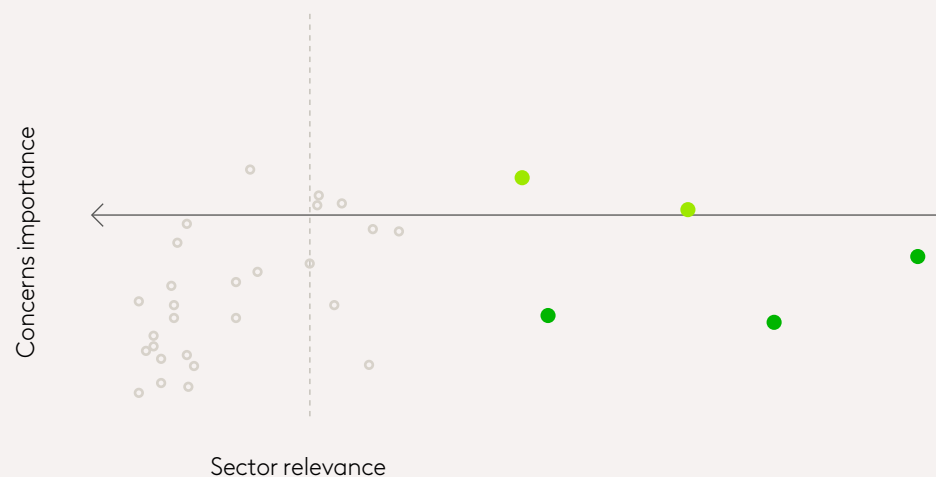
Deep dive into the value-action gap and tension areas



#### Sustainability audiences

Behavioural segmentation drives clear understanding

### Build strategies



- **Second priority**

Once the shields are leveraged, these drivers can then further differentiate moving forward (potentially setting trends).
- **First priority**

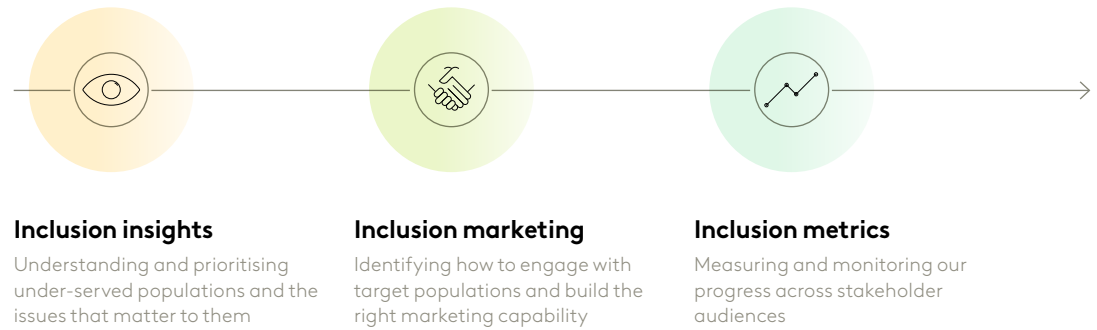
Without these, the brand does not meet fundamental consumer expectations.

# Kantar's Diversity, Equity & Inclusion (DEI) Practice

As DEI reaches a tipping point, businesses today face a new and different mandate: they must develop a more inclusive approach in both their brand strategy and company culture to stay relevant, maintain engagement, and ultimately boost the bottom line. This translates into focusing on under-served consumer markets that have the spending power to bring growth to business.

In 2021, Kantar built on the success of the Inclusion Index and launched the Inclusion Practice within the Sustainable Transformation Practice. We help our clients unlock growth via understanding and engaging high-growth diverse segments of people. We do so by providing inclusion insights, marketing and metrics.

## Kantar offers solutions in three areas to drive sustained growth via inclusion



In 2021, Kantar worked with the global marketing industry to understand the state of inclusion within it.

The Advertising Association is the UK trade network, representing advertising agencies, broadcast platforms, and social media and technology companies. In June 2021, we jointly published the All In Census. The aim of the project was for the entire UK advertising industry to share their own protected characteristics and experiences in the workplace. We received 16,000 responses; over 10,000 on day one. Using our Inclusion Index methodology, the report provides an informed view of the make-up of the industry's workforce. The report sets a benchmark for the industry and also provides a three-part plan to improve the lived experience and representation of black, disabled and working-class talent.



The World Federation of Advertisers (WFA) is a global federation of national advertiser associations, with representation in more than 60 markets. Learning from the All In Census initiative, we worked with the WFA on the Global DEI Census report. Published in December 2021, the report reveals the scale of the diversity challenge facing the profession. The research explored the lived experience of more than 10,000 advertising and marketing professionals in 27 markets. It sets a benchmark for individual national advertiser associations to develop plans accordingly.





## Data Positive > Hardwiring sustainability

### Hardwiring sustainability segmentation across Kantar's primary data assets

Our intent is to build the world's data ecosystem of sustainable consumer values, attitudes and behaviours. The aphorism 'what gets measured gets managed' reveals the importance of data in making advancements in environmental and social issues. For our clients to create more impact with customers and consumers, they need to understand consumer attitudes and behaviours around sustainability and how to develop and activate the most compelling products and services in the most engaging way.

Kantar has developed a methodology; a model of asking questions differently to provide objective data and more inclusive and diverse sampling, key to our proprietary sustainability data ecosystem is our approach to segmenting consumers based on their environmental and societal attitudes. By integrating this segmentation across the core research programmes that our clients rely on, we can help them integrate sustainability into their brand, innovation, marketing and business decisions and enable them to innovate, communicate, track and invest in positive societal impact.

### Fraud prevention and panel quality

Our clients build and execute strategies based on the insights we provide. Ensuring clients can trust the data we provide to be genuine and useable is, therefore, mission critical for us. However, panel fraud is growing exponentially in the research industry.

Industry bodies estimate:

**20%** of market research is submitted with fraudulent user data or bogus feedback

**18%** of surveys completed are either duplicate (11%) or fraud (7%)

**40%** clients are forced to remove as much as 40% of survey responses in the analysis phase

Ensuring insights and strategies are based on the most accurate data is our primary focus, offering quality with consistency, accuracy and accountability, all quickly. Thanks to our industry-leading fraud prevention, we are the leading authority for real opinions from real people.

- We prevent four times more fraud than anyone else, using industry-leading identity-validation measures and anti-fraud technology.
- We use more than ten proprietary tools and techniques to validate sources, respondents and responses.
- Our survey completion rates are 23% higher than the industry average.

In 2022, we have continued to prioritise investment in fraud prevention and panel quality with the acquisition of Qmee. We will provide an update of the integration of Qmee's world-class capabilities in our 2022 report.

### Integrating sustainability into client decision-making

**Achieved to date**

- Global Monitor (longitudinal societal values)
- Global Issues Barometer (consumer attitudes in the light of ongoing crises)
- Worldpanel (shopper behaviour, grocery market share and shopper spend)
- Sustainability Sector Index (consumer attitudes/behaviours by sector)
- Holistic Brand Guidance (brand tracking)
- TGI (media planning)
- Profiles (digital audience creation)

**Integration roadmap**

- Kantar Marketplace:
- eValueate (innovation testing)
- Link (comms testing)
- Numerator (US shopper behaviour, grocery market share and shopper spend)
- Core research



## Data Positive > Delivering the most meaningful data

# Our quality checks are unique and rigorous

### Kantar Profile Panels

#### Recruitment



**Identity Validation**  
Authenticates people through IP addresses, email and physical addresses

#### Ongoing checks



**Automated Fraud Check**  
Using AI machine learning to flag people who are predicted to be poorer responders



**Honesty Detector**  
Our patented approach to detecting potentially dishonest people before they join the panel



**Semi-automated Fraud Check**  
Using semi-automated checks to flag people who are predicted to be poorer responders

### All Survey Traffic

#### Pre-survey



**Unique Responders**  
Identifies and blocks duplicate people before they enter your survey

#### In-survey



**Responsive Tools**  
Award winning tools for the best panellist experience and reliable answers to you



**IP Address Validation**  
Ensures people are from expected locations and not from a fraudulent server



**Engagement Assessment**  
In-survey measures such as speeding and trap, built directly into surveys for honest answers



**Device Detection**  
Allows survey entry with compatible devices only and ensures proper rendering for the device

### Kantar Profile Panels

#### Post-survey



**Survey Health Score**  
Post-survey engagement scoring for survey feedback, benchmarking and optimising



**Cash-out Validation Check**  
Added identity validation check when people request to cash-out their rewards

## We defend data against three common types of bad actor

### The lazy panellist: Level-1 offender

- They're multitasking and straightlining their way through your survey
- We identify them, warn them of the consequences, and prevent them from taking surveys if they don't improve their behaviour

76% become good, regular contributors

### The dishonest panellist: Level-2 offender

- They're not being completely honest about who they are to earn more rewards faster
- We identify them, block them from surveys, and send them through our survey-ethics programme that reiterates over-reporting does not lead to more rewards

61% update profiles and change their behaviour

### The fraudulent panellist: Level-3 offender

Level-3 offender:

- They're acting on their own or in a group to hack surveys and earn rewards in bulk
- We identify them quickly, disable their account and all associated with them, and prevent them from creating new accounts

100% are disabled, most within seconds



The world's meaningful  
data partner

# Governance, ethics and data privacy

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## Governance, ethics and data privacy

# The world's most meaningful data partner

### Our ambition

The ethical and secure use of data is critical to Kantar's operations. We will establish and sustain industry-leading standards in ethical, secure and privacy-compliant creation and use of data, making this a competitive advantage for our business.

Exec Sponsor  
James Brooks, Chief Operations Officer

### Our key commitments

Ethics	By 2025, 90% of employees will complete training on anti-bribery and corruption, and ethics, annually.
Data privacy and security	By 2025, 90% of employees will complete data-privacy training annually.
Cyber security commitment	By 2025, 95% of employees and contingent workers will complete cyber security training.

“Why are our Business Principles so important? Sticking to our beliefs and principles is not just the right thing to do. It is vital to our continued long-term success because it helps us maintain the reputation we have worked hard to build. It is also central to our culture, helping preserve our unique way of working, which has become so important in attracting and retaining the best people.”

Nilema Bhakta-Jones  
Group General Counsel

### Our nine business principles

The Kantar Business Principles aren't about ticking boxes. They're about creating an environment where everyone feels included, respected and able to flourish; where we all behave ethically, lawfully and with integrity. Everyone means everyone in our working world: our people, clients, suppliers, panellists, participants and partners. Because we care deeply about the way we operate, communicate and behave towards others.

#### Respecting each other

We do not tolerate bullying or harassment of any kind within our own organisation, or from those we work with. No exceptions, no excuses.

#### Providing equal opportunities

Race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age or disability. We do not care about labels, only individuals and their exceptional talents.

#### Acting sustainably and ethically

By acting ethically, respecting human rights, upholding workplace conditions, and helping protect our planet, we always try to do the right thing.

#### Respecting confidentiality

Naturally, privacy and confidentiality are vital to our business. We process all data legally, ethically and securely, and ensure our systems are protected.

#### Maintaining financial integrity

We look after the financials, and will never tolerate any kind of bribery, corruption, tax evasion or other illegal practices.

#### Being fair and transparent

Always behaving ethically, we avoid conflicts of interest and anti-competitive behaviour. We prevent fraud, comply with sanctions, act appropriately in giving and receiving gifts, and follow the research industry's Esomar Code of Conduct at all times.

#### Complying with the spirit and letter of the law

We act legally and ethically in all the markets we operate in.

#### Calling it out

Our people know they can tackle any business or personal behaviour that is not right, without fear or favour, no matter who is involved.

#### Having your back

We support anyone who reports improper business or personal conduct, and prevent retaliation.

## Governance, ethics and data privacy

# Data privacy and security

As a data company, trust is a key currency for us. Trust from our clients, our partners and our panellists. We collect, use and secure data in the right way.

### Data ethics and integrity

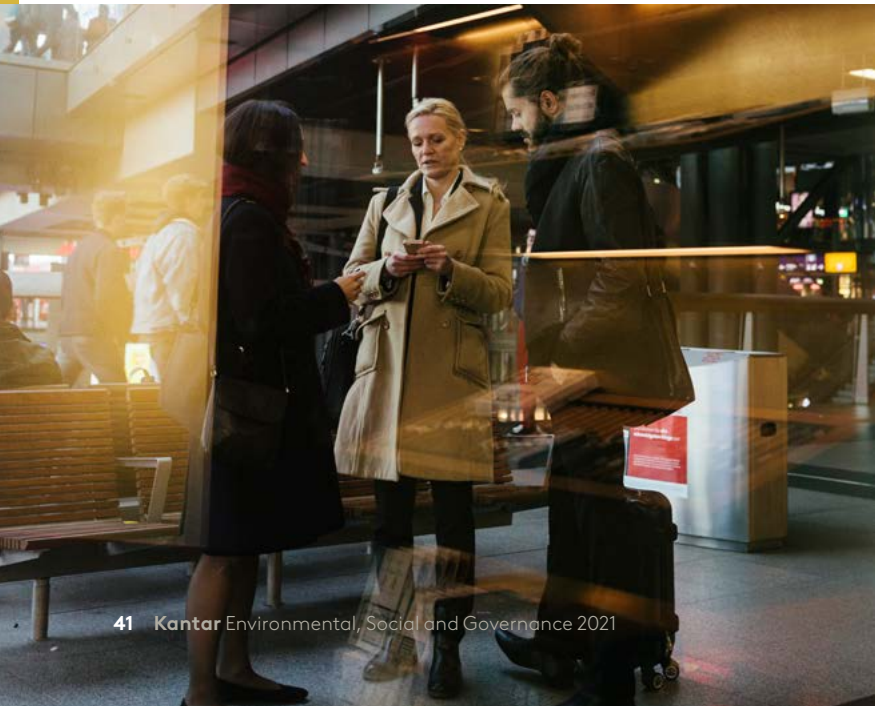
Kantar is a trusted data company. We specialise in gathering data, analysing it and helping our clients to get the most out of the resulting insights to grow their businesses or steer their organisations. We are successful because our clients, colleagues, panellists and participants all trust us to not only protect this data, but also to use it in the right way. Individually and collectively, we at Kantar all have a responsibility to protect and grow this trust.

- Any new products, processes or techniques are developed in accordance with sound scientific research principles that can be verified and are tested to ensure accuracy of data and deliverables.
- Any changes to products, processes or techniques (including technology) are tested to ensure that the impact of the changes is fully understood.
- All data collection, processing and analysis is completed in line with the appropriate standards and required quality processes and checks; for example the Global Data Collection Minimum Standards.
- Colleagues holding any role relating to the creation and delivery of data and insights are appropriately trained to enable them to do this effectively, and in line with all relevant standards and guidelines.
- Ensuring our data and insights are only ever used for the purposes intended or permitted as outlined in our clients' contracts.

- Ensuring our data and insights never leave Kantar unless specified as part of a client contract, defined process or part of an approved communication/marketing campaign.
- Never making false claims about the standards adhered to in the collection, processing and analysis of data, and the creation of insights, including compliance with external standards such as ISO 20252 and ISO 9001.
- Adhering to the Esomar Code of Conduct at all times.

To ensure we create and deliver data and insights that can be trusted consistently and continuously, we are implementing and investing in:

- Continued skills development and training programmes for all Kantar colleagues
- A comprehensive research and operations methodology and quality-control process from defining initial client requirements through to client reporting
- Continuous improvement in our internal/external facing solutions
- Ongoing monitoring and management of customer relationships
- Ongoing monitoring and management of supplier delivery
- Ensuring new and existing suppliers meet rigorous quality assurance criteria



## Governance, ethics and data privacy

### Protecting personal data

Kantar processes data relating to people throughout our business globally. This data can come from our clients, our people, our survey participants, our partners and suppliers. This data is known as personal data or personally identifiable information (PII). All businesses, including Kantar, are responsible for protecting personal data/PII relating to individuals.

People expect us to ensure that this people data is protected. It is a position of trust, and the consequences of breaching this trust are significant for both the Kantar and individuals.

The gathering, storage and processing of this personal data/PII is regulated by national and international data protection privacy laws.

We're committed to protecting personal data/PII at all times and adhering to global privacy laws, and this policy outlines steps Kantar takes to ensure our people work in a way that is compliant.

The Kantar Data Protection Framework is our 'gold standard' for processing personal data/PII. It contains detailed data protection policies and processes, and provides employees with guidance and tools to enable them to comply with data protection and privacy laws.

Each Kantar Division and Function has an Accountability Lead who is responsible for embedding the Data Protection Framework throughout their organisation. They are supported by Data Protection Champions in each market or team. The Data Protection Champions are the first contact for any queries, followed by the Accountability Lead if the Champion is unable to assist.

Kantar has a team of privacy lawyers who act as a point of escalation for queries from the Accountability Leads and the Champions. The Privacy Team is supported by a network of external law firms that help us horizon track emerging laws affecting data protection and privacy.

Governance is managed through a series of committees including the Data Governance Committee. Key senior individuals sit on the DGC, including the COO, Head of Risk, Head of Compliance and Data Protection Officer.

### Data protection impact assessments (DPIA)

Kantar assesses the risks associated with collecting and processing personal data/PII in a data protection impact assessment or DPIA. Completing a DPIA will help Kantar collect information the law requires us to hold and ensure we are not using personal data/PII in a way which may cause harm to the individual/s. DPIAs must be completed where required as they may also be reviewed by the authorities in the event of a data incident or investigation.

### Kantar Data Protection Framework & Governance



Lei Geral de Proteção de Dados (Brazil)



Protection of Personal Information Act (RSA)



California Consumer Privacy Act (USA)



Personal Information Protection Law (China)



Other data protection and privacy laws



GDPR

### Data security

We have implemented a set of threat-centric controls, designed to protect the confidentiality, integrity and availability of Kantar and client information, including personal data and PII. Our approach to managing our risk is documented in our 'Cyber & Technology Risk Framework' and is supported by the 'Cyber Security for Users' policy, applicable to all Kantar employees.

### Data handling and classification

We follow Kantar's [Data Handling Guidance](#) to ensure that personal data and PII is classified and processed appropriately and securely at all times.

### Minimising personal data and PII

Kantar does not collect irrelevant, inaccurate or superfluous personal data/PII. We define the business purpose where we need personal data/PII and only collect sufficient data that is necessary for that purpose. We only retain data in line with our retention policies.

### Kantar has a number of global initiatives around privacy

Kantar is also a member of ESOMAR, the Global Insights Community, which commits Kantar to the ICC/ESOMAR International Code globally. Our employees have access to the world's leading learning material for research and insights professionals, to help navigate any challenges they come across. Joining ESOMAR puts Kantar as part of a global network to implement good business practice in a world where technology is key for collecting insights. Access to the ESOMAR webinar programme and research database gives our teams the best assets to enhance their skill sets and develop their knowledge.



## Governance, ethics and data privacy

In 2023, we will launch the Kantar.com Trust Centre to outline our approach to trusted data and privacy. Clients, panellists and the public alike will be able to view our overarching principles when it comes to data and security, and our protections and procedures, and be assured their data is safe with Kantar. Transparency is key. Visitors to the site will be able to access information about their data subject rights, our trusted data eco-system and security management controls, among other topics. Data is our business and we want to outwardly confirm that it can be trusted with Kantar.

Kantar has implemented OneTrust, a leading global privacy management technology which provides the operational basis for privacy and data governance in one application. OneTrust is the market leader in privacy management software and is recognised by data privacy regulators globally. The software will reinforce our commitment to data protection under the Kantar Global Data Protection Framework and drive simplification, rationalisation and standardisation of Kantar's approach to complex privacy and data regulation. We have a global licence to allow all global teams to onboard onto the technology, providing a consistent approach across Kantar. Roll out has started and will continue into 2023.

Kantar has implemented a data and privacy law Horizon capability called Horizon Forward, as part of the information we gather, we are tracking circa 60 global laws affecting data and privacy including AI and biometric laws. We undertake gap analysis and raise task forces around these laws. Kantar sits on the Legal Affairs Committee to help ensure that market research is factored

### OneTrust

is the market leader in privacy management software

# 60

We are tracking circa 60 global laws affecting data and privacy including AI and biometric laws

### Ethics Point

We encourage our employees to submit reports through this hotline, which is hosted by an independent third-party hotline provider

into the design of new laws, therefore being at the vanguard of shaping laws that build trusted data.

#### Right to speak policy

At Kantar, we are committed to an environment of open and honest communications and want all Kantar employees to feel comfortable discussing with their managers any actual or potential violations of policies or ethical standards. In support of this commitment, we seek to maintain a culture of openness and accountability, so that prompt action can be taken to address any illegal or unethical conduct involving Kantar or anyone working for or on behalf of the company. Kantar does not tolerate attitudes or activities that amount to a breach of law or trust, or otherwise fall below the highest standards of business conduct and personal behaviour.

Employees are encouraged in the first instance to discuss any concerns you have with the person they report to or other managers. We recognise, however, that in some situations, employees might prefer to report actual or potential violations anonymously. We have therefore set up a hotline, which is hosted by an independent third-party hotline provider. We encourage our employees to submit reports through EthicsPoint relating to actual or suspected violations of laws, regulations, Kantar Business Principles, or other company policies and/or our ethical standards.

We are committed to ensuring that employees feel able to raise concerns openly in good faith under the Right to Speak policy, without fear of reprisal or retaliation and with the support of the Company.

#### Anti-bribery and corruption policy

We do not tolerate any form of bribery or corruption. This means we will not give, offer or accept bribes or facilitation payments. Nor will we use third parties to give, offer or receive bribes on our behalf. We maintain transparent and accurate financial records, and ensure through training that all colleagues understand our policy. There are no exceptions, wherever we do business.

At Kantar, we care deeply about the way we operate, communicate and behave towards others and we always comply with the law. That's why all forms of bribery and corruption are never tolerated here. This means we will not give, offer or accept bribes (whether cash or otherwise), including facilitation payments, to or from any third party, including – but not restricted to – government officials, clients and brokers or their representatives. Nor will we use third parties to give, offer or receive bribes (whether cash or otherwise) on our behalf. We maintain transparent and accurate financial records. And we'll collectively ensure that every colleague understands this – through training, communication and by example.

Bribery, either as a giver or as a receiver, by any person or business in the Kantar Group globally, is completely prohibited. In addition, we do not make facilitation payments (which are small cash payments typically solicited to facilitate or expedite the performance of a routine transaction or service to which the person or company making the payment is legally entitled to receive, e.g. expedited visa services, immigration entry checks). There are NO exceptions, wherever we do business. Breach of this policy results in disciplinary action up to and including dismissal.



## Governance, ethics and data privacy

# Human Rights Policy Statement

Respect for human rights and compliance with relevant law are fundamental principles and we aim to prevent, identify and address negative impacts on human rights. We also look for opportunities to promote and support human rights, including children’s rights. We are guided in our approach by international standards and principles, including the International Bill of Human Rights, the UN’s Guiding Principles on Business and Human Rights, the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and the Children’s Rights and Business Principles.

### Human rights

**Employees:** We respect the human rights of all employees, including permanent, temporary and contract workers. We select and promote our people on the basis of their qualifications and merit, encouraging diversity. We expect all employees to be treated without discrimination or concern for factors such as race, religion, national origin, colour, sex, sexual orientation, gender identity or expression, age or disability. We seek to provide safe workplaces. We recognise the rights of our employees to freedom of association and collective bargaining. We will not tolerate harassment or any form of forced, compulsory or child labour.

**Suppliers:** We expect our suppliers to respect the human rights of their own employees and suppliers and to meet human rights standards consistent with ours. We ask all major suppliers to sign our Supplier Code of Conduct, which includes human rights requirements, and expect them to apply these requirements to their own supply chain.

**Client work:** Our companies will not undertake work designed to mislead on

human rights issues. Where relevant, we will work with our clients on human rights issues and comply with client policies in relation to human rights and marketing.

### Work for human rights organisations

Our agencies provide creative services to organisations involved in protecting and promoting human rights, often on a pro bono basis (for little or no fee), and we support and encourage this involvement.

### Our policy

To protect and promote human rights, we:

- Comply with all relevant laws and support international human-rights standards
- Reflect our commitment to human rights in our policies and procedures
- Take steps to identify, prevent or address human-rights impacts. This includes integrating human rights into our risk-management processes
- Provide training for our employees on human rights
- Operate a grievance mechanism to enable employees and suppliers to report human-rights concerns

- Publish our Human Rights Policy Statement and report on our approach to human rights
- Regularly review and update our approach to human rights
- Take steps to support and promote human rights, including through our pro bono work

### Responsibilities

Our Group Finance Director is responsible for overseeing our approach to human rights. Each Kantar company is expected to comply with this policy and to implement the procedures needed to meet its requirements.

### Reporting a concern

Kantar employees can report any human-rights concerns via our [Right to Speak](#) facility, which is managed by a third party.

Suppliers and other stakeholders can report any human-rights concerns in relation to Kantar and our companies through an independently managed phone line, with details provided on our website.

## Governance overview

# Our model of governance

The Kantar Group has established a governance model comprising the following committees which **exercise governance and risk oversight over the business and escalate** to the Board of Managers as appropriate under the Shareholders Agreement.

### The Strategic Committee

The Strategic Committee meets monthly and comprises Kantar’s Chairman, representatives from Bain Capital and Kantar’s Chief Executive, Deputy CEO/Group CFO and Group General Counsel. The Strategic Committee recommends strategy, investments and significant transformational projects to Board of Managers level. The Committee also reviews overall business performance and progress of transformation initiatives.

### The Executive Leadership Team

The Executive Leadership Team meets monthly and comprises senior business leaders from across the organisation who support the Chief Executive in managing the business and delivering results. It is an alignment and decision-making forum for cross-division topics. Its agenda includes: Top Clients, Strategy, Purpose and Culture, Business Performance, Leadership and People strategies, Communications and sharing best practice.

### The Risk, Opportunity and Controls Committee

The Risk, Opportunity and Controls Committee meets quarterly ahead of, but in sequence with, the Audit Committee and assists the Board and the Audit Committee in fulfilling their responsibilities by:

- Overseeing the effectiveness of governance, risk management and compliance activity within the Kantar Group
- Assessing Principal Risks, reviewing the Risk Management Framework and systems and its overall effectiveness
- Analysing and addressing risks, internal control deficiencies and non-compliance.

### The Audit Committee

The Audit Committee meets quarterly and comprises two members of the Board, an investor director, and an independent chair. The Committee’s responsibilities include oversight of the Group’s accounting and financial reporting

practices, reviewing and recommendation of the consolidated financial statements, independently challenging the 1st and 2nd lines of defence and reviewing and monitoring the adequacy and effectiveness of the financial and operational controls and key systems, in conjunction with the Risk, Opportunity and Controls Committee. The Audit Committee is also responsible for oversight of the external auditor and review of the external audit reports and effectiveness of the external audit process.

### The Remuneration Committee

The Remuneration Committee (the ‘RemCo’) meets bi-annually and on ad-hoc occasions as required. Its membership consists of the Kantar Group Chairman and three members of the Boards. The RemCo has delegated authority from the Boards for determining the policy for Executive Remuneration across the Kantar Group, exercising independent judgement in the application of remuneration schemes that align with and promote the long-term success of the Group for the benefit of shareholders.

### ESG Governance Committee

As part of maturing our ESG capabilities, we have established an ESG Governance Committee. The remit of the committee is to drive and monitor the implementation of our current goals, and evaluate and recommend future ESG goals and strategies for the business. The committee comprises the executive sponsors of each of our ESG goals. The committee meets quarterly and presents strategy recommendations to the Audit Committee and CEO twice per year.

## Kantar's data and reporting commitments

# Our reporting roadmap

### Measurement ambitions

Data collection in the sustainability space is fast-moving but still has significant shortcomings. In recognition of this, Kantar has a long-term plan to ensure the accuracy and auditability of all ESG data we publish.

Accountable Owner  
James Brooks, Chief Operations Officer



In 2021, EcoVadis was Kantar's primary ESG reporting framework, and was a key reference as Kantar developed its ESG strategy. EcoVadis assessed Kantar globally across four key pillars: environment ethics, labour & human rights and sustainable procurement. This was Kantar's first ESG assessment independent of, former parent company, WPP's sustainability programme and reporting. Benchmarked against our peers in the advertising and market research industry, Kantar was awarded a Bronze rating and judged to be in the 49th percentile of its industry in terms of ESG performance. While higher than the benchmark, we recognise there is work to do, specifically on the importance of clear reporting and concrete actions. Moving to 2022 we have a target of

renewing our Ecovadis Bronze rating, in line with a long-term target of achieving a Gold rating in 2025.

Outside of EcoVadis reporting commitments, Kantar is developing its ESG reporting in line with the ever-changing regulatory and client demands within this space. This is demonstrated by our commitment to submit to the Carbon Disclosure Project from 2023, as well as evaluating other targets and commitments including the need set science-based net-zero targets. As Kantar begins its journey towards being a decarbonised business in line with SBTi's target setting standard, we will also commit to an overarching ESG regulatory framework in 2023.

### Governance roadmap

	2021	2022	2023	2024	2025
EcoVadis	EcoVadis Bronze achieved	EcoVadis Bronze renewed	EcoVadis Silver target	EcoVadis Silver renewed target	EcoVadis Gold target
OneTrust		OneTrust deployment	OneTrust adoption		
Science Based Targets Initiative			SBTi due diligence	Implement outcomes of due diligence	
Carbon Disclosure Project			2023 CDP submission	2024 CDP submission	2025 CDP submission
ESG regulatory frameworks			Commitment to an ESG regulatory framework	Develop reporting infrastructure	Mature reporting infrastructure





## Our key commitments

### Our people

#### Creating a thriving, positive environment

##### Gender diversity in leadership

By 2028:

- Women will represent 50% of our Skale\*\* 90+ population by 2028.

##### Ethnicity equality (US, UK)

By 2024:

- Our entry-level joiners (Scales 20–40) will reflect the diversity of the societies we serve.
- People from an ethnic minority background will represent 20% of our Skale 90 joiners.

##### Inclusive environment for all

By 2024:

- There will be no difference in performance in the belonging question of the KES† across different genders (global) and ethnicities (US/UK).
- KES† results for I&D-related questions to meet the High-Performance Norm (HPN).

### Our planet

#### Taking our first steps on the journey to net-zero

##### Offices & premises

By end of 2030:

- We will halve our entire estate’s carbon footprint in our top 40 markets.

##### Business travel

By end of 2023:

- Our business travel will be carbon neutral through reduction and offsetting.

##### Data centres

By end of 2025:

- Our strategic data centres will be powered by 85% renewable energy.

### Our partnerships

#### Making procurement sustainable

##### Addressing I&D within our suppliers

By 2025:

- We will reach 12% supplier diversity across all 18 markets deployed on Coupa.

##### Supplier social auditing

By 2025:

- We will have evaluated our top 15 strategic suppliers based on their policies and commitments relating to social issues.

### Data Positive

#### Kantar’s strategy for growing our network effect

##### Hardwiring sustainability segmentation across all of Kantar’s primary data assets

In 2023, we will offer all clients sustainability segmentation ‘golden questions’ across our primary data collection panels including:

- Worldpanel
- Numerator
- Kantar
- Marketplace

##### Delivering the most meaningful data

We are committed to delivering industry-leading fraud prevention and panel quality.

We will maintain an industry-leading position for CSAT scores on the metric of ‘Quality of Work’ as well as monitor on an ongoing basis verbatims on ‘data quality’.

##### Societal impact

Kantar’s Sustainable Transformation Practice focuses our expertise in human understanding and brand strategy onto identifying how to move people along the sustainability journey from Values to Action.

In 2023, the practice will launch foundational sustainability training for all employees.

In 2025, the practice will have worked with 100% of our global clients on a sustainability project.

\*\* Skale is Kantar’s employee seniority framework. Read more in Reward & Remuneration on p16

† Kantar employee survey

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