

**KANTAR**

# Data Positive

ESG REPORT 2024





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<sup>21,22,23</sup> This “Kantar Environmental, Social and Governance Report” is an annual report and covers the period 1st January 2024 to the 31st December 2024 unless otherwise noted. The terms “Kantar” “company,” “we,” “us” or “our” in this report refer to Kantar Global Holdings S.à.r.l. and its subsidiaries, on a consolidated basis, unless we state differently, or the context implies otherwise.

Kantar Media are excluded from this report as they are an operationally independent business and is legally structured under a single entity separate from the rest of the wider Kantar Group but remains wholly owned by Kantar in 2024. As such this business was outside the ESG operational boundaries and therefore they are not included within the ESG strategy but are reported as part of our Scope 3 Investments carbon emissions.

### 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.

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## Group Chief Executive's Introduction



**Chris Jansen**  
Kantar Group Chief Executive

Three years into our strategy we have achieved many goals and are operating with sustainability at our core.

## Group Chief Executive's Introduction<sup>2,22</sup>

### Building from a strong base

Our Purpose is to shape the brands of tomorrow by better understanding people everywhere. This purpose truly comes to life with our ESG strategy. Our indispensable insights and actionable advice help our clients shape their brands for a sustainable future.

Alongside our partnerships with UN Women and Chapter Zero, our growing partnership with the UN Global Compact to help them develop their CMO Blueprint for Sustainable Growth means that we are increasingly shaping the sustainability strategies and tactics being deployed by the world's leading brands.

We first mapped out our ESG strategy in 2021. Three years later, I am very proud of the progress we have made. Major goals within the strategy have been achieved and we have a clear roadmap to operating as a carbon neutral business. Our progress continued to accelerate in 2024. This is best illustrated by our achievement of Ecovadis Gold status during the year, meaning our performance is in the top 5% of companies globally. ESG considerations are now embedded within the Kantar agenda.

ESG issues remain intrinsic to the expectations people have of brands, both as consumers and employees. This is reflected in the success of our Sustainable Transformation Practice, by far our biggest source of environmental impact. During the year, we worked with 965 brands on social and environmental issues, up from 800

in 2023. This included 28 of our 30 Global Clients. Illustrating this success, revenue for the practice doubled.

#### Partnering for influence and impact

Industry partnerships extend the impact of our expertise. Our work with the Unstereotype Alliance is long-standing, and more relevant than ever. In 2024 our joint publication of 'Inclusion=Income' was particularly important in proving to brands that their continued focus on inclusive growth remains strategically wise. Our research proved that inclusive advertising does indeed drive both short-term and long-term growth for brands.

Our launch of the Circular Marketing Playbook in partnership with the Ellen MacArthur Foundation, the world's leading expert on the circular economy, guides marketers on how to influence the circularity conversation within their companies. Our metrics plan for 2025 will further strengthen the impact of circularity. Our growing partnership with the UN Global Compact will build on our Sustainable Marketing 2030 collaboration with the World Federation of Advertisers. Already in 2025, we are progressing at speed in our ambition to provide actionable guidance to UNGC signatories.

#### Achieving our operational goals and setting new ambitions

Building on our Ecovadis achievement, in December 2024, Kantar also received approval from the Science Based Targets initiative (SBTi) for our near-term and net-zero targets. We aim to achieve net-zero greenhouse gas emissions across the value chain by 2050, in line with the goals of the Paris Agreement.

These strategic milestones are thanks to the 'make every day count' mindset we have within our organisation. Across the year we made important progress on diversity and wellbeing. Achieving our I&D goal of 11% of spend directed to diverse businesses is a source of pride for us all. Internally, our inclusion and wellbeing scores improved in our employee survey, illustrating that colleagues feel valued and cared for. This positive work environment is key to talent retention and performance, as well as being the right thing to do. It was also personally important to me to introduce new support for our staff and their families facing neurodivergent health issues.

Looking to the future, our investment in AI and AI-related training for our colleagues is illustrative of our long-term perspective on everyone's career. The adoption of Microsoft Copilot for our workforce, as well as the introduction of the MIT Horizon AI training programme illustrate how seriously we take our responsibilities to set up our employees for long-term success.

Three years after the first publication of our ESG strategy, I can confidently say that we are a more diverse, healthy and sustainable business. I am proud of the energy that our teams have put into making tangible progress right across our strategy. And with the adoption of our SBTi plans, I can say with equal confidence that in the coming years we will remain focused on making Kantar a sustainable and successful company.





## Our ESG strategy

**James Brooks**  
Chief Operations Officer

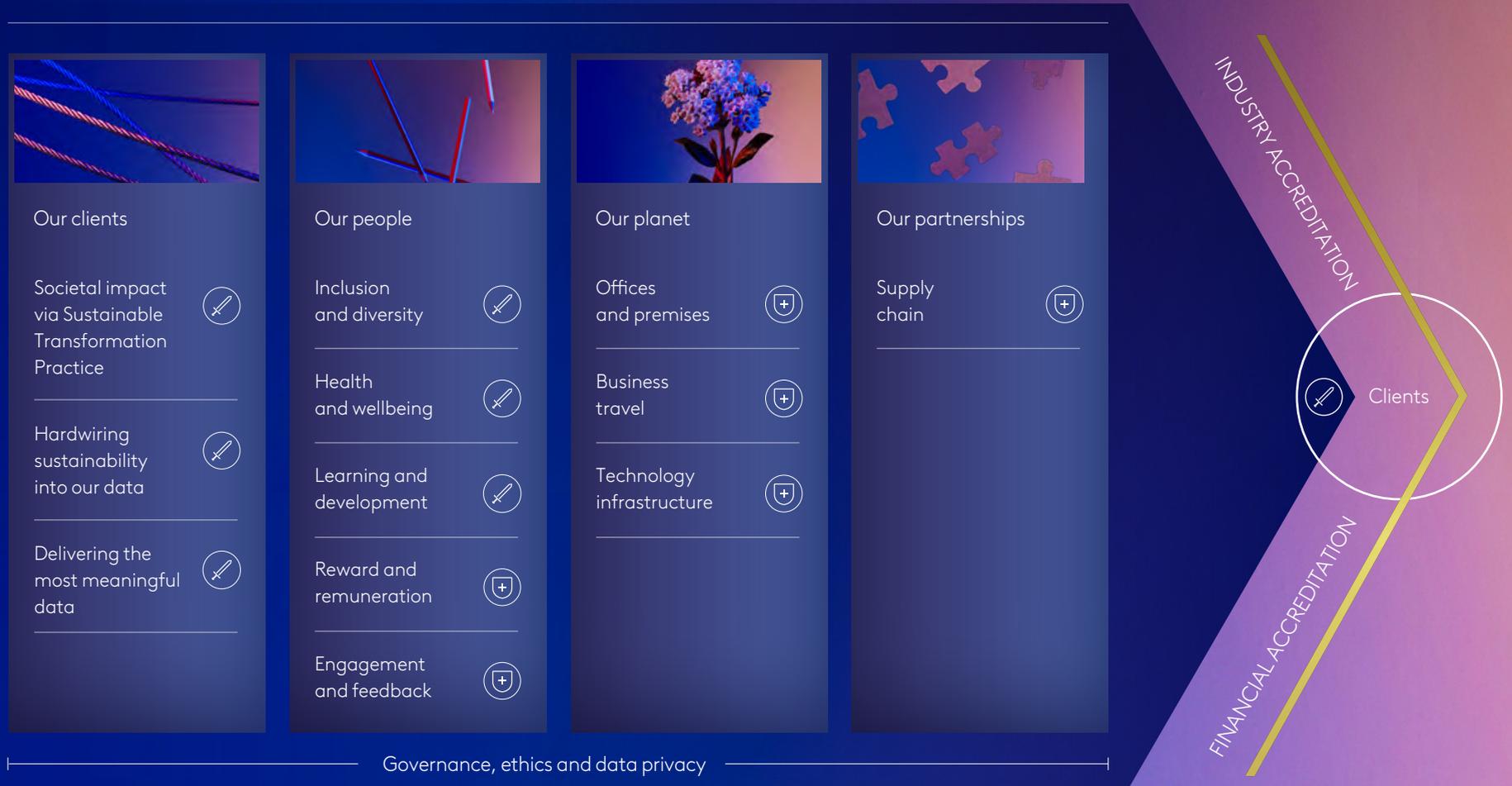
Our proactivity in preparing and integrating ESG considerations into our strategy has led to positive external recognition of our progress.





# Our ESG strategy

## Our ESG strategy framework:





## Our ESG strategy

# Kantar's first formal Double Materiality assessment<sup>2,29</sup>

<sup>3.1-3.2</sup>To assess and disclose both financial materiality (how ESG issues affect the company's value) and impact materiality (how the company affects society and the environment) it involved both internal and external stakeholder interview workshops, ensuring that the evaluation extends across the entire value chain.

We developed our strategy by applying our own Sustainable Transformation Practice's methodology, using swords, (issues that can represent a competitive advantage) and shields, (fundamental to how we operate). Building on this, in 2024, we conducted a double materiality assessment using the CSRD framework.

### Four different groups of stakeholders were selected:

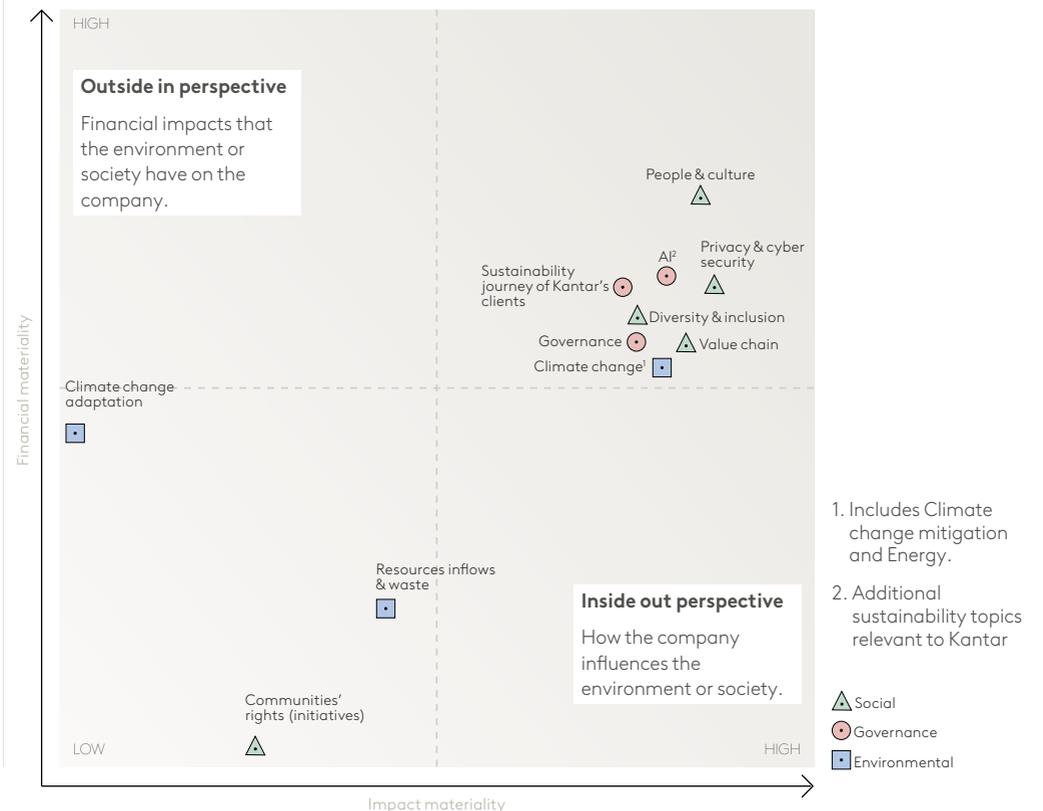
Suppliers		Clients	
<b>Selection criteria</b>	<b>Representativeness criteria</b>	<b>Selection criteria</b>	<b>Representativeness criteria</b>
<ul style="list-style-type: none"> <li>– Dependency for category of spending</li> <li>– 40% of supplier spending</li> <li>– Related to Kantar's sustainability performance</li> </ul>	<ul style="list-style-type: none"> <li>– Annual spend of the supplier</li> <li>– Ranking of business risk</li> </ul>	<ul style="list-style-type: none"> <li>– Top 30 clients by revenue</li> <li>– 6 client industries</li> <li>– Sensitive to sustainability</li> </ul>	<ul style="list-style-type: none"> <li>– Kantar's annual revenue</li> <li>– Client industry</li> </ul>
External stakeholders		Internal stakeholders	
<b>Entities connected to Kantar's financial performance</b>		<b>Key internal functions and divisions</b>	
<ul style="list-style-type: none"> <li>– Shareholders</li> <li>– Banks</li> <li>– Insurance brokers</li> </ul>		<ul style="list-style-type: none"> <li>– Representation of Kantar's key internal functions</li> <li>– Balanced view of Kantar's divisions</li> <li>– Comprehensive coverage of sustainability topics</li> </ul>	

### Kantar's Double Materiality Matrix<sup>3,3</sup>

Materiality is based on an absolute basis, indicating a positive or negative impact. The matrix encompasses both the company's current status and medium-term considerations, spanning a five-year period. Thresholds were established by

dividing the matrix into four equal quadrants, aligning with most common practices.

Most of the highly material topics identified fall within the social domain, aligning with Kantar's focus on human capital and with our comparative peer set.





## Our ESG commitments

# UN Global Compact and SDGs

The UNGC is a strategic initiative that supports global companies committed to responsible business practices in the areas of human rights, labour, the environment and corruption. By joining this global initiative, we signal our intent to embed ethical and sustainable values into our operations and beyond, contributing to the achievement of the UN SDGs. As part of our commitment, we provide an annual update on our progress.



Kantar is aligned with the United Nations Global Compact's Ten Principles for Businesses:

- 1 Support and respect the protection of internationally-proclaimed human rights
- 2 Ensure that business practices are not complicit in human rights abuses
- 3 Uphold the freedom of association and the effective recognition of the right to collective bargaining
- 4 Eliminate all forms of forced and compulsory labour
- 5 Abolish child labour
- 6 Eliminate discrimination in employment and occupation
- 7 Adopt a precautionary approach to environmental challenges
- 8 Conduct environmentally responsible activities
- 9 Encourage the development and diffusion of environmentally-friendly technologies
- 10 Fight corruption in all its forms including extortion and bribery

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28 September 2022

H.E. António Guterres  
Secretary-General  
United Nations  
New York, NY 10017  
USA

Dear Secretary-General,

I am pleased to confirm that Kantar supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. With this communication, we express our commitment to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals. Kantar will make a clear statement of this commitment to our stakeholders and the general public.

We recognise that a key requirement for participation in the UN Global Compact is the annual submission of a Communication on Progress (CoP) that describes our company's efforts to implement the Ten Principles. We support public accountability and transparency, and therefore commit to report on progress starting the calendar year after joining the UN Global Compact, and annually thereafter according to the UN Global Compact CoP policy. This includes:

- A statement signed by the chief executive expressing continued support for the UN Global Compact and reviewing our ongoing commitment to the initiative and its principles. This is separate from our initial letter of commitment to join the UN Global Compact.
- The completion of the online questionnaire of the Communication on Progress through which we will disclose our company's continuous efforts to integrate the Ten Principles into our business strategy, culture and daily operations, and contribute to United Nations goals, particularly the Sustainable Development Goals.

Sincerely yours,

Chris Jansen  
Chief Executive

## Our ESG commitments

### Our climate commitments

Kantar is forging ahead as a leader in sustainability, committed to achieving net-zero emissions by 2050. Our robust ESG strategy integrates environmental goals into daily operations, driving significant emissions reductions. Through voluntary accreditations and a cutting-edge ESG platform, we enhance transparency and accuracy in sustainability reporting, underscoring our commitment to reliable carbon data and stakeholder trust in our sustainable progress.

#### SBTi approved targets

In 2024, Kantar took a significant step forward in our climate ambition by receiving formal approval from the Science Based Targets initiative (SBTi) for both our near-term and net-zero greenhouse gas emissions reduction targets. This marks the first time we are reporting against these commitments in our ESG disclosures.

Our approved targets align with the Paris Agreement's goal to limit global warming to 1.5°C above pre-industrial levels.

Kantar Global Holdings S.à r.l commits:

#### OVERALL NET-ZERO TARGET

— To reach net-zero greenhouse gas emissions across the value chain by 2050.

#### NEAR-TERM TARGETS

- To reduce absolute scope 1 and 2 GHG emissions 42% by 2030 from a 2022 base year.\*
- That 82.2% of its suppliers by emissions covering purchased goods and services, will have science-based targets by 2029.
- To reduce absolute scope 3 GHG emissions from investments 57.37% by 2030 from a 2022 base year.

#### LONG-TERM TARGETS

- To reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2050 from a 2022 base year.
- This rigorous approach ensures our targets are science-based, credible and consistent with the SBTi's Corporate Net-Zero Standard.

\*The target boundary includes land-related emissions and removals from bioenergy feedstocks.



#### Carbon data transparency and accuracy

Kantar also enhanced its ESG data infrastructure by implementing the Sweep platform, a purpose-built solution for managing and reporting sustainability data. This transition marked a significant step in strengthening data governance, improving traceability and enabling more efficient reporting across the organisation.

<sup>2,5</sup>2024 was the first year Kantar's carbon data underwent limited assurance by Grant Thornton UK LLP. This milestone reinforces the credibility of Kantar's ESG disclosures and supports external stakeholder confidence.

Kantar continues to disclose through CDP. Our 2024 data submission marks our third consecutive year of disclosure through CDP, reflecting our continued commitment to transparent climate reporting. Our journey began in 2022, and since then we have worked to strengthen the quality, coverage and governance of our emissions data.

Details of our carbon reduction strategy can be found in the Our Planet and Our Partnership sections of this report.

## Our ESG strategy

# Progress and preparation

### EcoVadis

In 2024, Kantar was awarded the EcoVadis Gold Medal for our sustainability performance, placing us in the top 5% of companies assessed globally by EcoVadis. This recognition reflects our commitment to excellence across four key themes: Environment, Labour & Human Rights, Ethics and Sustainable Procurement. Achieving this milestone involved Kantar focusing on our policies, coverage and reporting, as well as the introduction of new initiatives such as the Living Wage policy. Our EcoVadis Gold Medal not only highlights our dedication to sustainable practices but also enhances our credibility with clients and stakeholders, providing confidence in Kantar as a leader in corporate responsibility.

2024 was another consequential year in our progress toward becoming a sustainable business. Our deliberate, strategic approach to improvement is reflected in the external analysis of our performance and plans.

### SBTi

In December 2024, Kantar received approval from the Science Based Targets initiative (SBTi) for our near-term and net-zero targets. These commitments have been made as part of Kantar's proactive approach to mitigating climate impacts. Kantar aims to achieve the Science Based Targets initiative (SBTi) Net-Zero Standard greenhouse gas emissions across the value chain by 2050, in line

with the goals of the Paris Agreement. In the near term, Kantar has committed to reduce absolute scope 1 and 2 emissions by 42% by 2030, using 2022 as the base year. Additionally, Kantar has committed that 82.2% of its suppliers, by emissions covering purchased goods and services, will have science-based targets by 2029 and it has committed to reduce absolute scope 3 greenhouse gas emissions from its investments by 57% by 2030 from a 2022 base year. Kantar continually monitors progress towards meeting its climate commitments and is currently on track to meet these targets. This approval underscores our commitment to sustainability and our proactive approach to reducing our carbon footprint, aligning with global efforts to combat climate change.

### Carbon Reduction Plan

Kantar has a robust carbon reduction strategy anchored in science-based targets. Our emissions inventory includes global office operations, business travel, commuting and procurement activities, with scope 3 emissions—primarily from purchased goods and services—representing the largest share. To support this, Kantar has adopted the Sweep ESG platform, enabling structured and scalable carbon data collection and reporting across the organisation. This digital infrastructure has significantly enhanced the company's ability to respond to client ESG requests and regulatory requirements.

Since 2022, Kantar has made measurable progress in reducing its carbon footprint. The company has achieved 20%+ reduction in scope 1 & 2 emissions, with further improvements expected through its estates strategy, renewable energy sourcing and transition to an electric vehicle fleet.

In 2025, Kantar submitted its third CDP disclosure, which included third-party limited assurance of its

key carbon data—demonstrating a commitment to transparency and data integrity.

### Preparation for regulatory reporting

In preparation for upcoming ESG regulatory reporting requirements, Kantar has proactively implemented a comprehensive ESG platform. This platform is designed to streamline data collection, enhance reporting accuracy and ensure compliance with new regulations. By integrating this platform, Kantar is not only meeting regulatory demands but also reinforcing its commitment to sustainability and corporate responsibility, enabling us to provide transparent and reliable ESG data to our stakeholders.

Building on the materiality assessment that we undertook when setting our ESG strategy several years ago, in Q4 2024 Kantar undertook a detailed double materiality assessment to identify key sustainability matters that are material from both financial and impact perspectives.

This assessment is an important step in our preparation for the upcoming Corporate Sustainability Reporting Directive (CSRD) requirements, ensuring that we report on the most relevant ESG topics. By engaging with internal and external stakeholders, we have identified the sustainability issues that matter most to our business and our stakeholders. This proactive approach not only aligns with regulatory demands but also reinforces our commitment to transparency and corporate responsibility and builds on the previous materiality.

Following the European Commission announcement on CSRD on 26 February 2025, we are assessing the impact of the proposed changes in reporting on our work and disclosure of ESG matters in future years.



## Our ESG commitments > UN Global Compact and SDGs

As a leading marketing data and analytics company focused on helping brands achieve sustainable growth, we recognise our role in addressing societal and environmental challenges.

By engaging with the UN Global Compact, we can use our capabilities to drive positive change and shape the future. Through our subsequent work both internally and with our clients and partners, we are focusing on several of the 17 SDGs.



### GENDER EQUALITY

Kantar has a strategic aspiration of reflecting the diversity of the societies in which we operate. This is a key lever to ensure gender equality across our organisation. With key commitments in gender diversity in senior leadership, we are also a proud partner of UN Women and their Unstereotype Alliance initiative – a significant beneficiary of our pro bono work.



### DECENT WORK AND ECONOMIC GROWTH

Kantar provides decent work to over 17,000 people across over 100 markets, offering apprenticeships to a number of young people across the globe.



### REDUCED INEQUALITIES

Our Inclusive Growth Practice equips our clients with the best insights and strategy to further diversity, equity and inclusion for all. Working globally, the practice assists clients in empowering both their employees and their consumers irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. Further to this, Kantar has its own commitment to improving diversity and inclusion internally.



### RESPONSIBLE CONSUMPTION AND PRODUCTION

We are taking direct action on our business travel, energy efficiency and the reuse of office equipment. Kantar's Sustainable Transformation Practice works with over 900 clients, bringing together expertise and assets to support organisations in the definition, activation, innovation and measurement of sustainable consumption strategies.



### CLIMATE ACTION

Through the Sustainable Transformation Practice's Employee Transformation engagements, we create training programmes for clients to help them understand and integrate the role of environmental issues in their business activities and how to reduce environmental impact. We have also developed a foundational sustainability course for all employees, ensuring our people take this knowledge into their operational and client-facing roles to further sustainable development and consumption. Internally, we have recognised the need to take urgent action to combat the climate emergency. We are committed to transparently reporting our performance in reducing carbon emissions.



### PEACE, JUSTICE AND STRONG INSTITUTIONS

Data security, inclusive representation in our data and strong data privacy commitments are all at the heart of our Data Positive strategy. We will continue to be compliant with national and international laws and continue our effective, accountable and transparent business practices within our operations.



### PARTNERSHIP FOR THE GOALS

Kantar uses pro bono and client work to partner with organisations in support of the UN SDGs. Examples of this include our global partnership with the WFA and the UK's Advertising Association on industry DEI and Kantar UK's partnership with youth employment charity, Future Frontiers.



▶ Our clients

Kantar's strategy  
for growing  
our network effect



## Our clients

### Overview

Kantar is the ‘industry currency’ for identifying where and how to integrate sustainability and inclusion into consumer growth strategies.

#### Our ambition

We will lead our people and our clients to create transformational good for people, the planet and business by developing data, methodologies and services that apply the power of our validated insights, evidence and advice to develop sustainable and inclusive growth strategies.

#### Our key commitments

SOCIETAL IMPACT	<b>BY 2025</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	Engage 100% of global clients on a sustainability project.	82%	94%	97%
	We will provide foundational sustainability training for all employees.		100%	100%
PROVIDING THE MOST MEANINGFUL DATA	<b>ONGOING COMMITMENT</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
	Maintain industry-leading CSAT scores on ‘Quality of Work’ metric.	4.2	4.1	4.1
GLOBAL IMPACT THROUGH STRATEGIC PARTNERSHIPS	<b>BY 2026</b>	<b>2022</b>	<b>2023</b>	<b>2024 NEW</b>
	We will have reached 20,000 client organisations through our partnerships with UN Global Compact, the World Federation of Advertisers, Ellen MacArthur Foundation and the Chapter Zero Alliance.			

### Sustainable Transformation Practice

Our Sustainable Transformation Practice operates at the intersection of brands, people and social and environmental issues. It offers a roadmap for brands to place sustainability at the heart of their business and marketing strategy.

The Practice offers a huge opportunity to amplify our impact across the consumer landscape. By using our world-leading insights and introducing our proprietary methodologies, clients can integrate sustainability into their brand, innovation, marketing and business decisions. With Kantar as their indispensable brand partner, they can then innovate, communicate, track and invest in positive societal impact.

In 2024, the Practice continued to scale. Revenue for the practice almost doubled, while for the second year running, we were named by Forbes as one of the world’s best sustainability consultancies.

We continued to build off the ground-breaking report, Sustainable Marketing 2030, in partnership with the World Federation of Advertisers (WFA) – the definitive point of view from marketers globally on how sustainability

issues will change the face of marketing going forward. We hosted regional immersion sessions across the world with local brand owner networks. In 2025, we will initiate the launch of playbooks for each of the five levers of change, supported by webinars.

The footprint of our impact continued to grow. During the year, we worked with 965 brands on social and environmental issues, up from 800 in 2023. This included 97% of our Global Clients. The Practice’s continued expansion reflects growing recognition in the consumer industry that developing a sustainable portfolio supports future growth. Sustainability has become non-negotiable for our clients – irrespective of short-term political considerations.

Kantar continues to integrate sustainability segmentation “golden questions” across all primary data platforms.

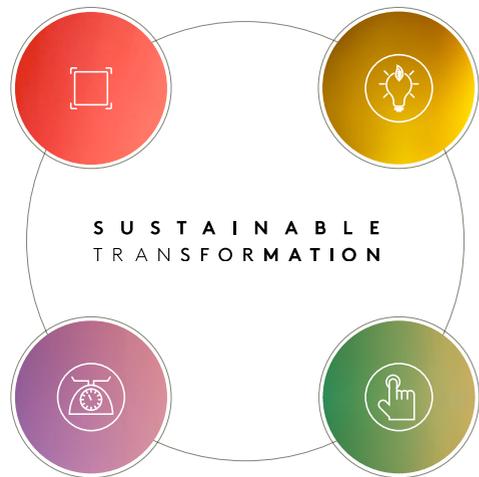
Number of brands year-on-year since launch:



## Our clients

# Sustainable Transformation Practice

Our worldwide team of experts helps clients connect with their customers on environmental and social 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 their behaviour.



- Strategic framing** of the sustainability opportunity at corporate, portfolio and brand level

Align ESG and marketing: develop your ‘sword and shield’ strategy, focusing on concerns that fit your category and brand portfolio. Define how your brands can achieve it in an authentic, unique and consistent way.
- Sustainable innovation** to close the value-action gap

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** to create meaningful, engaging storytelling

Create engaging communications and executions that will grab people’s attention, resonate with them through the right human story, convey the right emotions and enable people to act.
- Measuring impact** by developing the metrics to support value-led implementation

Ensure your brand’s initiatives are making an impact and return on investment. Benchmarking and brand value metrics provide strategic feedback and enable you to respond quickly to threats and opportunities.



“Our partnerships across the ecosystem mean we are informing the sustainability conversation at every point within our clients’ organisations.”

**Jonathan Hall**  
Sustainable Transformation Practice Lead

## Our clients > Partnerships

### Achievements in 2024

#### Strategic Partnerships

We launched a partnership with AdNetZero on normalising sustainable behaviours through communications. (See p16 for detail) Additionally, we launched a new partnership with CGI and completed a global impact study on the CGI role and status of boards in the Net-Zero transition.

Our partnership with the Ellen MacArthur Foundation, the world’s leading expert on the circular economy, resulted in the first co-launch: the Circular Marketing Playbook – on the intersection between circular economy and marketing. A collaboration on circular marketing metrics will come in 2025.

We strengthened our partnership with The Earthshot Prize, supporting the awards ceremony hosted in Cape Town with some in-depth qualitative insight into our sustainability segments, which The Earthshot Prize are using for enhanced understanding and targeting.

#### Sustainable Transformation Academy

To give Kantar colleagues the confidence to sell and do, we launched the online Sustainable Transformation Academy to the entire Kantar organisation in 2023. In 2024, we went deeper with 13 training sessions with local teams, using a hybrid combination of face-to-face and remote. We also created tailored global training around our two syndicated offerings: Sustainability Sector Index and Brand Inclusion Index.

#### Sustainability Segmentation:

We launched the latest upgrade on the Sustainability Sector Index, which has become the marketplace currency. We also launched a point of view on refreshed segmentation, by releasing the ‘Bridging the Gap’ white paper. The paper explores the discrepancy between consumers’ sustainable values and their actual behaviours. The findings aim to help brands grow by understanding and addressing the barriers to sustainable behaviour. The report covers various topics such as transport, housing, diet and purchases, and includes additional behaviours such as collective action and social sustainability issues. Key findings include:

Consumers differentiate between social and environmental sustainability issues:

- 1 **SUSTAINABILITY PERCEPTIONS VARY**  
Consumers differentiate between social and environmental sustainability issues.
- 2 **BEYOND WASTE**  
Brands should look beyond waste as an indicator of sustainable behaviour.
- 3 **OPTIMISM**  
Optimism is a key driver of positive action.
- 4 **PERMISSION TO ADMIT**  
Researchers can help people admit they aren’t taking action, to aid accurate reporting.

#### Inclusive Growth is Broad Growth

We have formed a strong community of inclusion practitioners within Kantar who collaborate to expand and scale client solutions in the diversity



and inclusion space globally. We launched the Brand Inclusion Index in 18 countries across the world – an industry-first and unique in the marketplace, with enormous marketing and PR coverage to emphasise the importance of diversity, equity and inclusion (DEI) for brand growth. It reveals that perceptions of DEI influence purchasing decisions for nearly 80% of consumers globally, especially among Gen Z, Millennials and under-served populations. Brands must address inclusion gaps to attract and retain customers. The report highlights the need for authentic representation, body inclusivity and local representation in emerging markets. It underscores that inclusive brands are more successful, enjoying higher market share and brand equity.

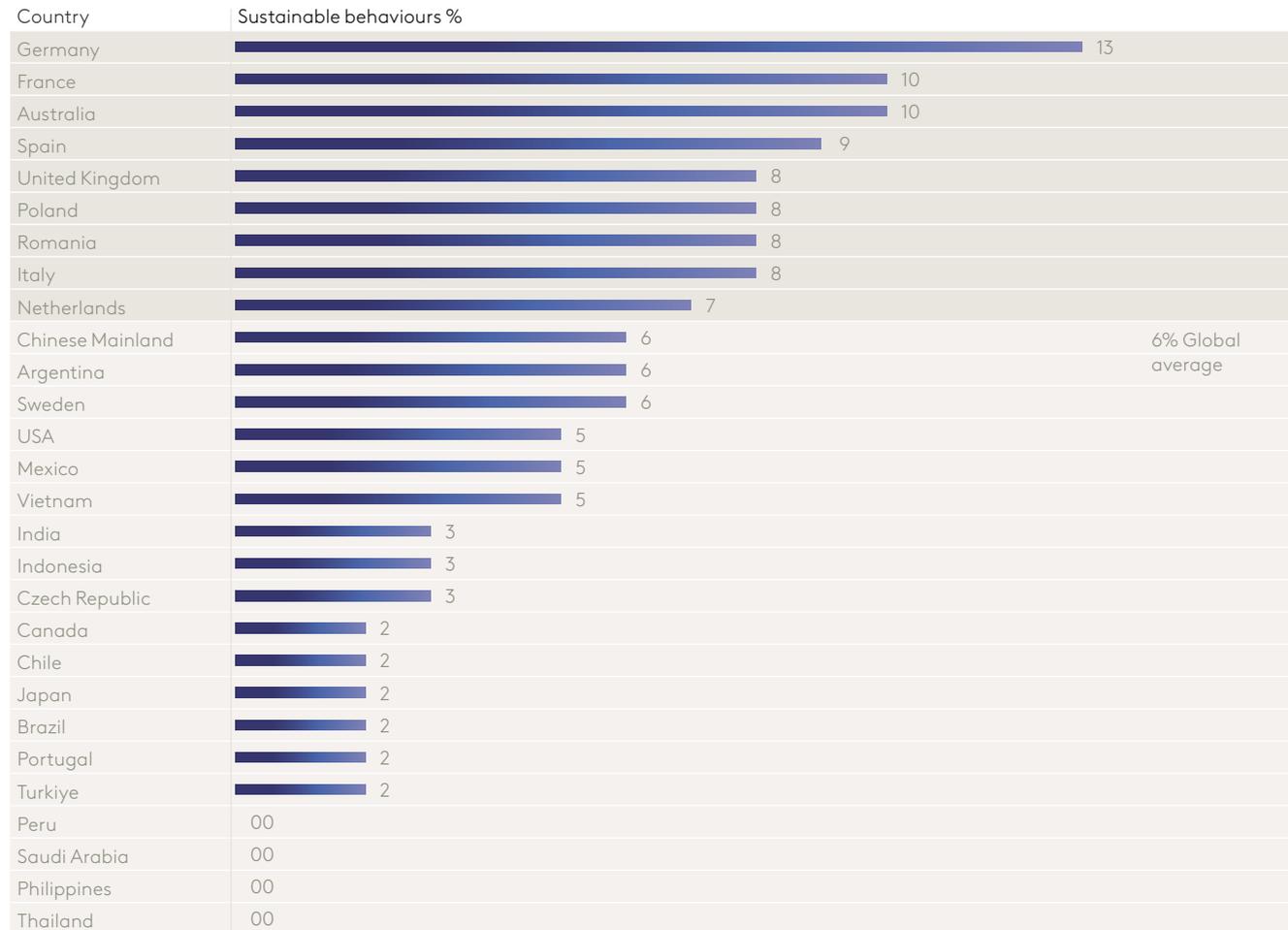
#### Key Learnings/Actions for Brands:

- 1 **PRIORITISE AUTHENTIC REPRESENTATION**  
Ensure diversity feels natural and intrinsic to the brand story, both in front of and behind the camera.
- 2 **FOCUS ON BODY AND AGE INCLUSIVITY**  
Challenge ageism and represent diverse body sizes, skin tones and hair textures.
- 3 **ENHANCE LOCAL REPRESENTATION**  
Use diverse languages, dialects and accents, especially in emerging markets, and avoid colourism.
- 4 **ADDRESS MARGINALISED COMMUNITIES**  
Positively represent marginalised groups such as travellers and Indigenous people in Canada in brand communications.

Our clients > Partnerships

# Measure what matters

## AdNet Zero Sustainable Behaviours Advertising Tracker



### AdNet Zero

Initiative five of the AdNetZero pledge is ‘Use our ability to support more sustainable behaviours’. To support this initiative, the Advertising Association, Ad Net Zero and Kantar have launched Every Brief Counts and The Sustainable Behaviours Advertising Tracker. This is a test programme, which aims to educate teams on the key sustainable behaviours outlined by climate science and the ways to tell these stories effectively through advertising. The new report will provide a quarterly and annual review of how and where sustainable behaviours feature within advertising campaigns. It will provide a new level of insights to the advertising industry, with benchmarks across categories for the portrayal of more sustainable behaviours.

### Unstereotype Alliance

In addition to our ongoing management of the Unstereotype Metrics, we leveraged our groundbreaking analysis of the impact of inclusion on long and short term growth. The study was conducted with leading researchers from Saïd Business School at Oxford University, and, in addition to Kantar, incorporated proprietary data provided by Unstereotype Alliance members Bayer Consumer Healthcare, Diageo, the Geena Davis Institute, Mars, Mondelez International and Unilever. We jointly produced an industry-first study that proves inclusive advertising drives brand equity.



## Our clients > Partnerships

### Unstereotype Metrics

Kantar’s vision is to create a more inclusive and sustainable world through unstereotyped media. Our progress to date includes:

#### 2019

We worked with the Unstereotype Alliance and Oxford Saïd Business, Oxford University to develop the Gender Unstereotype Metric (GUM), a single measure evaluating the progressive representation of females and males that can be added to any advertising research, pre- or post-test. This quickly became the key gender metric across our industry.

#### 2021

We developed a methodology for measuring the progressive representation of all minority groups.

#### 2023

With the database and benchmarks firmly established, Kantar donated both the methodological IP and the benchmark database to UN Women and the Unstereotype Alliance – who renamed the metric the Progressive Unstereotype Metric (PUM).

#### 2024

The UA and Kantar launched the Progressive Unstereotype Metric, to help advertisers and media creators assess the level of progressiveness and unstereotyping in their content.

Difference in average percentile for ads in the top quartile and bottom quartile on Gender Unstereotype Metric or Progressive Unstereotype Metric

	More positive female GUM		More positive male GUM	
	2023	2024	2023	2024
<b>Brand Equity (Power)</b>	+37	+40	+37	+41
Meaningful	+40	+41	+39	+42
Different	+33	+37	+34	+38
<b>Short Term Sales Likelihood (STSL)</b>	+21	+21	+21	+23
<b>Impact</b>	+25	+28	+28	+32

Ads that perform strongly on the Gender Unstereotype Metric (GUM) provide greater predicted ROI for ad investment. We also see the same and perhaps with an even bigger long term impact, from progressive ads as measured by the Progressive Unstereotype Metric (PUM).

Kantar uses two composite metrics to predict the effectiveness of creative in both the short term and the long term. The STSL is validated in driving sales and the Brand Power Score provides a validated prediction of an ad’s potential to build equity in the longer-term.

Progression shown on GUM

	Average percentile female GUM	Average percentile male GUM
	2019-2024	2019-2024
2019	42	43
2020	44	44
2021	51	52
2022	51	51
2023	48	48
2024	56	59

After previous declines, 2024 saw recovery and impressive global growth in positive people portrayals as measured by the Female and Male Gender Unstereotype Metrics. The Progressive Unstereotype Metric has seen great growth since launch.



Our clients > Partnerships

# Inclusion=Income

This is an Unstereotype Alliance and Oxford Saïd Business School study which includes Kantar data. The findings are as follows...

### Brands with more inclusive advertising practices perform better commercially

Specifically, these brands see a significant positive impact on both shorter- and longer-term sales performance, with 33% higher strong consideration, 62% higher likelihood of being a consumer's first choice, 8% higher incidence of being trialled, 23% lower chance of being abandoned after trial, 54% higher pricing power and 15% higher loyalty.

In the shorter term, campaigns scoring higher on inclusive advertising metrics had 3.46% higher sales lift than lower-scoring campaigns.

In the longer term, brands with higher average scores on inclusive advertising saw 16.26% greater sales performance. Additionally, these brands outperformed lower-scoring brands on Kantar BrandZ metrics, with 8.3% being more meaningful, 12.1% more different and 9.4% higher salience.

Overall, the findings suggest that inclusive advertising practices are associated with greater likelihoods of sustained brand profitability and growth.

### Five areas for action:

**1 Strengthen Leadership Accountability**

Ensure consensus among leaders; invest in training for inclusive leadership.

**2 Measurable Inclusion Commitments**

Publicly detail inclusion targets; monitor progress regularly.

**3 Diverse Talent Representation**

Prioritise diverse talent in leadership, creative and production teams.

**4 Audience Insights and Cultural Understanding**

Research stereotypes; shape culturally appropriate communications.

**5 Long-term Commitment**

Systemic change requires long-term resources and commitments.

“As experts in brand growth, we know that Inclusion can influence buying decisions and the data from this study clearly shows that inclusive advertising drives a significant sales uplift. The importance of being inclusive is only going to keep growing. Kantar insights show that globally, diversity, fairness and inclusion are even more important to millennial and Gen Z than other groups. As these populations grow in size – and grow their buying power – diversity and inclusion will also carry more weight.”

**Sarah Morrell**  
Senior Client Lead, Creative, Kantar

“Inclusive marketing has been central to the success of some of our biggest, powerful brands. When our advertising is unsteretyped, more progressive, provocative, and representative, it builds brand power and drives business results.”

**Esi Eggleston Bracey**  
Chief Growth and Marketing Officer, Unilever





## Our clients > Case studies

### Case study

# Making climate personal through health

## Challenge

Reckitt asked us to support them in identifying the bull’s-eye challenge where they can uniquely make climate feel personal through health, and to unlock consumer behaviour change related to this challenge.

## Insight

We focused on building an evidence-base and identifying the behaviour changes that would have the most significant impact. We identified:

- Although concerned about climate change people don’t feel equipped to deal with the issues resulting from it.
- We can encourage climate positive action by talking to people about a critical topic for them; the health of their family.
- There is a gap between what people are doing, and what scientific guidance indicates will have greatest impact for better health.
- People aren’t washing their hands on 2/3 of critical hygiene moments (e.g. after using the toilet, before or after food prep, before handling food with their hands).

## Impact

The research findings were shared at COP28 in Dubai and through a webinar series. In this, Reckitt invited collaboration from peers and industry

Division  
Sustainable  
Transformation Practice  
& Behavioural Science

Sector  
FMCG

Partner  
Reckitt

leaders to leverage insights from the research to support more effective use of resources like water in areas most impacted by climate-related issues. The conclusion being that if collectively we can help people prioritise where to invest and before their next litre of quality water for hygiene and health, we can have a material impact on climate adaptation and health improvement.

“I’m really proud of the work we did together on the intersection of climate and health. It represented the truest of partnerships, two companies working together to drive something bigger than their own goals and contributing to a more sustainable and healthier future. This work was able to elevate both Reckitt and Kantar in the COP28 forum, creating conversations across a wide range of individuals and organisations, and ensuring that we can continue to drive for better outcomes in an increasingly challenged world.”

**Alex Peters, Behaviour Change**  
Centre of Excellence, Reckitt



## Our clients > Case studies

### Case study

# Navigating the challenges and opportunities of moving to a circular economy

## Challenge

The Ellen MacArthur Foundation identified the marketing community as a critical route to embed circularity within organisations and successfully land circular solutions with consumers. To make progress, the Foundation chose to collaborate with Kantar to develop an action-orientated playbook to inspire and equip marketing professionals to drive and lead change within the industry.

## Insight

In speaking with over 50 marketing professionals at the forefront of circular economy transformation, in workshops and 1-1 interviews, we identified:

- Circular offerings provide compelling opportunities to build customer loyalty as the focus is not just on the initial transaction – but the customer experience throughout the product/service lifecycle
- Closing the gap between supply and demand teams is crucial to successfully scale circular business models
- Circular propositions must be benefit-led to appeal to mass market

**Division**  
Sustainable  
Transformation Practice

**Sector**  
NGO

**Partner**  
Ellen MacArthur  
Foundation

## Impact

The playbook has been an essential & foundational piece of research that is now in broad use globally.

The research has also informed the marketing and sales deep dive course created by the University of Exeter, with support from the Ellen MacArthur Foundation.

Case study

## Accelerating action through the board room

### Challenge

The Climate Governance Initiative, a network of 32 Chapters covering 70 countries, wanted to understand their tangible impact to date and to shape their mission for the years ahead.

### Insight

A combination of 1-2-1 qualitative interviews and a quant study of more than 400 members identified:

- Board directors believe the board has a responsibility to influence the organisation's direction on climate.
- Climate action is perceived as an opportunity to transform business, rather than solely a matter of regulation and compliance.
- Only 1/3 of boards will have published a transition plan in the next year.
- Chapters are driving climate engagement in the boardroom; higher engagement amongst board directors results in more impact.

**Division**  
Sustainable Transformation Practice & UK Consulting

**Sector**  
NGO/Influencers

**Partner**  
Climate Governance Initiative

### Impact

The Global Impact Study has been a critical programme to gain an initial understanding of the impact of the organisation in the boardroom. This insight has given the Initiative a benchmark of current performance and a clear understanding of the necessary strategic actions to accelerate impact at a global and local Chapter level.



## Our clients > Case studies

### Case study

# Empowering the powerful

## Challenge

Chapter Zero equips non-executive directors (NEDs) to lead crucial UK boardroom discussions on the impacts of climate change. Their members help ensure companies are fit for the future and that global net zero ambitions are transformed into robust plans and measurable action. It does this through events, access to leading climate expertise, peer connectivity, toolkits and content designed both for those who are just starting to engage with climate change in their boardroom, as well as for those who are more experienced.

The organisation identified a need to better understand the priority climate knowledge gaps of their community so that they could continue to have an impact in UK boardrooms.

## Insight

Despite progress with securing net zero pledges, 43% of NEDs say one or more of their boards has not yet or does not intend to approve a transition plan in the next financial year. Chapter Zero has an opportunity to fill the competency gap and offer transition plan training.

**Division**  
Sustainable Transformation Practice & UK Consulting

**Sector**  
NGO / Influencers

**Partner**  
Chapter Zero

The research also identified four key accelerators that could help NEDs move the dial on climate:

### REFRAME

Position sustainability as a growth lever, not a growth inhibitor.

### LEARN

Continuously upskill on net zero in relation to your sector (s).

### LISTEN

Seek diverse voices across the business to gain a deeper understanding of business realities and how they intersect with net zero.

### COLLABORATE

Connect with other NEDs in your sector and beyond.

## Impact

Our insights helped Chapter Zero to:

- Better understand the needs and focuses of its membership and use this information to inform the organisation’s evolving strategy.
- Track the impact of its member programme and the change this is driving in UK boardrooms.
- Understand how its members are driving climate action on their boards.
- Create unique, interactive content that brings to the fore the real perspectives and experiences of NEDs driving the net zero transition.



▶ Our people  
Creating a  
thriving, positive  
environment<sup>3.3</sup>



# Our people

## Overview

The commitment we make to ESG is important to our colleagues – and intrinsically influences their choice to work here. We are a people business. Supporting our people by making them feel safe, seen and heard is the right thing to do and it also protects and strengthens the financial sustainability of Kantar.

### Our ambition

We aim to reflect the diversity of the societies where we operate, and ensure everyone has equal opportunity to join, succeed and feel included at Kantar. Our strategy for this focuses on improving gender diversity in our leadership, prioritising ethnic equity and ensuring we create an inclusive environment for all.

### Our key commitments\*

<b>GENDER DIVERSITY IN LEADERSHIP</b>	<b>BY 2028</b> Women will represent 50% of our global Skale** 90+ population	<b>2022</b> 41%	<b>2023</b> 42%	<b>2024</b> 42%
<b>ETHNIC EQUITY</b>	<b>BY 2024</b> People from an ethnic minority background will represent 20% of our Skale90 joiners.	<b>SK90+: UK / US</b>		<b>2024</b>
		<b>2022</b> 23.1% / 5.6%	<b>2023</b> 24% / 34%	<b>2024</b> 19% / 30%
<b>GREATER SENSE OF INCLUSION FOR ALL</b>	<b>BY 2024</b> KES† results for I&D-related questions to meet the High-Performance Norm (HPN)		<b>2023</b> 85%	<b>2024</b> 86%
<b>LIVING WAGE</b>	<b>BY 2029</b> In-scope employees are paid at or above the living wage			<b>2024</b> 94%

With over 17,000 employees an inclusive and inspiring workplace is essential to high performance and retention – and ESG factors increasingly influence how we attract and retain people at Kantar.

That’s why we’re cultivating a flexible workplace with a focus on inclusivity, diversity and wellbeing, while making sure we provide our managers with tools and training to be great leaders. In 2024, we’ve continued to focus on our mission to build a high-performing, flexible and inclusive workplace, while responding to, and supporting our colleagues through, the challenges we see in our lives.

We have introduced and integrated a strong framework of people-focused support, learning and other initiatives designed to enhance our ESG priorities of gender diversity in leadership, ethnic equity and ensuring an inclusive environment for all. I am encouraged that our overall employee rating for being an inclusive and diverse workplace increased from 82% in 2023 to 86% in 2024, and that we are seen as a company where people with diverse backgrounds can succeed (up from 84% in 2023 to 87% in 2024.)

We know that listening to and understanding the experiences of our people is critical in building a thriving culture.

\* Excludes USA-based Numerator division.

\*\* Skale is Kantar’s employee seniority framework.

† Kantar Employee Survey.



## Our people

# Our strategic priorities

### 1 Inspiring our people

Everyone at Kantar plays a role in achieving our ambition. We worked together in 2022 to create Our Spark – which underpins the way we do things around here. Our Spark is now deeply embedded within our organisation and is the framework for all strategic conversations. This is reflected by 77% of our colleagues agree that we are aligned around a common purpose, up 1% point on 2023. Additionally 81% of our people agree that they can see a direct link between their work and our company objectives, up from 80% in 2023.

Our annual survey and ad hoc pulses at key moments help us stay in touch. In our most recent Kantar Engagement Survey (January 2025, measuring 2024 performance), our Engagement Index.

This index is comprised of 3 statements:

“I am proud to work at Kantar”

“I would recommend Kantar as a great place to work”

“I intend to stay at Kantar for the next 12 months” was 75% up 2% pts on 2023.

### 2 Supporting employee wellbeing

Our holistic wellbeing framework encompasses physical, mental, financial and social dimensions of wellbeing. Our Employee Assistance Programme is available to all colleagues, to provide support at key moments in their lives. In our most recent Kantar engagement survey, 83% agreed with the statement “My manager supports my efforts to balance my work and personal life”.

<sup>401.3</sup>In 2024, we introduced two new policies to support our colleagues in the moments that matter to them. With our new Life Leave policy, colleagues can also take up to five days’ paid time off work for unexpected or urgent life events – for example, taking a family member to hospital, dealing with a burglary, managing fertility treatment or dealing with a sick pet. And, recognising that one of the most life-changing moments our colleagues experience is becoming a new parent, we also introduced new global minimum standards for parental leave, to ensure those who are secondary caregivers can enjoy their roles as new parents or caregivers.

To prioritise and promote good mental health in the workplace, we offer support and resources, including a mental health first-aider programme. This ensures a non-judgemental environment and participation in events that recognise the



importance of caring for mental health. To mark World Mental Health Day in October 2024, we held our annual Kantar Wellbeing Day, providing an additional day off for colleagues to focus on their own mental wellbeing. As a signatory to the Better Workplace Mental Health Pledge, we also provide open sessions on a range of topics, such as sleep awareness, healthy work/life balance and support for carers.

## Our people > Our strategic priorities

### 3 Promoting an inclusive and diverse culture

The collective diversity of our colleagues creates our greatest strength. It makes us more representative of our clients, leads to more informed business decisions and helps our people feel seen, heard and supported. This is important, because organisations with a truly diverse workforce benefit from stronger employee performance and increased intent to stay.

We go beyond surface-level DEI activities, and encourage genuine support and allyship for all colleagues, to create an inclusive environment where everyone feels they belong. In 2024, we continued to invest in our Employee Resource Groups (ERGs), creating communities of shared interests, experiences and allyship to help us make the Kantar culture ever-more inclusive (see p29 for 2024 ERG highlights).

Representation of women in our senior leadership roles remained constant at 42% due to our continued focus on the target.

In our most recent Kantar Engagement Survey, 85% of colleagues agreed "My team has a climate in which diverse perspectives are valued", unchanged compared to 2023 and 86% of colleagues agreed "I can be my authentic self at work", down 1%pts vs 2023.

Having the most meaningful data on the diversity of our colleagues is important for building an equitable, diverse and inclusive organisation. This year, we continued to focus on growing our understanding of our team and scaled our BeCounted initiative from 10 to 21 countries to increase the demographic data our colleagues provide about themselves. This helps us understand more about where barriers might exist, which identities might be under-represented and where, and to ensure the targets we set ourselves have the desired impact.

### 4 Developing and rewarding our talent

We value diverse perspectives in our business and want to ensure that those differing perspectives and skill sets thrive.

In 2023, we introduced Kantar Success Factors which include diagnostics to help our leadership strengthen their skills, as well as support for all colleagues to help them understand their strengths and potential career opportunities. This is now fully embedded in every role profile within Kantar. Our Shape Your Success approach to personal development and building a meaningful career at Kantar, this equips our colleagues with practical tools, and inspires colleagues to progress their career through campaigns and sharing their career stories as inspiration.



## Our people > Our strategic priorities

The Kantar Academy is our central hub for learning, with 1,000+ self-directed learning resources that help colleagues develop skills to grow their career and embrace our culture of always getting better. Through the Kantar Academy, colleagues have access to award-winning learning content. 56% of colleagues accessed these learning tools, up from 46% in 2023.

We continued to build on our prior year's progress in promoting internally. In 2024, 67% of new Scale 60+ appointments were made internally compared to 64% in 2023 and 49% in 2022. Our engagement score for "My manager supports my efforts to develop my skills to help me grow professionally" was 81%.

Our mentoring programme supports employees in achieving their individual goals, and offers a valuable opportunity to learn and develop from the diverse experience of other colleagues. More than 650 people successfully matched in our global mentoring programme, providing them with a valuable opportunity to do so.

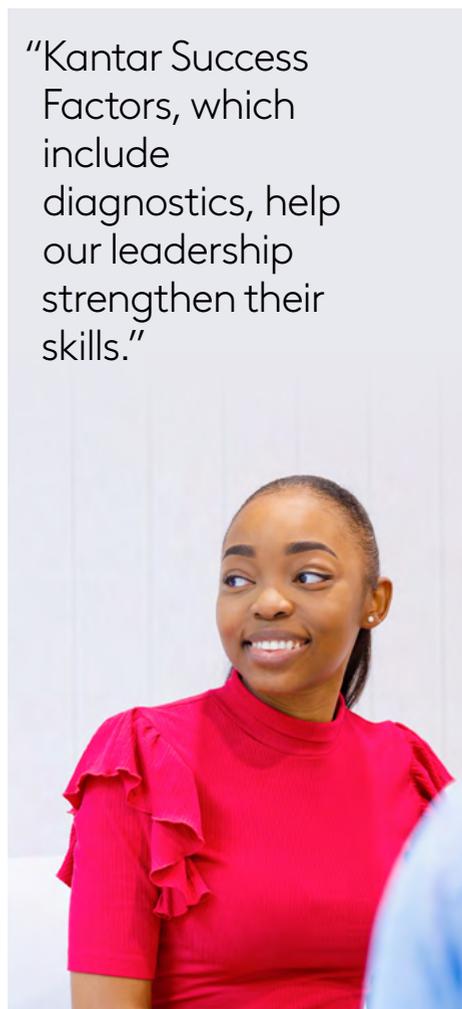
We continue to invest in building great leaders through leadership events, including virtual leadership masterclasses and assessments to develop new skills and help leaders identify their strengths and opportunities for growth. 95% of our colleagues participated in our annual performance review process during the year, up 9%pts vs 2023.

More broadly, we are committed to maintaining transparency throughout our recruitment process, ensuring that candidates are informed and at every step of the way. Mobility also plays an important role in our people strategy. We are committed to driving business growth and client outcomes through the right balance of targeted international mobility and developing local talent.

In doing so we aspire to ensure critical skills are deployed in a seamless manner, helping our most talented employees flourish and provide a platform for sharing knowledge and experiences that increases the global and cultural mind-set of our business. We also design, advocate and execute targeted cross-Kantar development programmes for our high potential people which enriches the employee value proposition while managing costs sensitively and effectively.

We continue to build a culture of recognition, to celebrate the contributions of our people with our peer-to-peer recognition platform,

Appreciate. In 2024, we introduced a new Kantar-wide award ceremony called 'The Spark Awards'. The Spark Awards is Kantar's flagship recognition programme celebrating individuals and teams who exemplify excellence across client impact, business innovation and behavioural leadership. There were over 1,200 entries in 2024 and the final ceremony was held live in November. There were 37 winners, earning monetary prizes and physical awards for bringing Kantar's Spark to life.



"Kantar Success Factors, which include diagnostics, help our leadership strengthen their skills."



## Our people > Inclusion and diversity

# Inclusion and diversity <sup>405.1.3.3</sup>

### Inclusion and Diversity

Understanding people is central to our work and begins internally. By strengthening our culture of belonging, we enable everyone to succeed. We aim to inspire talented people to perform at their best through a truly diverse and inclusive environment.

### Inclusion and diverse leadership

We expect leaders to foster belonging and role-model diversity. Increasing diversity in leadership is a priority – 42% of our Skale 90+ population identify as female. We’re working towards gender balance at senior levels through succession planning and talent goals.

### Inclusive behaviour

Our I&D steercos focus on education via unconscious bias training, neurodiversity workshops, flexible working policies and return-to-work programmes. Online workshops support leaders in inclusive practices. We continue to run mentoring and leadership programmes, and are always looking to improve processes.

### Fostering Inclusivity

We improved healthcare benefits for UK employees, introducing a Neurodiversity Benefit. This provides assessments for ADHD, autism, dyslexia, and more, reducing diagnosis wait times from years to weeks. This benefit supports neurodivergent colleagues and their families, enhancing their educational and work experiences.

### Be Counted

The diversity of our colleagues is our greatest strength. It makes us more representative of our clients, improves decision-making, and helps our people feel seen and supported. This matters, as truly diverse organisations see stronger performance and higher retention.

We launched the Be Counted campaign in 2023 to increase the demographic data colleagues share voluntarily. This helps identify barriers and under-represented identities and ensures our targets have impact. In 2024, we expanded to 11 more countries, building on the nine from year one. Phase 2 included Australia, Canada, Egypt, Indonesia, Mexico, Philippines, Saudi Arabia, Singapore, South Korea, Vietnam and UAE. We also added questions on socio-economic status and caregiving responsibilities to help shape future policies.

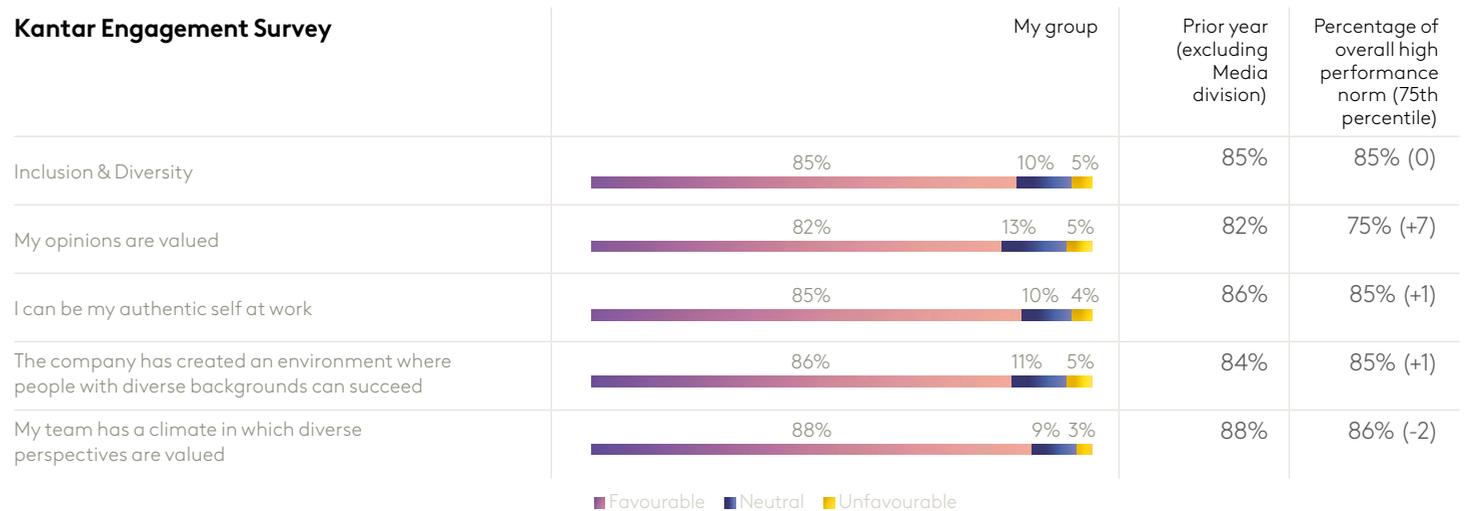
### Our commitment to understanding and supporting our colleagues

Our annual employee engagement survey showed 80% of colleagues are proud to work for the company, compared to 79% in the prior year. In the same survey, 85% of colleagues agreed “I can be my authentic self at work”, down from 86% in the prior year.

### Employee Resource Groups (ERGs)

Employee Resource Groups (ERGs) continue to be a focus with executive sponsorship and additional ERGs planned for 2025. These groups bring our Inclusion & Diversity (I&D) work to life across Kantar, no matter colleagues’ age, race, gender or location. A wonderful community has grown over the years that attends our events, amplifies our messaging and gets involved in this empowering side-of-desk work, that boosts employees’ sense of belonging and ability to be their authentic self at work.

### Kantar Engagement Survey



Completed in Jan 2025 – these scores are feedback on employee experience through 2024 and excludes Worldpanel. Prior year figures includes Worldpanel.



Our people > Kantar's Global Employee Resource Groups (ERGs)

# Kantar's Global Employee Resource Groups (ERGs)

## Accessibility

Executive sponsors  
Chris Jansen,  
Rebecca Symondson



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

### 2024 highlights

- Launched Neurodiversity Drop-ins during June's enERGise Week to provide a safe space for colleagues to connect and support each other.
- Started monthly ERG community calls in July to connect colleagues across Kantar, and launched a Neurodiversity newsletter which is gaining a growing audience.
- The introduction of AI-powered accessibility using Microsoft Teams simultaneous translation tools is being implemented.

## No Limits

Executive sponsor  
Will Galgey



Promotes age inclusivity to ensure we continue to maximise the contribution of experienced employees and develop careers, with opportunities available to individuals of all ages.

### 2024 highlights

- Increased its footprint in different regions, including a regional chapter in India. Volunteers there celebrated International Youth Day in August.
- Plans started to enlarge the committee group to discuss new ideas and projects and to focus on collaborating with other ERG groups for more inclusive events, such as with our Women at Kantar ERG around Menopause.
- Hosted a spicy conversation in our Disruption Talks series to bust generational myths, with voices across Kantar sharing why age matters and how to flourish from an intergenerational workplace.

## Parents & Carers

Executive sponsor  
Gonzalo Fuentes



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

### 2024 highlights

- Celebrated connections and creativity in May with hundreds of family photos for International Day of Families.
- Held a creative competition in October where kids shared their takes on what their parents do at work.
- Ran a series of thought-provoking talks in the latter half of the year, including topics on male mental health and caring for carers.



## Our people > Kantar's Global Employee Resource Groups (ERGs)

### Pride

Executive sponsor  
Caroline Frankum



Provides support, advocacy and visibility for the LGBTQIA+ community across Kantar, empowering and inspiring every employee to celebrate their individuality.

#### 2024 highlights

- Held the first-ever ERG-led external webinar on how brands can be better allies to the LGBTQIA+ community.
- Raised \$5000 for the Elton Gen 8 Foundation, supporting their work.
- Celebrated Pride Month with a theme of allyship and evolved the Kantar Pride logo to reflect the Progress flag, representing marginalised people of colour, the trans community and those living with HIV and AIDS.

### Women at Kantar

Executive sponsors  
Wayne Levings  
Cheong Tai Leung



Brings together women and allies to discuss, engage, learn and ensure the contribution and potential of our women is realised across our organisation as we strive for gender equity.

#### 2024 highlights

- Focused on the link between gender and privilege in regional sessions featuring a 'virtual privilege walk' to mark Zero Discrimination Day on 1 March, which kicked off internal activations for International Women's Day.
- The relaunch of the Women at Kantar ERG was a significant milestone, encompassing various activities leading up to it. These included the formation of a new committee, to play a crucial role in activations throughout the year, hosting roundtable discussions to understand women's experiences across Kantar, and expanding the global network to ensure reach and relevance.
- Hosting an International Men's Day panel discussion in partnership with Diageo's ERG Spirited Women.

### CREW

Executive sponsors  
Andy Doyle  
Adeola Tejumola



A community of support, insight and problem-solving to Black, Asian, Hispanic, Middle Eastern, other minority groups and all others interested in contributing to a workplace where all feel they can be their authentic selves.

#### 2024 highlights

- Kantar colleague hosts, Stacy Jayne, a white mom challenging privilege from Cape Town, and Sena Zungu, a black woman in Johannesburg launch their Colour-Full podcast, interrogating power dynamics. They delve into how race shapes experiences, fostering open dialogues for a more inclusive South Africa. This has been added as a resource in our internal Kantar Academy.
- Collaborated with our Parents and Carers ERG to create a special Juneteenth newsletter for colleagues based in North America.
- Updated our internal 'Ramadan guide' to ensure colleagues around the world have a better understanding of fasting and how to be more inclusive at these times.

## Our people

### enERGise week

In our second enERGise week, this global annual celebration of how our ERGs energise Kantar, showcased some of the inspiring work by our colleagues in this space, sparking disruption for positive change both internally and in their wider community.

“Thank you for being vulnerable and authentic, making today count. Thank you for listening. We only learn when we listen. Let’s go make a big difference together.”

Anonymous feedback

enERGise Week 2024 was a global celebration of Kantar’s Employee Resource Groups (ERGs), designed to spotlight inclusion and diversity across the organisation. The programme featured a rich mix of events aimed at raising awareness, inspiring action and encouraging deeper engagement with ERG initiatives.

Throughout the week, employees were introduced to the new global ERG leads and their vision for the coming years. A series of drop-in sessions focused on accessibility and neurodiversity provided open forums for discussion and support. The “I AM Remarkable” workshops ran across three days, empowering participants to overcome self-limiting beliefs and celebrate their achievements.

The programme also included Disruption Talks that explored how Kantar’s DEI work contributes to business resilience, with insights from partnerships such as the UN Women’s Unstereotype Alliance and the Brand Inclusion Index. Allyship was a key theme, with a refreshed model introduced to emphasise active support. Informal coffee chats for parents and carers offered space for connection, while inclusive language workshops provided practical guidance

for respectful communication, hosted by ERG members from across the Kantar world, with examples on how different generations interpret emojis and the importance of pronouncing names correctly.

To wrap up the week, employees were encouraged to share their in-office celebrations and volunteering activities ahead of Mandela Day. All sessions were recorded and made available on The Source, with feedback invited via an anonymous survey.

enERGise week was the start of our global ERG Leadership team being repositioned as a career development opportunity for high-potential colleagues, with set tenure and opportunities to recognise and reward outstanding contributions. This was brought to life in our in-person ERG Leadership off-site conference, where our ERG leads met with their Exec team sponsors in workshops on inclusive decision-making and allyship to demonstrate how senior leaders’ support helps drive systemic change and better embed I&D at the top of the organisation.



## Our people

# AI Essentials

In 2024, we made a strategic decision to focus our people investments in readying our workforce for a future shaped by artificial intelligence. We made two significant investments in this respect.

- Investing in Microsoft Copilot for our workforce
- Partnering with Massachusetts Institute of Technology Horizon (MIT)—a world leader in technology and education – to rollout AI training to our entire employee base.

### Microsoft partnership

In May 2024, as part of a strategic partnership with Microsoft, we developed a pilot program, providing ~3,600 colleagues with access to Copilot, Microsoft’s enterprise AI tool. The pilot programme was part of our ‘Expertise Amplified by Technology’ strategic pillar’, with the intent to empower our colleagues to identify new ways of working.

By year end, the wave 1 pilot programme achieved an adoption rate of 67%. In addition to individual exploration, we supported users with a global series of AI activation days on in our offices, an ambassador programme staffed by volunteer ‘power users’ as well as an ongoing program of ‘power half hour’ sessions to inspire and inform on different use cases and learnings.

Feedback from our employees has been so positive that we will grow our Copilot userbase to 12,000 across 2025, making Kantar one of the biggest examples of AI-empowered workforces in the world.

### MIT Horizon AI learning programme.

In collaboration with the Massachusetts Institute of Technology Horizon (MIT) – we developed an exciting new programme to bring valuable AI knowledge directly to our teams. In making the programme available to every colleague we empowered everyone to engage confidently with the evolving AI landscape.

The AI Learning Programme was designed to be flexible and easy to fit into our teams’ schedules with self-paced, modular learning. Initially launched in October, the programme offers three 30-minute foundational modules

- 1. THE ESSENTIALS OF AI:**  
An introduction to AI concepts and their significance.
- 2. THE ESSENTIALS OF AI IN ACTION:**  
Insights into how AI is transforming our market.
- 3. THE ESSENTIALS OF AI AT KANTAR:**  
A look at how we are integrating AI into our strategies and teams.

These three modules provide a solid foundation on what can be achieved in working with artificial intelligence. Additional modules were also made available providing a deeper understanding of the role of AI in client service and business development roles.

- 4. KANTAR’S AI JOURNEY:**  
Discover our past developments, current uses and future vision for AI at Kantar. Get a comprehensive view of our AI products and capabilities.
- 5. RESPONSIBLE AI USAGE:**  
Learn how we use AI responsibly, focusing on data quality, privacy, intellectual property and ethics.
- 6. COMPETITIVE EDGE:**  
Understand how Kantar’s AI capabilities stand out from the competition, highlighting key differentiators and benefits.
- 7. PRODUCT POSITIONING:**  
Get a comprehensive view of our AI products and capabilities. Learn how to position each of Kantar’s AI products within their respective solution areas, explaining their differences and benefits.



## Our people

### Reward and remuneration<sup>2.19-2.20,3.3</sup>

At Kantar, we have long appreciated that it is not possible to create a diverse and inclusive workplace if pay practices are not consistent and fair.



#### Pay equity<sup>405.2</sup>

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 underrepresentation of women at senior levels, which has tended to be the case.

#### Living Wage Policy

As we had committed to, we conducted a living wage audit in the first half of 2024 based on our 2023 salaries and introduced a living wage Policy as well associated KPIs. Employees in all countries where there is a recognised Living Wage benchmark.

A limited number of roles are out of scope. However, no employee should be paid less than the relevant mandated minimum wage. We have set a baseline of 94% of in-scope employees are paid at or above the living wage and introduced. Our goal is to reach 100% by 2029. As part of this commitment, we will annually review our base pay and pay ranges against a recognised Living Wage benchmark, where available.

#### Pay for performance

We want to reward the people who help us achieve our success. Our variable pay programmes are performance-based, linking employee rewards with company and individual performance. This includes Commercial Incentive Plan for Americas, EMEA and APAC Insights division employees in business development and client-facing roles. A transparent

conversation around pay ranges is part of the promotion process.

#### Executive remuneration

We follow principles of good governance for decisions about how we pay our executives, with our top executive group overseen by the Kantar Remuneration Committee. We offer a well-rounded executive remuneration package that has been designed to reward success over both the short and longer term across a range of criteria. Our annual executive bonus is designed to reward financial achievement, as well as the extent individuals achieve their personal 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 comply with local tax and regulatory laws and be cleared by our Tax Department.

#### Developing and rewarding our talent

We continue to evolve our reward philosophy, focusing on ways to improve the link between reward and performance. This includes revitalising our sales incentive plans around the world.

Annual performance is a critical part of our talent development, and 95% of our colleagues participated in our annual performance review process during the year.

We continue to work towards our bold target with a goal of 75% internal appointments for

## Our people > Reward and remuneration

Skale 60+ roles. In 2024 we achieved 67%, up from 64% in 2023.

Mobility also plays an important role in our people strategy. We are committed to driving business growth and client outcomes through the right balance of targeted international mobility and developing local talent.

### Our hiring and retention strategies<sup>401.1</sup>

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 in 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.

### Employee benefits

We aim to support our colleagues throughout their most important life moments, with a comprehensive selection of benefits that address their physical, mental, social and financial wellbeing. The benefits programmes vary by

country due to local laws and regulations, and are designed to be competitive and reflect local needs. Our main benefits programmes include healthcare plans, life and disability plans, retirement and savings plans and paid time off. We review all benefit programmes, aiming to harmonise them and create a consistent employee experience for all business groups within each country.

### Family friendly<sup>401.3</sup>

In 2022, we listened to our ERGs and collected feedback through pulse and annual surveys. We heard it is important to celebrate life and recognise the moments that matter for our colleagues. One of the most life-changing moments our colleagues experience is becoming a parent. To ensure all colleagues worldwide can fulfil and enjoy their roles as new parents or caregivers, in 2023 we introduced a new minimum period of paid parental leave following the birth or adoption of a child. As a new mother or primary caregiver (if anyone is adopting, having a child through surrogacy or fostering), they will receive full pay for a minimum of 16 weeks. As a new father or secondary caregiver (if anyone is co-parenting, adopting or fostering) they will receive full pay for a minimum of four weeks.

Local offices also have country specific policies. For example, in 2024 the UK introduced some Family Friendly policies and procedures. These provide a structured framework & key information to support both managers and employees, ensuring that the Company manages these processes in a fair and transparent way and in conjunction with best practice.



## Our people

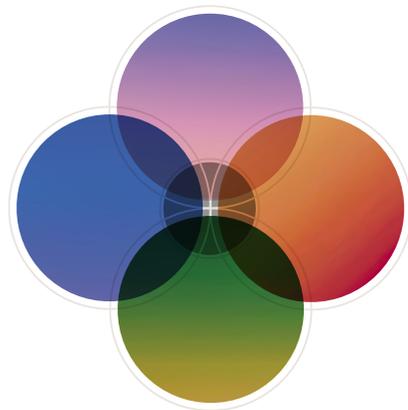
# Health and wellbeing 403.3, 403.6, 3.3

By focusing on wellbeing, we can foster 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 colleague the right support, at the right time, in the moments that matter to them.

### Pillars of wellbeing

Our four interconnected pillars of wellbeing, designed to ensure we are providing a holistic approach, are continuing to evolve and growing in strength and impact

Our programme of support continues to go beyond the initial focus of mental health, with a goal to maintain positive wellbeing through both prevention and treatment.

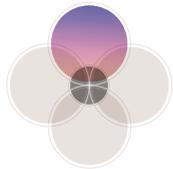


- MENTAL HEALTH
- FINANCIAL HEALTH
- PHYSICAL HEALTH
- SOCIAL AND WORK-LIFE BALANCE





## Our people > Health and wellbeing



### Mental health

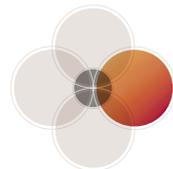
Being emotionally and psychologically healthy, good mental wellbeing is having the resilience to deal with life's challenges, whatever they may be.

- We continued our new tradition of honouring World Mental Health Day by giving all colleagues a day off to focus on their own wellbeing. Achieving the right balance in our lives is essential; we can only be at our best when we prioritise our wellbeing. While supporting the mental and physical health of our people extends beyond providing an extra day off, our annual Kantar Wellbeing Day underscores our commitment to making wellbeing a critical priority.

In response to the increasing challenges in accessing child and adolescent mental health services in the UK, in partnership with Bupa we launched a new mental health benefit specifically designed for colleagues' children living with mental wellbeing challenges. With a commitment to making a meaningful difference, Bupa aims to provide care within days, offering round-the-clock support when it is most needed.

In 2024, with our partner Aviva, we offered a series of mental health awareness sessions through the year.

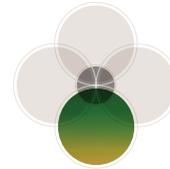
- Toolkits & Resources: New resources to assist businesses, managers, employees, caregivers and parents with practical advice and guidance.
- Fast Access to Treatment: We increased provisions, with the aim of offering treatment within 10 working days, ensuring young people can access help swiftly.
- Family mental health support: We introduced a dedicated 'Call Family Mental Health Line' with access to a trained adviser and mental health nurse.



### Financial health

This means 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.

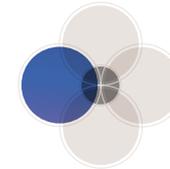
- In 2024 we focused our communications on pension planning for our workforce, making it easier to enroll in company pension plans.



### Social and work-life balance

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

- <sup>413.1</sup>Almost 800 colleagues took volunteer days in 2024, giving almost 6,500 hours back to communities, ranging from soup kitchens to beach cleaning.
- We understand there are times in our colleagues' lives when they need to take time off work for unexpected or urgent life events. Following the launch of our Life Leave policy, in 2024 more than 1,250 employees took an additional 3,585 paid days off to prioritise important issues away from work.
- We recognise that one of the most life-changing moments our colleagues experience is becoming a new parent, and we continue to support them through our global minimum standards for parental leave, to ensure those who are secondary caregivers can enjoy their roles as new parents or caregivers.



### Physical health <sup>403.4-5,403.7</sup>

This focuses on maintaining healthy bodies through good nutrition, keeping active, getting enough sleep and a healthy balanced lifestyle.

- In 2024 we hosted a series of global virtual events which focused on a range of physical wellbeing topics including healthier eating when time limited, the importance of physical activity, cancer risks and diabetes.
- In 2023 we revitalised our Safe Person strategy by improving our ergonomics training to include the correct postures to adopt whilst home working, which supports the hybrid style of working from home and office; expanding Cardinus healthy working ergonomic training beyond the UK.
- <sup>403.2</sup>Since 2023 we have carried out 167 HSE audits focusing on statutory compliance which supports providing safe offices for our colleagues to work in.



## Our people > Health and wellbeing

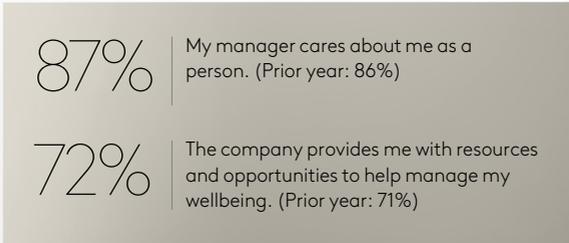
### Employee Assistance Programmes

Employee Assistance Programmes (EAPs) provide colleagues and their 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. Our EAPs can also give all our colleagues 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.



### Wellbeing Index

Our aim for Kantar is 'Always getting better' which starts with feedback – questions relating to wellbeing, what is working well and what could be improved. We asked our colleagues five questions within our employee engagement survey.





## Our people

# Industry awards

### Be Counted:

Kantar's global demographic data exercise was shortlisted for

# Best Global Communications Campaign

by the Institute of Internal Communication

### INvolve' HERoes 2024:

Caroline Frankum & Tejal Shah feature in the **Executive Role Model Top 20 List**

Wayne Levings features in the **Heroes Advocate Role Model Top 20**

2024 DIVA Report was announced as double winner of **WPP Unite Awards, S Africa**

Pete Hustwayte included in **Involve's Enable Role Model List 2024**, sponsored by Dow

Pride@Kantar shortlisted as finalists for **Out & Equal's 2024 Outies**, which recognises ERGs with a proven track record

### Inclusive Awards 2024:

Our global Inclusion & Diversity (I&D) Centre of Expertise (CoE) was shortlisted for the **Diversity Teams Award**

Our global Pride@Kantar Employee Resource Group shortlisted for **Outstanding Diversity Network Award**

For the sixth consecutive year Kantar was placed in the **Inclusive Top 50 UK Employers** list

Alessia Cavallini included in **INvolve's Outstanding Future Leaders Role Model List 2024**, supported by YouTube

Kantar Italy obtained the **Gender Equality Certification (Certificazione di Genere)** with 93%, reflecting our ongoing efforts to implement policies and practices that support gender equality

### Pride@Kantar Recognition:

Named as LGBTQIA Network of the Year at **DIVA Awards 2024**

Runner up for My gWork's **OUTstanding LGBTQIA+ Network of the Year at Bank of London's Rainbow Honours 2024**

Valeria Piaggio made Women in Research (WIRe)'s **MRX Diversity Champion award** shortlist, created to honour individuals in the market research field

Caroline Frankum and Wayne Levings both featured in **The Novi 'Advocated for Change in Gender Equality 2024' list**, honouring '30 exceptional individuals making remarkable strides towards shaping a more inclusive and just world.

## Our people

# Modern Slavery and human rights <sup>3.3.3.3.3.3.3.3</sup>

In our business activities we aim to prevent, identify and address negative impacts on human rights, and we 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.

You can download our Modern Slavery Statement in the [Corporate Governance](#) section of our website.

## What human rights issues mean to Kantar

### EMPLOYEES

We respect the human rights of all 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 aim to provide safe workplaces. <sup>2.30</sup>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 suppliers to sign the Supplier Code of Conduct, which is based on the Kantar Business Principles, which includes human rights requirements, and expect them to apply these requirements to their own supply chain.

### CLIENT WORK

Kantar 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). We support and encourage this involvement.

"In our business activities we aim to prevent, identify and address negative impacts on human rights and we look for opportunities to positively promote and support human rights."

## Our people > Modern Slavery and human rights

### Our human rights statement

In conjunction with the Kantar Code of Business Conduct and Sustainability Policy, to protect and promote human rights, Kantar and all its companies will:

- 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.
- Integrate human rights into our risk-management processes.
- Train our employees in human rights.
- Operate a grievance mechanism so employees and suppliers can report human rights concerns.
- Publish our Human Rights Policy Statement on [Kantar.com](https://www.kantar.com) 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.

### Responsibility for human rights

Our Group Finance Director is responsible for overseeing our approach to human rights. Kantar will communicate this policy to all Kantar businesses, provide support and guidance for Kantar business leaders and employees on human rights, and integrate human rights considerations into group-level policies and procedures where relevant.

#### Reporting a concern<sup>2.26</sup>

Kantar employees, and anyone connected with our work, can report any human rights concerns through our Right to Speak facility. This is managed by a third party and overseen by Kantar Legal, and you can find full details, in many languages, in the Corporate Governance section of our website. Other stakeholders can also report any human rights concerns in relation to Kantar and its companies through an independently managed phone line. Full details can be found at [secure.ethicspoint.eu/domain/media/en/gui/106217/index.html](https://secure.ethicspoint.eu/domain/media/en/gui/106217/index.html)

“Kantar employees can report any human rights concerns via our Right to Speak facility. This is managed by a third-party and overseen by Kantar Legal.”



▶ Our planet  
Making progress towards net-zero<sup>3.3</sup>



# Our planet

## Overview

By implementing meaningful decarbonisation plans, and continually improving the quality of our greenhouse gas emissions data, we are transforming our operations.

### Our ambition

We aim to achieve net-zero greenhouse gas emissions across our value chain by 2050, aligning with the Paris Agreement’s goals. We made a significant step forward with this, by receiving Science Based Targets initiative (SBTi) approval for our near-term and net-zero targets.

### Our key commitments<sup>102.1,103.1,103.2</sup>

Reducing absolute scope 1 and 2 emissions by 42% by 2030, using 2022 as the base year (scope 3 strategy outlined in Our Partnership section).

	2022	2023	2024
<b>Scope 1<sup>102.5,305.1</sup></b>	<b>3,366</b>	<b>3,649</b>	<b>3,388</b>
Stationary Combustion	1,529	1,849	1,282
Mobile Combustion	1,400	1,390	1,055
Fugitive Emissions	437	410	1,051
<b>Scope 2 location-based<sup>102.6,305.2</sup></b>	<b>11,889</b>	<b>10,372</b>	<b>9,693</b>
Imported electricity	11,587	9,566	8,752
Steam from heating and cooling	302	806	941
<b>Scope 2 Market-based</b>	<b>13,188</b>	<b>12,363</b>	<b>9,118</b>
<b>Total Scope 1 &amp; 2 Location-based</b>	<b>15,255</b>	<b>14,022</b>	<b>13,081</b>
<b>Total Scope 1 &amp; 2 Market-based</b>	<b>16,554</b>	<b>16,012</b>	<b>12,507</b>
<b>Scope 3</b>	<b>221,750</b>	<b>210,797</b>	<b>196,563</b>

At Kantar, our commitment to environmental stewardship begins with a clear and measurable carbon reduction strategy focused on our direct operational footprint. This ambition is embedded across our estate, travel and technology operations, with every property investment decision aligned to our carbon targets.

### Our estate

In our top 20 markets, we are redesigning office spaces to reflect hybrid working realities, applying sustainability standards and implementing standardised space ratios to optimise energy use.

### Our business travel

This programme has also evolved to support this goal; since 2022, we have progressively increased our travel awareness through our global travel provider for air, rail and hotel stays, which enables us to actively monitor air and hotel emissions. The global travel systems now provide real-time visibility into the carbon impact of each journey, empowering colleagues to make informed, low-emission choices. These efforts are underpinned by robust data reporting and independent assurance, ensuring transparency and accountability in our progress.

### Technology

Technology plays a pivotal role in Kantar’s carbon reduction strategy; we are actively rationalising our application landscape and migrating workloads to cloud-based platforms and strategic data centres powered by renewable energy. These efforts are complemented by the removal of local technology equipment and the enablement of centralised services in environmentally-optimised facilities, all contributing to a smarter, lower-emission technology estate.



“2024 was consequential in both our ability to understand the carbon impact of our business decisions, as well as that impact factoring into our strategies.”

**Steve Day**  
Chief Procurement Officer

## Our planet

### Progress with our real estate

Our estate strategy is focused on the 64 sites that represent our tier one and two locations. Through 2024 we continued to implement our strategy to improve or remove workspaces to better align to the hybrid work environment in which we now operate, achieving a net 20% footprint reduction across focus properties.



Most colleagues now travel to our offices about two days a week. Our strategic approach in response to this trend is to provide 0.4 workspaces per employee.

This reduces the physical space we need, along with the related carbon footprint. At the same time, modern 'smart' buildings enhance user experience, and enable better wellbeing and new ways of working, while further reducing our carbon footprint.

The process of reviewing our real estate portfolio – be that new locations or transforming existing properties – involves detailed technical evaluation of the suitability of buildings based on their ease of access, their environmental credentials, the in-built security and life-safety systems and the quality of the HVAC (heating, ventilation and air-conditioning).

By relocating to smaller, smarter buildings we:

- fully support hybrid working by introducing more social and collaboration spaces and simplified technology.
- ensure fully accessible spaces for all colleagues.
- develop a sense of pride in the workplace, attracting colleagues to return to the office and create environments to host clients.
- increase energy efficiency and reduce operating costs.

Sustainable offices go beyond surface-level activities such as eco-friendly consumables. Our broader, more holistic approach also considers the end-to-end process of relocation, reviewing how we buy, use and replace resources, waste management and disposal and energy efficiency – as well as making environmentally conscious choices in office design and furnishings.

Our 'smart' buildings adopt sustainable office design principles to create lasting benefits, such as:

- maximising natural light sources to reduce reliance on artificial lighting and energy consumption, through larger windows, glazed partitions and using light-reflecting materials to enhance natural light distribution
- choosing energy-efficient lighting and equipment that has a substantially longer life and consumes less energy than traditional versions
- installing ENERGY-STAR certified office equipment, which saves energy without compromising performance
- using eco-friendly materials for decor, furniture and flooring
- creating green spaces, with indoor plants, to improve air quality, contribute to employee wellbeing and boost aesthetics
- reducing energy consumption by activating energy-saving settings on devices, and encouraging a culture of switching equipment off when not in use
- including multi-faith rooms to support those for whom prayer is part of daily life.

## Our planet > Our commitments

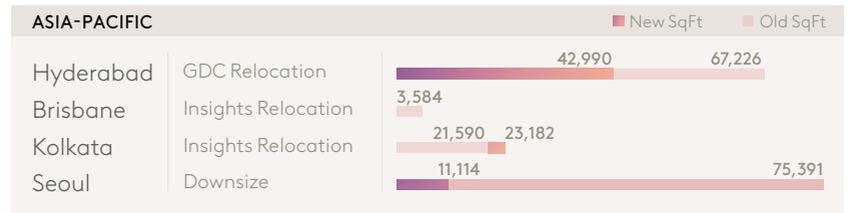
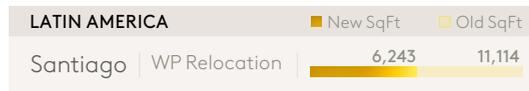
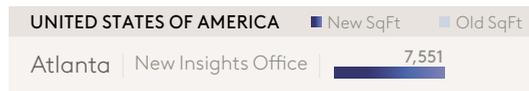
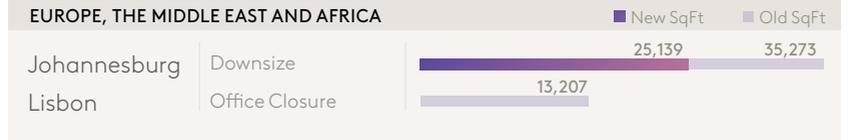
### 2024 achievements

In line with our commitment to sustainable operations, we continued to enhance the environmental performance of our property portfolio.

In 2024, our offices in Kolkata and Hyderabad transitioned to LEED-certified buildings under the Core & Shell category, achieving Platinum and Gold certifications, respectively. We also expanded our global sustainability footprint with the opening of a new LEED-certified building in Atlanta.

These upgrades were complemented by our broader footprint optimisation strategy, which delivered a net reduction of 44,420 sqft in 2024, with a further planned reduction of 130,334 sqft in 2025. This included office closures totalling 13,207 sqft across multiple regions, as well as consolidation of our physical footprint in Johannesburg and Seoul.

### 2024 moves and consolidations





## Our planet > Our 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 one 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 on, refreshing our portfolio.

### Real-estate selection and interior design

<b>ENTRY &amp; ACCESS</b>	<b>MINIMUM</b> – 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	<b>IDEAL</b> – Ramp/barrier-free entrance is the main entrance for all – Everyone can assess all floors of building through a wheelchair-accessible elevator	<b>CONSIDERATIONS</b> – 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
<b>SEATING</b>	<b>MINIMUM</b> – Every time a bar/high-top table is used it will have an accessible seating option combined (ideally in 1:1 ratio)		<b>CONSIDERATIONS</b> – Have some desks with backs near walls/moveable partitions to block out distractions and extra-sensory input
<b>SIGNAGE &amp; INTERACTIVE OBJECTS</b>	<b>MINIMUM</b> – Signs should use high contrast colours (use WCAG AA standard as guide)		<b>CONSIDERATIONS</b> – 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 – Auto open doors for ease of entry into office spaces
<b>KITCHEN &amp; CAFÉS</b>	<b>MINIMUM</b> – Storage options that allow access for kitchen items (tea, cups, plates, utensils etc) from varied heights (seated position or low stature)		<b>CONSIDERATIONS</b> – Also consider where people will be eating or getting meals from. Make sure food options are accessible

## Our planet > Our commitments

### Real Estate Design Principles:

#### 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 support our sophisticated workforce in 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.



### Design Principles in Action:



#### 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<sup>303.5</sup>

- 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 > Travel progress

### BCD Travel

BCD Travel is 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 and incorporate carbon consumption into our decision-making. We have 60 countries in the global BCD travel programme, representing 92% of travel spending.

### Sustainable Travel Emissions Mitigation<sup>102-10</sup>

We apply an internal carbon levy to all business travel, generating a mitigation fund of €53,000 in 2024. This fund supports Beyond Value Chain Mitigation (BVCM), enabling us to invest in high-quality climate action beyond our direct operations. We continue to apply enhanced emissions calculations using the Radiative Forcing Index (RFI) to reflect the full climate impact of air travel at altitude.

In 2024, we partnered with Anthesis, founding members of the International Carbon Reduction and Offset Alliance (ICROA), to guide our mitigation investments. This resulted in the purchase of 8,000 tonnes of CO<sub>2</sub> avoidance, supporting verified climate projects. We also maintained our commitment to the REDD+ conservation initiative in Labrea, Brazil, launched in April 2023, which aims to halt deforestation and protect biodiversity in the region.

### REDD+ Project

Deforestation rates in Brazil have severely increased over time, due to the increase in prices for agricultural products and the construction of major infrastructure works such as highways and hydroelectric power projects. The Unitor REDD+ project halts deforestation and protects the rich biodiversity of the Amazon. The project is located in Lábrea, Amazonas State, the municipality with the fourth-highest deforestation rate in Brazil between 2008 and 2020.

This project will help to halt deforestation in the Amazon, and plays an important role in bringing benefits for climate and biodiversity. Furthermore, it helps local people benefit, as they take part in workshops on nutrition, hygiene and health, they participate in fire-brigade training to monitor and prevent forest fires, and technical training on livestock and sustainable forest management.

39,000

hectares of Amazon land protected annually

761

hectares protected directly by Kantar contribution

100

endangered species protected within the project zone, including 45 indigenous bird species, woolly monkeys, giant anteaters, spider monkeys and giant armadillos

65

people benefit from improved health services.

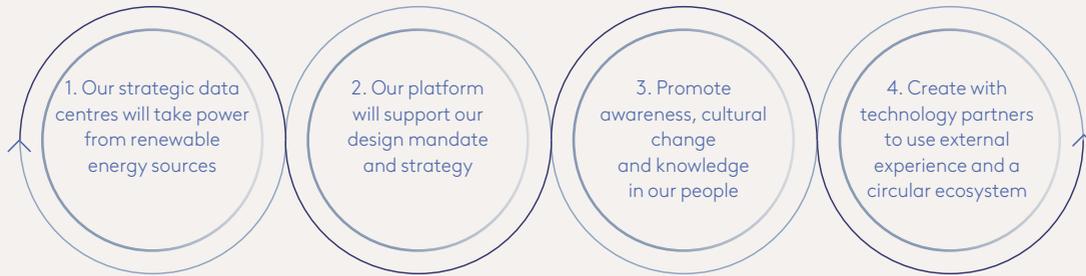


## Our planet

# Technology at Kantar

Our environmental commitments are underpinned by a programme of technology transformation that seeks to decrease our own consumption and increase the sustainable business choices available to us.

**Kantar’s technology focus:** Decreased consumption, increased sustainable choices and optimised costs throughout the value chain



Employee collaboration through technology has the power to enhance the experience, productivity and satisfaction of our people. Kantar’s ESG strategy is making strides to achieve this while also reducing our environmental impact.

We continually review and improve how we do things, so:

- 1 We optimise employee tech for speed, efficiency and carbon impact.
- 2 We streamline app use to offer an intuitive employee experience.
- 3 We now power our data centres with 100% renewable energy, two years ahead of our 2025 goal.

### Progress in our IT environment

With more than 17,000 employees, the way we manage our computing hardware has the potential to influence our carbon footprint significantly.

We aim to enable performance while depreciating the assets such as desktops, laptops and mobile devices, disposing of or redeploying these responsibly. The industry norm is to replace laptops automatically after three years of use, whereas we replace devices based on tech need rather than according to their age. In 2024, we continued our digital transformation, replacing more than 2,098 laptops from our aged laptop estate.



“Since 2021 we have decommissioned more than 40% of our application estate, moving to common solutions, while making environmental and financial savings.”

**Mark Kimber**  
Chief Technology Officer



## Our planet > Technology at Kantar

In 2024 we upgraded 8,808 devices to improve their performance and thus their lifespan. As a result, our average laptop age is 3.1 years, versus our 2023 baseline of 3.7 years. The effect of extending the lifespan of devices on our carbon footprint is significant, because although newer laptops use power more efficiently, actually using a device contributes only about 3% of its carbon footprint. The remaining 97% comes from the embedded carbon emissions during the manufacturing and shipping processes. Thus, it makes good environmental sense, from both a carbon and e-waste perspective, to extend their lifespan.

Kantar is committed to reducing e-waste through several initiatives, including providing space for employees to recycle e-waste and refurbishing devices to prevent landfill contributions. Kantar has a target for 100% of our markets to recycle via e-waste by 2030; achieving 40% in 2024.<sup>413.1</sup> There are also specific country examples, such as Community TechAid in the UK, where Kantar teams refurbished devices, preventing tonnes of e-waste from reaching landfills and avoiding CO2e emissions by reducing the need for new equipment. This initiative reflects our dedication to environmental sustainability and reducing our carbon footprint by ensuring that e-waste is managed responsibly and sustainably.

### Application and Infrastructure environment

In 2024 we decommissioned a further 256 applications from our application estate. After three years of our application rationalisation strategy, our application estate now stands at 981 applications. This is a 41.5% reduction from our 2021 baseline, compared to our 2025 goal of 15%.

#### IT IMPROVEMENTS:

2,098  
Laptops replaced

8,808  
Devices upgraded

100%  
100% of the energy needed for our data centres is from renewable sources

Reducing the application footprint across our business is part of our target to use more standardised global tools, and consolidate and modernise our infrastructure. By standardising our app use, we have reduced the number of vendors we buy from, removing the costs of maintaining duplicate supplier relationships – and have negotiated deals on a global scale. Streamlining our apps estate also enhances the employee experience, and reduces our environmental impact.

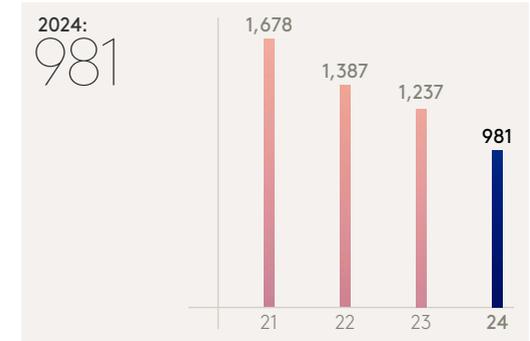
- Fewer, more intuitive applications reduce the need for employee learning, improve productivity and help manage stress:
- Switching between multiple apps leads to a loss of focus, lower cognition, more cases of being overwhelmed and decreased productivity.
- Employees being overwhelmed is often due to this ‘app fatigue’, because every time they switch they must mentally recalibrate to using a different interface and tools.

The rationalisation of applications, alongside the transition to cloud-based compute capacity, also enabled us to further reduce our server footprint. In 2024, we decommissioned almost 1,000 servers, building on our retirement of approx. 2,500 servers in 2023. At year end our installed base of servers sat at 6,497, less than half of our installed base in 2020.

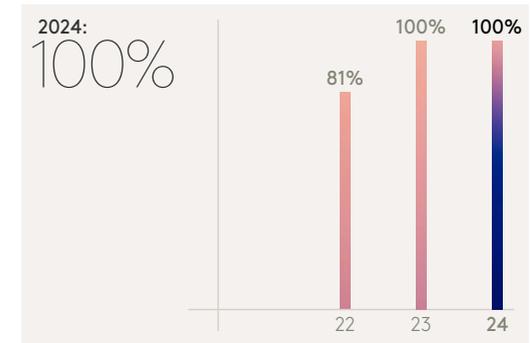
#### TARGET MET:

100% RENEWABLE ENERGY POWERS OUR DATA CENTRES  
Alongside premises management and travel, managing our computing capacity is the third major opportunity to influence our environmental impact.

#### Application footprint:



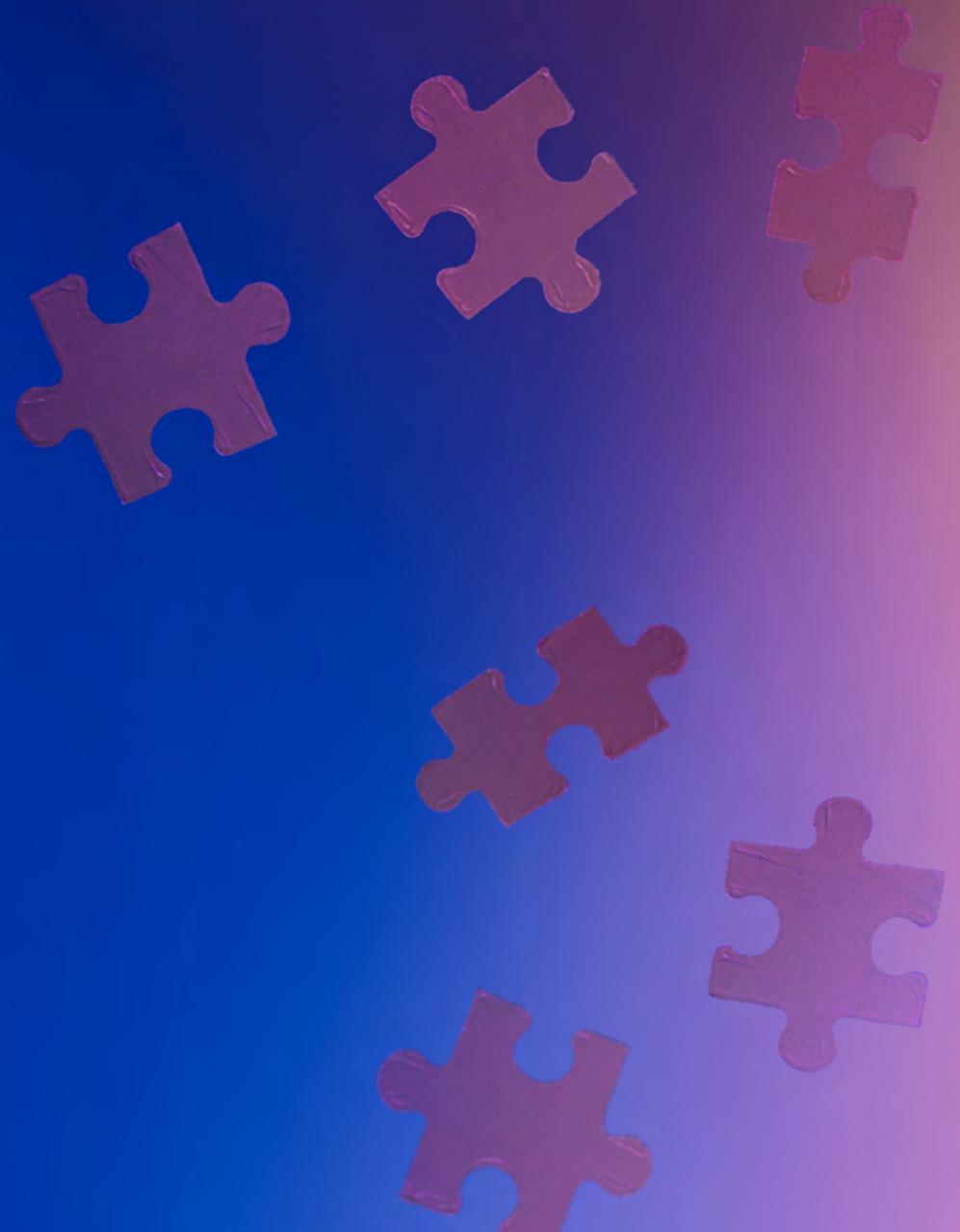
#### Renewable energy-powered data centres



Our target was to reach 100% renewable energy for our data centres by 2025. We achieved this goal in 2023. Through our ongoing transition to Microsoft Azure – a carbon neutral cloud-based IT infrastructure – we continued to deliver against our commitment to maintaining 100% renewable energy for data centres.



▶ Our partnerships  
Creating impact  
with our spending  
power<sup>3.3</sup>





## Our partnerships

### Overview

We aim to create impact with our spending power, using it to support a fully sustainable supply chain, using socially responsible business practices that are good for planet and people, and supporting a more inclusive and diverse supplier base for our industry.

### Our ambition

By making ESG data an integral part of our procurement decisions, we will improve standards across our existing supply chain and beyond.

### Our key commitments

An important element to our sustainable procurement strategy is supporting a more inclusive and diverse supplier base for our industry. With SBTi approved targets in December, our key commitments have evolved

	BY 2025	2022	2023	2024
<b>ADDRESSING I&amp;D WITHIN OUR SUPPLIERS</b>	We will reach 12% supplier diversity across all markets using our deployed Source to Pay system	6%	9%	11%
<b>SUPPLIER ENGAGEMENT</b> <small>102.4.102.9.305.3</small>	82.2% of our suppliers by emissions covering purchased goods and services, will have science-based targets			19%
<b>SUPPLIER ESG POLICIES REVIEW</b>	<b>(NEW) BY 2026</b> 100 suppliers to be reviewed for their social and environmental policies via Ecovadis platform	–	–	–

## Using our spending power to improve standards

ESG considerations are integral to how we make procurement decisions, and our strategy has resulted in measurable improvement in standards across our supply chain since its inception in 2021. In 2024 we continued to work evermore collaboratively with our supply chain, which represents 70% of our scope 3 emissions as well as upskill our own team.

### Our sustainable-procurement framework<sup>3,3</sup>

A fully sustainable supply chain ensures socially responsible business practices, which are good for planet and people, but also support business.

Our sustainable-procurement framework, first established in 2021, sets out a clear plan for establishing environmental and social sustainability throughout our procurement processes.

This is how we ensure we integrate sustainability into our procurement decisions, so we select partners who meet our high standards of ethical business conduct, employment practices, human rights and the environment.

We stay on track by requiring that all qualifying tenders include questions on sustainability – including diversity and inclusion. A minimum 20% weighting of the non-commercial proposal relates to these topics.

<sup>308.1</sup>In 2024, 95% of our spending with third-party suppliers was assessed for risk within the framework. This is up from 80% in 2023, which was the first time we were able to track our spending in the context of our sustainable procurement framework.

Category managers are required to integrate Environmental, Social and Governance (ESG) considerations into their category plans with the same level of priority as cost savings. This includes giving equal weight to Diversity and Carbon footprint reduction initiatives. It is imperative that these ESG factors are not secondary considerations but are integral to the procurement strategy, reflecting our commitment to sustainable and responsible sourcing.

Kantar is progressing its supplier social auditing target, with 6 onsite supplier audits conducted in 2024.



## Our partnerships > Creating impact with our spending power

### Our Sustainable procurement framework

ENVIRONMENTAL SUSTAINABILITY	USING REPLENISHED NATURAL RESOURCES — Sustainable, no-conflict natural resource supply — Ensuring chain of custody	RENEWABLE AND SUSTAINABLE ENERGY, WATER AND LAND USE <sup>303.5</sup> — Renewable energy sources — Sustainable water use — Responsible land development
	LIMITING OR ELIMINATING EMISSIONS AND POLLUTION — Reducing CO <sub>2</sub> footprint of logistics — Managing and reducing harmful air and water emissions	LIMITING OR ELIMINATING LANDFILL WASTE — Utilising hierarchy of demand-side management — Establishing and encouraging circular economy — Limiting plastics use
SOCIAL SUSTAINABILITY	REQUIRING FAIR AND ETHICAL LABOUR PRACTICES <sup>33</sup> — Eliminating child and forced labour — Mandate fair wages, working hours and working conditions — In 2024, 70% of our spend was covered by contracts that included Modern Slavery commitments.	INCLUSION AND DIVERSITY — Balanced representation and equal opportunity, including but not limited to: — Ethnicity and nationality — Gender and sexuality
	ENSURING HEALTH, SAFETY AND SECURITY — Safe, protected working environment — Hierarchy of controls	ETHICAL BUSINESS PRACTICE AND REGULATORY COMPLIANCE — Compliance with anti-bribery policies, workers' rights, environmental regulations

### Driving sustainability in the supply chain<sup>102.9</sup>

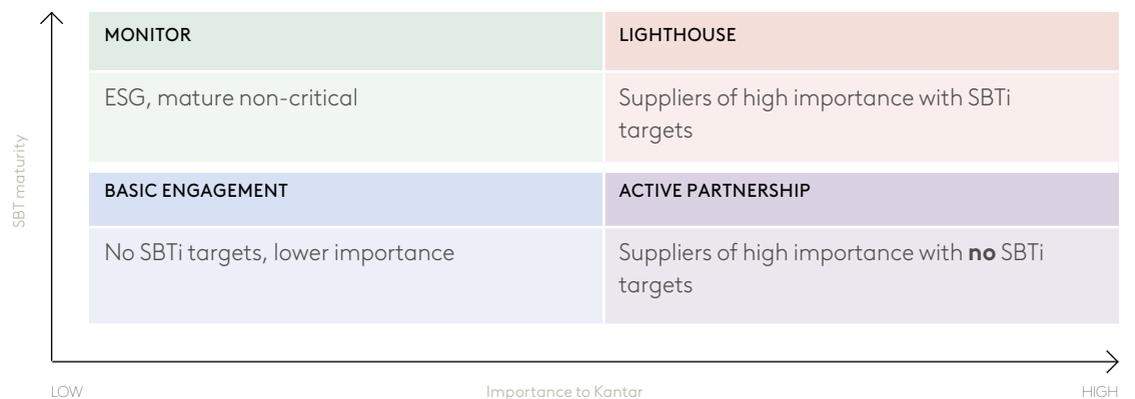
Recognising that supply chain emissions account for a significant proportion of our carbon footprint, Kantar has placed decarbonisation at the heart of our procurement. It continues to be of importance to our clients' too.

In 2024 environmental enquiries were received from clients accounting for ~25% of our revenue. We also see the complexity of enquiries increasing too, with ESG requirements included in clients award criteria and contracts.

In 2024 we focused on upskilling our category managers and buyers with multi-stage ESG training delivered by Efficio, our strategic procurement partner. This training enabled us to refresh our category strategies and more deeply embed sustainability considerations into every decision.

In the second phase, the procurement team received training to independently lead supplier engagements, supported by a robust toolkit and bespoke assistance tailored to suppliers' maturity levels. We also developed a supplier engagement programme which will support our suppliers through their decarbonisation journeys. Our buyers now segment suppliers based on ESG maturity as well as importance to Kantar. Other factors that inform the engagement strategy include supplier leverage, geography and target setting.

### Supplier segmentation



## Our partnerships > Creating impact with our spending power

Kantar calculates its diverse spend through a structured and technology-enabled supplier management process that actively includes certified and uncertified diverse suppliers. We define diverse suppliers broadly, encompassing categories such as Minority-owned Business Enterprises (MBE), Woman-owned Business Enterprises (WBE), LGBT-owned, Disability-owned, Veteran-owned, Service-disabled Veteran-owned, Small Disadvantaged Businesses (SDB), and Historically Underutilised Businesses (HUB Zone). Small businesses are also included.

Our procurement team set a goal to increase spending with small businesses and these diverse suppliers to 11% by 2025, in markets covered by our Coupa Source to Pay processes. In 2023 we delivered 9%, increasing our spend with diverse suppliers to 11% in 2024.

To support buyers in their decision-making', 'Unconscious Bias training was delivered to our buyers and category managers in 2024.

Our CarbonCube dashboard is integrated into our procurement systems, enabling us to baseline and report on scope 3 carbon emissions across our third-party supply chain, based on GHG protocols and industry-recognised accreditation (SBTi, CDP, TCFD). We baselined our scope 3 carbon emissions in 2022 and identified our highest-emitting spending categories (see scope 3 Emissions by Supplier service category).

In 2024 we continued to focus on our highest emitting suppliers, building on the work started in 2023, with the intent to support them in developing carbon-reduction plans. This forms part of our wider Supplier Health Scorecard process, which provides an overview of key supplier metrics.

### A continued focus on supplier diversity<sup>3,3</sup>

To inform and facilitate our spending we partner with WEConnect International Supplier.io and Candex. WEConnect International provide access to a database of 20,000+ female-owned enterprises in 135 countries. Supplier.io has the world's largest certified database of diverse suppliers.

Additional strategies include transitioning from in-person surveys to online, building carbon Key Performance Indicators (KPIs) into new contracts, and switching suppliers, where necessary.

More widely, we will focus on reducing emissions across our investments by engaging stakeholders on the importance of reporting and reducing their emissions.

Three supplier events took place across 2024, including an APAC region-specific event, to inform suppliers of our SBTi targets and ambitions. The events coupled with the buyer training and Ecovadis Ratings Platform subscription will enable our suppliers to kick start their own target setting journeys with the support of Kantar Procurement.

### Social Impact in the community

The UK-based Procurement team hosted its third year of work experience for students from local comprehensives (largely representative of lower socio-economic backgrounds). The work experience programme was developed to raise the students' aspirations, to allow them an opportunity to begin to build a professional network and to learn about what roles exist within the corporate world.

The students are supported by a dedicated mentor from the business, giving them a safe space to discuss future career goals with someone outside of their normal life. 2024 saw 38 students take part in the initiative, up from 24 in 2023.

### Diversity partners:

CANDEX

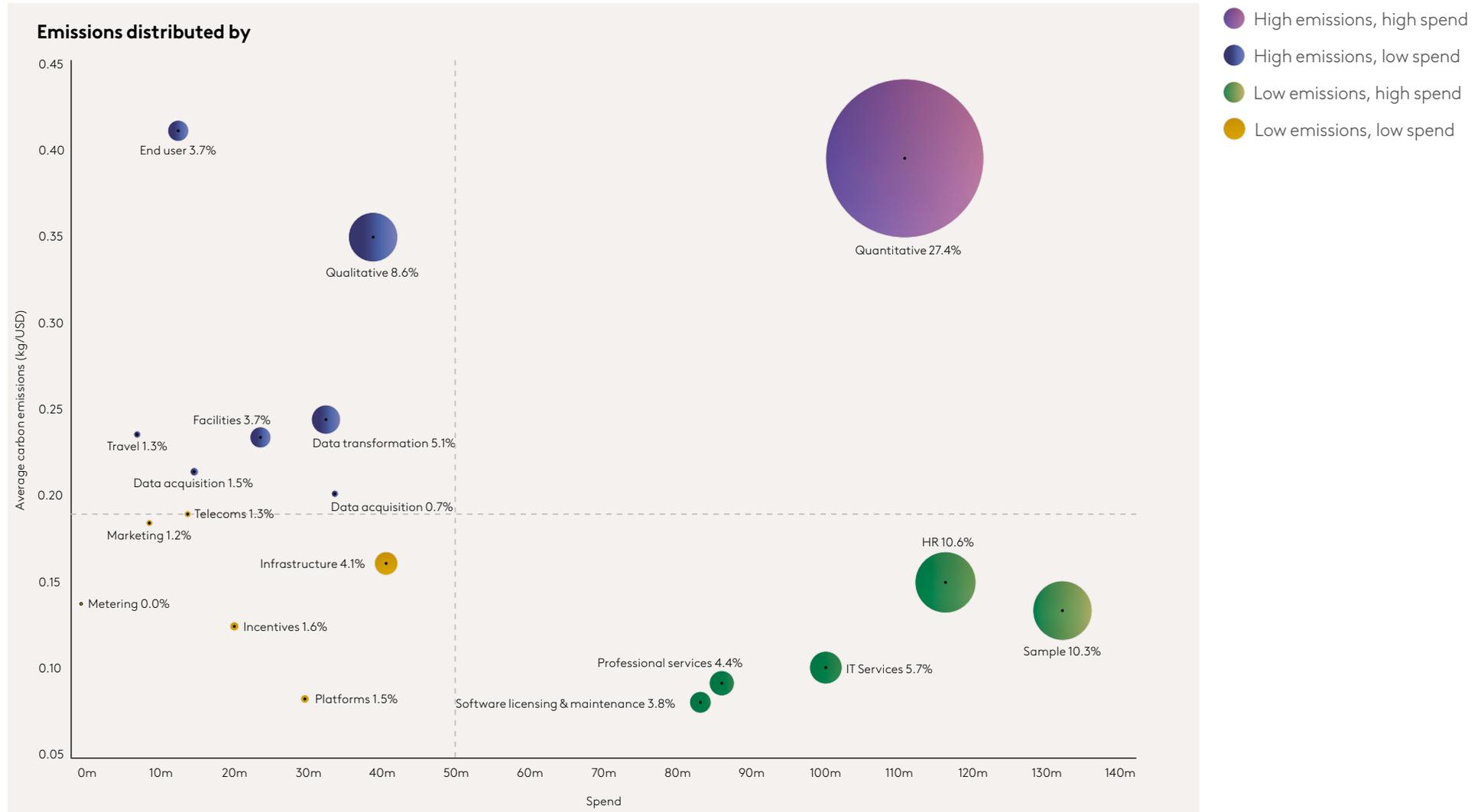
supplier.io

 coupa

WEConnect  
INTERNATIONAL

Our partnerships > Creating impact with our spending power

## Scope 3 Emissions by Supplier service category





Our partnerships > Creating impact with our spending power

## Supplier health scorecard – sample extract

Normalised supplier	L1	Spend \$,000	Emissions (tCO <sub>2</sub> e)	Contact location	Contract validity	Coupa risk score	Coupa onboarded	Diversity attributes	DnB financial strength	DnB risk of failure score	ISO accreditation	Ecovadis rating	Near team carbon reduction goal	UNGC participant	CDP score (2022)	CDP score (2023)
SUPPLIER 1	Technology	57,024	5,614	Coupa	28/12/31 1,565 days	HIGH LOW	Active	Not diverse	No data	No data	No data	No	Committed	No	No score	B
SUPPLIER 2	Technology	32,208	5,540	Coupa	26/12/31 834 days	No data	Active	Not diverse	No data	No data	No data	Not found	Target set	Not found	A	No score
SUPPLIER 3	Direct	17,600	903	Coupa	26/12/31 834 days	No data	Inactive	WBE	No data	No data	No data	No	No target	No	No score	No score
SUPPLIER 4	Technology	16,810	1,063	Coupa	25/09/30 377 days	HIGH LOW	Active	Not diverse	No data	No data	No data	Silver 2022	Target set	Yes	A	No score
SUPPLIER 5	Direct	15,439	1,261	eflow	27/12/31 1,199 days	No data	Active	Not diverse	BB	0	No data	No	No target	Yes	F	F
SUPPLIER 6	Indirect	14,150	1,719	Coupa	25/06/30 285 days	No data	Inactive	Not diverse	No data	No data	No data	Silver 2022	Committed	Yes	C	C
SUPPLIER 7	Indirect	11,051	698	Coupa	23/12/31 -262 days	No data	Active	Not diverse	3A	83	No data	Not found	Committed	Not found	No data	No data



▶ Governance, ethics and data privacy  
Ensuring trust  
and protection





# Governance, ethics and data privacy

## Overview

The way we work makes all the difference. At Kantar we hold ourselves accountable for acting ethically and responsibly – towards colleagues, suppliers, clients, participants and panellists, and the planet. We manage and monitor this through our Kantar Business Principles, governance structures and policies.

### Our ambition

We want to sustain industry-leading standards in the ethical, secure and privacy-compliant creation and use of data, by continuing to implement the highest-quality governance, ethics and data-privacy policies.

### Our key commitments

	BY 2025	2022	2023	2024
<b>ANTI-BRIBERY &amp; CORRUPTION</b>	90% of employees will complete training on anti-bribery and corruption, annually.	77%	85%	88%
<b>ETHICS</b>	90% of employees will complete training on ethics, annually.	77%	81%	92%
<b>PROTECTING OUR DATA</b>	90% of employees will complete training on Data Protection and Cyber security, annually	72%	89%	90%

### Our Governance Policies

During 2024 we undertook an in-depth review of our policy governance process. We additionally formally adopted two new policies: our Environmental policy and Responsible AI policy.

In line with UK legislation, we submitted our annual Modern Slavery Statement. This outlines our commitment to recognising the risk of modern slavery in our business and supply chain.

We assess this risk as low, and have taken steps to prevent it through internal and supplier onboarding processes supported by training for all colleagues.

### Our Environment policy<sup>103.1</sup>

Our new Environmental policy codifies the role of our ESG strategy and SBTi commitments within the business. Kantar is committed to reducing the impact that its people, operations and assets have on the environment. We will do this by addressing our carbon footprint through our direct and indirect operations, including reducing our contribution to office carbon emissions, business travel, data centres, energy management and waste.

The policy additionally formalises behavioural guidelines for all Kantar people to follow for travel, technology and operating in an environmentally responsible manner. The environmental responsibilities of our Procurement, Operations and Technology teams in facilitating the achievement of our ESG strategy are also formalised within the policy.



“Strong governance and ethical integrity are the backbone of responsible research operations, ensuring every decision aligns with our values and obligations. Protecting data privacy isn’t just compliance—it’s a commitment to trust, transparency, and respect for those we serve.”

**Rebecca Symondson**  
Group General Counsel



## Governance, ethics and data privacy

### Our Business Principles

Our Kantar Business Principles are our ethical code of conduct – they guide how we act as individuals, as teams and as Kantar – both internally and externally. They define how we behave towards colleagues, suppliers and clients. Good governance is a priority for us, every day.

As we’ve continued to establish Our Spark across the business, and matured as an organisation, so our Principles have evolved. They’re about creating an environment where everyone feels included, respected and able to flourish, and where we all behave ethically, lawfully and with integrity, always.

Our regular employee surveys and feedback demonstrate how much our people care about operating ethically and working for a purpose-led business. Our Spark and Business Principles co-exist to shape our culture, shared values and the organisation we strive to be every day. Sticking to our principles isn’t just the right thing to do – it’s vital to the continued long-term success of Kantar, as we don’t want to lose the reputation we all work so hard to build. To create the culture we strive for, our policies aren’t just words on a page. We live them every working day.

### The Kantar Policy Framework<sup>2,24</sup>

Our policies are more than just words and ticking boxes. They set out our expectations for how everyone who works at and for Kantar should behave, and what to do if they suspect or know that something isn’t right. This is core to building a culture of ethics and compliance at Kantar.

<b>EXECUTIVE TEAM/ EXECUTIVE TEAM SPONSOR</b>	<p>Executive Team set the ‘tone from the top’, leading by example to drive compliance with policies and ethical behaviour. They support compliance activities e.g. mandatory training completion, and regularly reinforce the importance of compliance e.g. Town Halls, updates.</p> <p>Policy Sponsors:</p> <ul style="list-style-type: none"> <li>– Are accountable for the policy areas and related policies assigned to them</li> <li>– Nominate Policy Owners and ensure they fulfil their obligations</li> </ul> <ul style="list-style-type: none"> <li>– Ensure policy gaps are addressed</li> <li>– Provide approval for policies prior to publication</li> </ul>
<b>POLICY OWNER</b>	<p>Policy Owners ensure that there is a framework in place to effectively manage the compliance risk area for which they are responsible.</p> <p>Policy Owners:</p> <ul style="list-style-type: none"> <li>– Create policies which incorporate all relevant requirements (e.g. legal, regulatory, business)</li> <li>– Create supporting processes and controls (where appropriate) and ensure that these are available, reviewed and are effective</li> </ul> <ul style="list-style-type: none"> <li>– Review and update the policy annually/as appropriate. Identify and remediate any policy/process gaps</li> <li>– Ensure policy requirements are communicated, embedded in processes, and complied with (e.g. metrics)</li> <li>– Provide compliance reporting where relevant</li> </ul>
<b>COLLEAGUES</b>	<ul style="list-style-type: none"> <li>– Comply with all relevant policies</li> <li>– Highlight any issues that risk non-compliance. This should be done via the Policy Owner, the Head of Global Compliance or the Right to Speak process, depending on the issue</li> </ul> <ul style="list-style-type: none"> <li>– Complete mandatory training and Policy Book Declaration as required</li> </ul>
<b>KANTAR GLOBAL COMPLIANCE</b>	<ul style="list-style-type: none"> <li>– Support the Ex Team, Policy owners and business to meet their obligations in relation to policy management</li> <li>– Track and report policy compliance</li> <li>– Work with the business to update policies and process e.g. following incidents</li> </ul> <ul style="list-style-type: none"> <li>– Create and deliver Mandatory Compliance Training/Policy Book sign up to existing/new employees and contingent workers</li> <li>– Work with the business to raise awareness of the Policy Book, associated processes and the need to comply</li> </ul>

## Governance, ethics and data privacy

### Our Kantar Business Principles

#### WE RESPECT EACH OTHER

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

#### WE RESPECT DIFFERENCE

We are committed to creating an inclusive culture and valuing the diversity of all our people, as well as our clients, suppliers and the communities we serve. Our people are vital to our long-term sustainable business success, and we recognise that our diverse workforce is a key competitive advantage in understanding the lives of millions of people across the globe.

We respect the communities we work in, and the wider environment – by acting ethically, respecting human rights, requiring safe and secure workplace conditions across our supply chain, and helping protect our planet, we always try to do the right thing. We respect confidentiality and privacy – we ensure all data is processed legally, ethically and securely. We protect our systems and use them appropriately because we know the data they contain is both sensitive and valuable.

#### WE RESPECT THE RULES<sup>227</sup>

We comply with the letter and spirit of the law in all the countries in which we do business. We comply with the ESOMAR Code of Conduct at all times.

We never bend the rules to win: No kind of bribery, corruption, tax evasion or any other illegal and unethical practice is tolerated here.

We're scrupulous about doing the right thing:

<sup>2.15.2006.1</sup>We avoid conflicts of interest and anti-competitive behaviour, comply with sanctions, actively prevent fraud and act appropriately in the giving and receiving of gifts. We respect your right to speak up if something isn't right – we tackle any business or personal behaviour that isn't right, without fear or favour, regardless of role or level.

### Supplier Risk Governance Committee

The supplier risk governance forum, meets monthly to:

- Facilitate proactive identification, assessment and management of risks associated with our suppliers – financial stability, operational performance, regulatory compliance, geopolitical factors and reputational concerns across categories of suppliers and geographies.
- Provide a forum for cross-functional decision-making to create a shared view of 3rd party risk, prioritise issues and resolve those that do not require executive involvement.
- Define the Supplier Risk processes and controls and monitor compliance with them.
- Provide recommendations and insights to senior management for informed decision-making on specific risks and responses as well as enhancements to policies / frameworks.

### Data Protection Governance Committee

We ensure the secure, legal and ethical processing of data, including the personal data we hold about our research participants, panellists, staff, clients and suppliers. The Data Protection Governance Committee (DPGC) oversees how we manage the data we process, and sets out the governance framework, policies and procedures to ensure we meet our respective client, legal and business obligations.

The Data Protection Programme has clearly defined roles and responsibilities:

- The Kantar Data Protection Governance Committee meets quarterly to oversee the Programme, provide consultancy, resource and make decisions where required.
- Each Kantar Division and Function has an Accountability Lead who is responsible for implementing Data Protection requirements in their organisation and providing ongoing support to their teams.
- Accountability Leads are supported by a network of Data Protection Champions who provide training and support to their departments/teams in their respective local markets.
- Task Forces are set up in markets where new legislation brings new requirements in addition to the Kantar Data Protection Framework, Kantar's gold standard for managing personal data, based on the GDPR.



## Governance, ethics and data privacy

### Geopolitics

We continue to monitor geopolitical situations closely, particularly for any new sanctions that may affect which clients and suppliers we work with, and where we work. Our sanctions subcommittee meets every two weeks to evaluate the risks and challenges presented across the business.

We monitor UK, EU and US sanction regimes and update our policy and guidance accordingly. We have a mailbox where colleagues can (and do) submit queries regarding new and existing projects, and raise concerns.

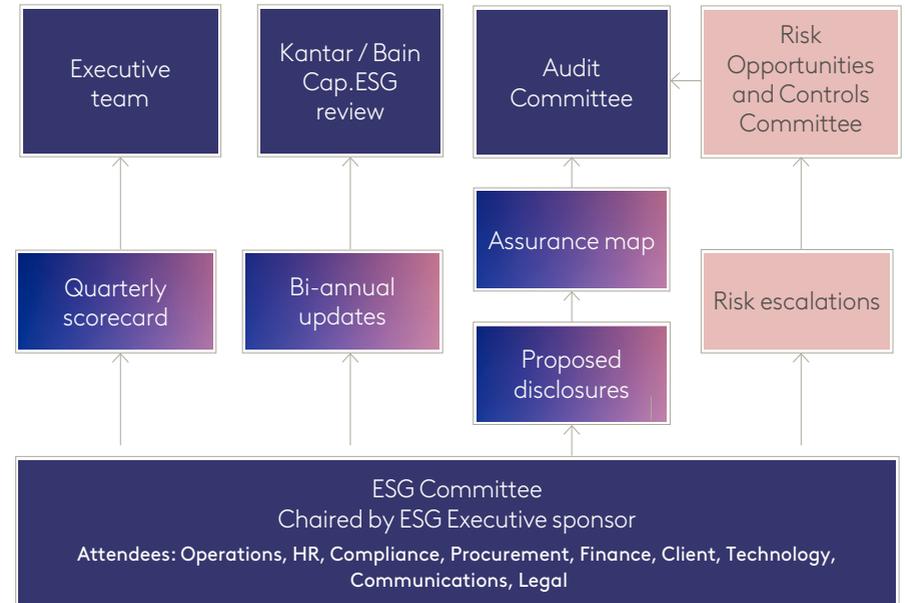
### ESG Committee<sup>2.9-2.14,2.16-2.18</sup>

The ESG Committee meets monthly to scrutinise progress in implementing the ESG strategy:

- Receives regular reports from the ESG pillar leaders to monitor ESG-related projects, including technology transformation across Kantar.
- Reviews and supports the development of relevant ESG-related statements, codes of conduct and initiatives.
- Identifies and monitors external developments that may influence our approach to ESG.
- Ensures we adhere to all ESG-related disclosures and regulatory reporting requirements.

The Committee Chair reports on ESG matters to the Kantar Audit Committee and Executive Team twice a year and when required, ESG risks and opportunities are escalated to the Risk, Opportunities and Controls Committee. The committee consists of senior attendees from Client Services, Operations, Compliance, Procurement, Technology, I&D, Finance, Communication and Legal.

## ESG – governance, roles and responsibilities



Group	Responsibility
AUDIT COMMITTEE (QUARTERLY WITH BI-ANNUAL ESG AGENDA ITEM)	Responsibility for providing assurance (requirements and responsibility) to the Kantar Shareholder Board. Review annual report and accounts, and the content, integrity and completeness of external statements and disclosures with sustainability reporting and compliance with regulatory reporting.
EXECUTIVE TEAM (QUARTERLY)	Approve strategy including risks and opportunities and provide guidance and resource where required.
KANTAR / BAIN CAP. ESG REVIEW (BI-ANNUAL)	Review the ESG progress with focus on SBTi, escalation and support for any ESG issues and future focus.
ESG COMMITTEE (MONTHLY)	Review the ESG strategy and progress. Discuss updates, potential impact/escalations, review upcoming reports and align on upcoming focus.



## Governance, ethics and data privacy > ESG – governance, roles and responsibilities

### ESG Committee Charter

<b>PURPOSE</b>	Provide governance, structure and effective leadership to assure the development of Kantar’s Environmental, Social and Governance (ESG) strategy.		
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>– Review and present for approval the strategy for Kantar’s ESG responsibilities</li> <li>– Ensure ESG KPIs are implemented and review ongoing progress</li> <li>– Review progress of the ESG strategy implementation against agreed actions, targets and metrics</li> <li>– Receive regular reports from the ESG workstreams which are concerned with the day-to-day management and delivery of certain projects under the ESG strategy</li> </ul>	<ul style="list-style-type: none"> <li>– Review and support the development of relevant ESG related policies</li> <li>– Identify and monitor external developments which may have a significant impact on Kantar’s approach to ESG</li> <li>– Ensure the Company adheres to all ESG related disclosures and regulatory reporting requirements</li> <li>– Prepare / review all ESG related materials (both internal and external), and seek approval for their publication as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>– Review and monitor all stakeholder feedback on ESG matters, and engage as appropriate</li> <li>– The Committee Chair will report on ESG matters to the Exec Team twice a year</li> <li>– The Committee Chair will report on ESG matters to the Kantar Audit Committee twice a year</li> </ul>
<b>RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>– Chief Operating Officer (Chair)</li> <li>– Senior Director, ESG</li> <li>– Global Head of Compliance</li> <li>– Chief Procurement Officer</li> <li>– Senior Director, Technology</li> <li>– Global Head of I&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>– Optional: Divisional Leads Divisional Director, Sustainability Transformation Practice</li> <li>– Finance Director, Operations</li> <li>– Head of Communications, Operations</li> </ul>	<ul style="list-style-type: none"> <li>– Group Financial Controller</li> <li>– Group Corporate Affairs Director</li> <li>– Group General Counsel</li> <li>– Optional: BainCap ESG Lead</li> </ul>
<b>FREQUENCY</b>	– 4-6 weekly		

<b>WHAT IT IS NOT</b>	Accountable for strategy of individual ESG pillars
<b>STANDING AGENDA</b>	<ul style="list-style-type: none"> <li>– Overall update</li> <li>– ESG workstream update</li> <li>– Deep dive on specific ESG topics</li> <li>– Review of ESG Roadmap and upcoming actions</li> <li>– Update on voluntary and regulatory reporting</li> <li>– Review ESG materials</li> <li>– Agree items to be reported to Exec Team and Audit Committee</li> </ul>
<b>EXPECTED BEHAVIOURS</b>	<ul style="list-style-type: none"> <li>– Represent Kantar, not Function or Team</li> <li>– Openness, respect and collaborative problem solving</li> <li>– Healthy disagreement is encouraged</li> <li>– Discipline in executing commitments</li> <li>– Full alignment, one voice outside of meetings</li> </ul>



## Governance, ethics and data privacy > Data protection

### Supplier Risk Governance Forum

<b>PURPOSE AND RESPONSIBILITIES</b>	<ul style="list-style-type: none"> <li>Facilitate proactive identification, assessment and management of risks associated with our suppliers – financial stability, operational performance, regulatory compliance, geopolitical factors and reputational concerns across categories of suppliers and geographies</li> </ul>	<ul style="list-style-type: none"> <li>Provide a forum for cross-functional decision-making to create a shared view of 3rd party risk, prioritise issues and resolve those that do not require executive involvement</li> </ul>	<ul style="list-style-type: none"> <li>Define the Supplier Risk processes and controls and monitor compliance with them</li> </ul>	<ul style="list-style-type: none"> <li>Provide recommendations and insights to senior management for informed decision-making on specific risks and responses as well as enhancements to policies / frameworks</li> </ul>										
<b>STANDING AGENDA</b>	<b>COUPA MARKETS:</b> <ul style="list-style-type: none"> <li>Review of progress of supplier risk assessments (PQQ &amp; 3DQ)</li> <li>Agreement of action for blocked assessments</li> <li>Agreement of next steps where assessments have flagged high risk items</li> <li>Review of flags from outcomes of SIM onboarding process for Coupa markets (e.g. actions on D&amp;B flags)</li> <li>Recommended exceptions to the process and what the criteria are (e.g. relevant ISO, MSA)</li> </ul>	<b>NON COUPA MARKETS:</b> <ul style="list-style-type: none"> <li>Review of any insights re: adherence to Policies and guidance (e.g. via MCS assessments or IA reports)</li> </ul>	<b>ALL MARKETS:</b> <ul style="list-style-type: none"> <li>Review of recent incidents and feedback on lessons learned / any actions needed</li> <li>Discussion of emerging supplier risks</li> <li>Addressing specific supplier-related challenges identified by members</li> </ul>											
<b>AUTHORITY AND ESCALATION PATH</b>	<ul style="list-style-type: none"> <li>Decommissioning of a supplier which is in use by the business:</li> <li>Use of a supplier that has not completed Coupa onboarding checks (for Coupa Markets)</li> </ul>	<ul style="list-style-type: none"> <li>Changes to relevant policies and procedures</li> <li>ROCC – summary of decisions and progress on actions, escalation of issues that cannot be resolved or that require executive involvement</li> </ul>	<ul style="list-style-type: none"> <li>Data Protection Governance Committee</li> </ul>											
<b>MEMBERSHIP:</b>	<b>CORE MEMBERS:</b> <table border="0"> <tr> <td><b>Function</b></td> <td>– Supplier risk</td> </tr> <tr> <td>– Procurement</td> <td>– Operations</td> </tr> <tr> <td>– Financial controls assurance</td> <td>– Technology</td> </tr> <tr> <td>– Compliance</td> <td>– ERM</td> </tr> <tr> <td>– Privacy</td> <td></td> </tr> </table>	<b>Function</b>	– Supplier risk	– Procurement	– Operations	– Financial controls assurance	– Technology	– Compliance	– ERM	– Privacy		<b>Where decisions are required that impact more widely, representatives will be invited as needed:</b> <ul style="list-style-type: none"> <li>Legal</li> <li>Divisions</li> <li>HR</li> <li>Finance</li> </ul>	<ul style="list-style-type: none"> <li>Monthly, 1.5hrs. Pre-reads 72hrs in advance</li> </ul>	<ul style="list-style-type: none"> <li>Agenda proposed by Chair, actions and decisions to be minuted on rotation basis by person nominated by Chair. Person will also co-ordinate follow-up in preparation for the next meeting</li> </ul>
<b>Function</b>	– Supplier risk													
– Procurement	– Operations													
– Financial controls assurance	– Technology													
– Compliance	– ERM													
– Privacy														



## Governance, ethics and data privacy > ESG – governance, roles and responsibilities

### Data Protection Governance Committee Charter<sup>3.3</sup>

PURPOSE	Provide governance, structure and effective leadership to assure the secure, legal and ethical management of Kantar data/data assets	Provide effective risk management to promote appropriate management of data in line with Kantar’s risk appetite and minimise the likelihood/impact of data breaches
RESPONSIBILITIES	Direct the strategy and activities of the Kantar Data Protection Programme to provide a holistic, forward-thinking, risk-based approach to data protection	Ensure there is a framework of effective and accessible policies/procedures and guidance
	Promote the use of innovative technology to drive and manage effective data protection compliance	Measure and improve the effectiveness of data protection management through Programme metrics, Data Protection Controls and Audit Programme
	Ensure new legislation is identified, the impact is assessed and an appropriate business response determined	Drive a culture of data protection awareness and compliance through innovative, effective and employee-centric Training and Awareness/ engagement programmes

### Data protection

We reviewed and updated our data protection guidance in 2023, including managing data subject-access requests, international transfers and data-protection impact assessments.

2023 was the first year in a three-year process to review, realign and consolidate our data protection framework. This year we reviewed it for accuracy, updated it to reflect new legislation, and simplified and shortened the guidance.

We currently have task forces reviewing new data protection legislation that contains additional or new requirements in North America, India, China, Vietnam and Saudi Arabia.

In 2024 we have focused on implementing consistency across policies. In 2025 we will continue to make adjustments as legislation evolves.

### Results from our Kantar Engagement Survey show the continued high awareness of Right to Speak. January study reflecting prior year performance.

QUESTION	2022	2023	2024
I know how to report any concerns I have about wrongdoing in the company.	84%	89%	90%
I can report concerns I have about wrongdoing without fear of retaliation.	78%	82%	82%

## Governance, ethics and data privacy

### Data protection

#### Raising the floor of the Data Protection Framework (DPF)

##### Review 2023

Reviewed the DPF (13 core areas) and the Data Protection Controls. Reset the foundations for continually improving our data protection compliance.

##### Realign 2024

Drive consistency of DPF implementation. Adjust guidance/controls where appropriate, e.g. consent, privacy policies. Improve compliance with Data Protection Controls.

##### Consolidate 2025

Continue development and reinforcement of the DPF to reflect business change and emerging legislations. Data Protection Controls embedded in the business.

2024 is the second year of our three-year programme to enhance our data protection culture. In line with the programme, in 2024 we focused on consent management.

This involved establishing a cross-functional working group to strengthen our approach to consent management, ensuring alignment with evolving regulatory standards. Designed to

enhance regulatory compliance, reduce operational risk and reinforce our commitment to ethical data stewardship, the initiative introduced a more robust consent framework that ensures personal data is handled with transparency, integrity and respect.

The Data Protection Assurance Programme, which includes assessments against our Data Protection controls, supported by a suite of digital tools, demonstrated significant progress. This provides centralised management data, enhances the measurement of Kantar's risk exposure, and enables us to identify and address gaps in the execution of our Data Protection Framework.

We saw another increase in compliance with the DP Controls, both in the Controls Self-assessments (from 87% in 2023 to 95% in 2024) and the Compliance Assessments conducted by the Group Compliance function (48% in 2023 to 72% in 2024).

#### Data privacy and cyber security

How we manage data privacy and security differentiates us.

Ensuring stringent standards of data privacy and security is non-negotiable – both in how we advise and support clients and in managing our relationship with panellists and participants. We maintain a secure, legal and ethical approach to the processing of data we hold about our research, panellists, participants, employees, clients and suppliers.

#### Managing data privacy proactively

The Kantar Global Compliance Team, in partnership with the Risk and Compliance Team

in India, developed a suite of tools to strengthen the Data Protection Assurance Programme. These tools provided centralised management data, enhancing the measurement of Kantar's risk exposure, assessing compliance with the DP Framework, pinpointing gaps and expediting decision-making at various organisational levels. This initiative has significantly improved the effectiveness and consistency of the DP Framework's rollout across Kantar.

The project included:

- DP Controls App
- Weekly controls report
- DP Compliance Assessments App
- Compliance Scorecard

Throughout our business, we process data relating to people. It can come from our clients, our people, our survey participants and panellists, our partners and suppliers. This data is known as personal data or personally identifiable information. All businesses, including ours, are responsible for protecting personal data relating to individuals.

People expect us to ensure we protect this data. This is a position of trust and the consequences of breaching this trust are significant for both Kantar and for individuals.

Gathering, storing and processing this personal data is regulated by national and international data protection privacy laws. We will always protect personal data and adhere to global privacy laws, and our policy outlines the steps we take to ensure our people comply.

## Governance, ethics and data privacy > Data protection

The Kantar DPF is our 'gold standard' for processing personal data. 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.

Our DPF applies globally, ensuring consistency across the whole of Kantar.

We define the business purpose where we need personal data, and collect only sufficient data for that purpose. We retain data only in line with our retention policies.

We update it periodically to comply with changes in global data – protection and privacy laws and, if necessary, set up regional task forces and implementation teams – for example, to support when new legislation is introduced.

All new starters receive data protection training, and all employees must complete further training at least annually.

Kantar is a member of the European Society for Opinion and Market Research (ESOMAR), the global insights body which promotes ethical standards and supports data protection compliance in our industry. ESOMAR's standards commit members to produce ethical, accurate and reliable research.

ESOMAR membership makes us part of a global network for implementing good business practice, where technology is key to collecting insights. It also offers our employees access to the world's leading learning materials for research and

insights professionals, through the ESOMAR webinar programme and research database – giving our teams the best available assets to enhance their skills and develop their knowledge.

### Data security

Securing our data is a top priority and we recognise our role in protecting Kantar and its customers. Our Global Cyber Security (GCS) function is led by our Chief Technology Officer.

Our Cyber and Technology Risk Framework is supported by the Cyber Security for Users policy that applies to all employees.

We monitor and manage our threat and control landscape to ensure protection of the right assets, at the right level and at the right time. This approach also enables us to react and adapt appropriately to changes in threats.

We prioritise Kantar-wide awareness of data security, supported by appropriate training. This includes policies and standards, risk management, education and awareness for all colleagues, processes to include security as part of product offerings, threat intelligence and incident-response planning. We have cyber insurance to provide an extra layer of protection.

We have controls, designed to protect the confidentiality, integrity and availability of Kantar and client information, including personal data.

### Trusted data ecosystem

All suppliers and partners sign security agreements, agreeing to the standards we require them to follow. We expect suppliers to abide by our data protection agreement terms, which comply with the gold standard.

We monitor performance and conduct information security audits and, where required, conduct in-depth due diligence for additional compliance.

We hold certifications for ISO standards, including for information security, in many parts of the business, including for our core data collection and processing solutions:

- ISO27001 – Information Security Management Systems
- ISO9001 – International Standard for Quality Management Systems
- ISO20252 – Market, opinion and social research, including insights and data analytics – Vocabulary and service requirements
- <sup>228</sup>We are also an ESOMAR and an MRS Company Partner

### Data handling and classification

Our Data Handling Guidance ensures we classify and process personal data appropriately and securely.

### International transfers

We use the latest version of Standard Contractual Clauses (SCCs), which are a contractual provision pre-approved by the European Commission to enable data transfers out of the EU and make sure the necessary plans are in place to ensure we follow all legal provisions, regardless of the jurisdiction, when we are transferring data across Kantar.



## Governance, ethics and data privacy > Training

# Training 205.2.404.2.3.3

Kantar offers all employees a comprehensive range of training programmes. This includes mandatory compliance training as well as professional development, ESG-related learning and wellbeing support.

### Mandatory Compliance training

All employees are required to complete annual Compliance training, which includes:

<p>Protecting our data (40 minutes)</p>	<p>Preventing bribery, corruption and the facilitation of tax evasion at Kantar (45 minutes)</p>	<p>Ethics in Kantar (60 minutes)</p>
<p><b>Why is it important</b></p> <p><b>KNOW IT</b></p> <ul style="list-style-type: none"> <li>– Legal obligations</li> <li>– What is personal data</li> <li>– Individual rights</li> </ul> <p><b>PROTECT IT</b></p> <ul style="list-style-type: none"> <li>– Data minimisation</li> <li>– Data protection impact assessment</li> <li>– Keeping data secure</li> <li>– Social engineering</li> </ul> <p><b>REPORT IT</b></p> <ul style="list-style-type: none"> <li>– Cyber security incidents</li> <li>– Data incidents</li> </ul> <p><b>SUMMARY</b></p> <ul style="list-style-type: none"> <li>– Test your knowledge</li> <li>– Contacts</li> </ul>	<p><b>Anti-bribery and corruption</b></p> <p><b>INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>– Anti-bribery and corruption policy</li> <li>– Gifts and hospitality</li> <li>– No conflicts of interest</li> <li>– Legal obligations</li> <li>– Competing fairly</li> <li>– Test your knowledge</li> </ul> <p><b>NO FACILITATION OF TAX EVASION</b></p> <ul style="list-style-type: none"> <li>– No facilitation of tax evasion</li> <li>– Criminal finances act</li> <li>– Tax liabilities</li> <li>– Overseas revenue and taxes</li> <li>– Test your knowledge</li> <li>– Contacts</li> </ul>	<p><b>How we behave</b></p> <p><b>PART 1</b></p> <ul style="list-style-type: none"> <li>– No discrimination</li> <li>– Inclusive behaviours</li> <li>– Inclusion and diversity</li> <li>– No bullying or harassment</li> <li>– Communicating responsibly</li> <li>– Test your knowledge</li> </ul> <p><b>PART 2</b></p> <ul style="list-style-type: none"> <li>– Protecting and promoting human rights</li> <li>– No modern slavery</li> <li>– Sustainability at Kantar</li> <li>– Test your knowledge</li> </ul> <p><b>PART 3</b></p> <ul style="list-style-type: none"> <li>– Confidentiality</li> <li>– Avoiding misleading work and reputational damage</li> <li>– Due diligence</li> <li>– Sanctions</li> <li>– Right to speak</li> <li>– Contacts</li> </ul>
<p>Employee completion rate <b>90%</b></p>	<p>Employee completion rate <b>88%</b></p>	<p>Employee completion rate <b>92%</b></p>

### Examples of additional training available to employees:

#### ESG

Kantar has significantly expanded its ESG-related training offerings. As well as sustainability, with a focus on environmental issues, being part of annual mandatory training, we also offer:

#### SUSTAINABLE PROCUREMENT TRAINING

ESG modules for buyers covering unconscious bias, SBTi and supplier segmentation.

#### UN GLOBAL COMPACT TRAINING ACADEMY

Access to webinars, on-demand courses and case studies in multiple languages.

#### SUPPLIER.IO TRAINING

Sessions on sourcing smarter with small suppliers and strengthening partnerships.

#### SUSTAINABILITY FOUNDATIONS

Internal sustainability courses developed by the Sustainable Transformation Practice.

#### PERFORMANCE AND CAREER DEVELOPMENT

Career-related and skills training offered through our internal platform.

#### KANTAR ACADEMY

A centralised platform offering employees easy access to learning resources for career growth and skill development.

#### LINKEDIN LEARNING

Offers employees access to over 10,000 bite-sized courses across business, creative and technical topics.

#### INCLUSION, DIVERSITY & WELLBEING

In addition to inclusion and diversity training, we offer:

#### ACCESSIBILITY AND DISABILITY AWARENESS

Training on interacting with persons with disabilities and using assistive devices.

#### ERG-DRIVEN LEARNING

Events like enERGise Week promote socio-economic equality and employee engagement.



Governance, ethics and data privacy > Artificial Intelligence

# Our guiding principles for ethical and responsible, indispensable AI

AI enables us to improve and speed up work for our clients.

Our world-class behavioural and attitudinal data and data-engineering expertise are the bedrock on which we're building our next generation of AI-powered products. Trust is a fundamental part of everything we do.

We understand the risks that come with applying new technologies, and aim to use them responsibly. We work closely with the industry and our clients to create AI solutions that are effective and adhere to local regulators.

We know we're accountable for maintaining trust, which includes balancing the benefits of AI with the risks it may carry. To that end, we maintain our ethical use and fairness principles throughout Kantar.

**TRANSPARENT AND CLEAR**

AI that's transparent and explainable, including potential biases, inaccuracies and areas where human expertise is required.

**INTERPRETABLE AND TRUSTWORTHY**

AI models that are understandable and auditable.

**HUMAN OVERSIGHT**

Maintaining human decision-making, with clear roles and responsibilities throughout the AI lifecycle, where important.

**DATA MANAGEMENT PROTOCOLS**

Implementing safeguards to minimise the risk of unauthorised access to AI systems and data.

**COMPLETE AI IMPACT ASSESSMENTS**

Evaluating the potential social, economic and environmental consequences of deploying AI systems, and regularly reviewing and reassessing them.

**COLLABORATE WITH EXPERTS, CUSTOMERS AND REGULATORS**

Asking for input and feedback on policies and practices on the impact of AI on society, encouraging transparency and collaboration within the industry.

**EMBED ACCOUNTABILITY**

Ensuring each AI system has someone responsible for outcomes, and for determining and mitigating the potential for negative consequences.

**PEOPLE TRAINING AND AWARENESS**

Providing training and resources to employees on ethical and responsible AI practices.

**Our Artificial Intelligence policy**

Kantar's Responsible AI Policy, created in 2024 and first issued in January 2025 guides ethical AI use, ensuring transparency, accountability, fairness, resilience and compliance with laws. It promotes a culture of awareness and collaboration, providing training and resources to colleagues. The policy designates AI uses as Green, Amber or Red to comply with legal requirements and mitigate risks. The policy presents six clear guidelines to inform adoption of AI-based technologies.

**BE ETHICAL**

Use AI ethically, with a clear purpose, benefiting society. Assess risks and benefits, ensuring AI systems and humans collaborate to achieve better outcomes while respecting third-party intellectual property.

**BE ACCOUNTABLE**

Designate an AI System Owner responsible for maintaining human oversight, identifying potential risks, and ensuring compliance with the policy. The owner must report on AI

governance and adherence.

**BE TRANSPARENT**

Clearly communicate AI's role, purpose and limitations to users and those affected. Provide an Explainability Statement if needed, avoiding jargon and ensuring AI systems are auditable.

**BE FAIR**

Comply with Kantar Business Principles, addressing biases and ensuring fairness. Establish mechanisms for feedback and challenge AI-generated

outcomes, recognising potential biases in data.

**BE RESILIENT**

Periodically revalidate AI models for accuracy, reliability and resilience to cyber-attacks. Ensure continuous monitoring and evaluation, and engage the security team for new AI systems.

**BE COMPLIANT**

Ensure compliance with the policy and relevant AI and data protection laws.



# ▶ Appendix

# Data tables

## Appendix > Task Force on Climate-related Financial Disclosures

### Non-financial Sustainability Information Statement

<sup>2012</sup>The directors consider that the climate-related risks and opportunities of the Company are integrated with those of the parent undertaking Kantar Global Holdings S.à r.l. (Kantar) and that any climate-related impact on the Company itself would originate in the operating businesses of the Group. Accordingly, the directors primarily consider climate change in relation to potential changes in the carrying value of the Company's assets including its investments in subsidiaries and amounts due from Group undertakings, which would be driven by factors arising in the wider Group. The assessment of carrying values is carried out at least annually, or when a triggering event occurs and no impairment charge has arisen to date resulting from climate change considerations.

The interests of the Company's stakeholders within and outside the Group are also considered as part of this assessment, when appropriate. Accordingly, the climate-related risks and opportunities of Kantar Global Holdings S.à r.l. and its arrangements for managing them, are discussed below.

In 2021, Kantar established an Environmental, Social and Governance (ESG) Committee whose purpose is to provide governance, structure and effective leadership to assure the development of Kantar's ESG strategy, including responsibility for overseeing climate issues and opportunities.

#### ESG strategy and governance<sup>2,25</sup>

The strategy covers all relevant ESG matters applicable to Kantar, including, but not limited to:

- Environmental: assessing and managing climate-related risks and opportunities; addressing Kantar's direct and indirect impact on the environment including reducing the Group's contribution to carbon emissions.
- Social: addressing the responsibility Kantar has to its people, the communities in which it operates and other external stakeholders; operating in an ethical manner, including ensuring no modern slavery in its supply chain; focusing on diversity, equity and inclusion for all stakeholders and health & wellbeing and learning & development for employees.

— Governance: having the appropriate levels of corporate governance in place, including

processes, systems, policies and compliance; focusing on operational transparency, data privacy and limiting any potential risks to the business.

Chaired by our Chief Operating Officer, who is a member of our Executive Leadership team, the committee consists of senior attendees from Operations, Compliance, Procurement, Technology, I&D, Finance, Communication, Legal and Client Services.

The ESG committee meets monthly to scrutinise progress of the implementation of the ESG strategy against agreed actions, targets and metrics. The Committee Chair reports on ESG matters to the Kantar Audit Committee and Executive Team twice a year and when required, ESG risks and opportunities are escalated to the Risk, Opportunities and Controls Committee.

Since we started focusing on ESG, our commitments have been an integral part of our Objectives, Goals, Strategies and Plans (OGSPs), the business framework we use to run the Group. This ensures we bring the same operational rigour to achieving our goals. Each Committee lead oversees specific areas of the strategy and has responsibility for progressing the strategy and communication through the business to our local teams.

Whilst climate is key to the overall strategy, climate-related responsibilities are assigned to the ESG committee members most likely to influence the implementation of the Group-wide climate strategy and plans, taking into account their position and knowledge. They are responsible for developing a climate transition plan, implementing any approved climate transition plan and setting climate-related corporate targets.

The management of climate-related risks is integrated into the multi-disciplinary Group-wide risk management process. Kantar has established identification, assessment and response processes as follows:

- Identification, assessment, management and monitoring of the principal risks to Kantar are overseen by our management teams, the pertinent committees including the ESG Committee, and the Executive Team.

— Assist in the governance of risk management in several ways, such as by ensuring that Kantar has the appropriate policies in place to manage risks and assessing the Principal Risks in pertinent forums and committees. Internal audit reports, Group risk reports, risk "deep dives," and routine management reporting, including strategy, planning, and resource allocation, may all be used to provide further supervision.

— The Risk, Opportunity and Controls Committee also specifically completes horizon scanning exercises to identify emerging issues and opportunities allowing for better preparedness and to support decision-making, for example, scenario planning. <sup>2012</sup>To date, no ESG risks or opportunities have been escalated to the Risk, Opportunity and Controls Committee.

In the past few years Kantar has demonstrated its focus on ESG by participating in voluntary assessments including Ecovadis, UN Global Compact and Carbon Disclosure Project.

Our ambition is to become a net-zero Group, in line with the Paris Climate Agreement and in December 2024, Kantar received approval from the SBTi for its near-term and net-zero targets; Kantar aims to achieve net-zero greenhouse gas emissions across its value chain by 2050. In the near term, it has committed to reducing absolute scope 1 and 2 emissions by 42% by 2030, using 2022 as the base year. Additionally, Kantar has committed that 82.2% of its suppliers, by emissions covering purchased goods and services, will have science-based targets by 2029, and it plans to reduce absolute scope 3 greenhouse gas emissions from its investments by 57.37% by 2030 from a 2022 base year.

By setting SBTi approved targets Kantar had to understand our impact on the climate and the levers we will need to focus on to drive our carbon reduction strategy.

With offices across over fifty countries and operating in more than one hundred, Kantar recognises the importance of understanding our carbon footprint across both our direct and indirect emissions.

By implementing meaningful decarbonisation plans, including across our supply chain, which represents a major source of our carbon footprint, and continually improving the quality of our greenhouse gas emissions data, we will help our people take positive steps towards working and living more sustainably.

Kantar has developed an ESG roadmap keeping abreast of developments globally, regionally and in market. Kantar is committed to building our best practice and knowledge of our carbon emissions by being transparent through forums such as Carbon Disclosure Project (CDP) so that we can demonstrate the journey that we are on and build confidence in what we need to do. We are also members of UN Global Compact which enables us to share knowledge and ideas, including participation in specific local forums, trainings, and workshops.

In Kantar's operations, energy is of great importance in view of its relevance to the development of our services. Kantar has identified key areas of risk and opportunity, in connection with the operations of the Group, which are discussed below.

#### Technology

Technological risks are considered as their own category in our risk framework and are of central importance. Due to our growing reliance on technology solutions and the commoditization of data, Kantar is dependent on the functioning of security and technological systems. Globally, geopolitical tensions have lowered the technical barrier to entry for cybercrime.

Our environmental commitments are underpinned by a programme of technological innovation that seeks to decrease our own consumption and increase the sustainable business choices available to us. Key elements of this strategy include powering strategic data centers with renewable energy, with a target of achieving 85% renewable energy by the end of 2025, although Kantar reached 100% renewable energy by end of 2023.

Kantar recognises that managing our computing capacity effectively is an 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

## Appendix > Task Force on Climate-related Financial Disclosures

Kantar is committed to the ethical and responsible use of artificial intelligence (AI) in its operations. We adhere to principles of ethical use and fairness, ensuring transparency, interpretability and accountability in all AI initiatives. Kantar has established robust data management protocols and plans to conduct AI impact assessments in the future to evaluate the social, economic, and environmental consequences of deploying AI systems.

Furthermore, Kantar collaborates with experts, customers and regulators to gather input and feedback on the impact of AI on society. This collaborative approach fosters transparency and cooperation within the industry. The company is dedicated to training and raising awareness among its employees about ethical and responsible AI practices, ensuring that AI contributes positively to our climate strategy and broader ESG (Environmental, Social, and Governance) goals.

Kantar's technology approach includes reducing the energy, technology, and device footprint through initiatives like app rationalization, which reduces processing power requirements and provides direct environmental benefits. The strategy also emphasizes sustainability as a key operating principle with data center providers and other technology partners, ensuring sustainability is considered in all technological decisions and partnerships

### Real Estate

Kantar is committed to reducing the carbon footprint of its real estate portfolio through a comprehensive strategy that is closely aligned with its sustainability goals. This is one of the key levers for our 42% scope 1 and 2 CO<sub>2</sub> reduction by 2030.

When selecting replacement premises, a key-criteria in our consolidation work has been to evaluate locations' environmental and sustainability credentials. The plan for achieving this goal is already integral to 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 identities and personalities within our workforce, implementing standard space ratios across our real-estate footprint and applying sustainability and accessibility standards as we refresh our portfolio.

Our business is exposed to both risks and opportunities from long-term changes in weather patterns. Extreme weather conditions or natural hazards such as earthquakes and floods, fires and infectious diseases are among the events that cause these acute physical risks. These events may have an impact on Kantar's employees, its internal facilities, and its external supply chain.

Kantar has developed "health, wellness and safety guidelines" relating to our office facilities. These help to inform Kantar of the condition of existing occupied facilities around the world and evaluate the site, building, and interior spaces of these facilities using a standardized set of criteria.

### Travel

Kantar's travel policy is a central component of its broader ESG and carbon reduction strategy. The policy is designed to minimise the environmental impact of business travel underpinned by a technology-first mindset. Employees are encouraged to use digital platforms for meetings and collaboration to reduce the need for physical travel. This principle is reinforced in both the Travel Expense Policy and Environmental Policy Statement.

### Supply Chain

Kantar's sustainable procurement strategy is a multi-faceted programme designed to embed environmental, social, and governance (ESG) principles across the entire procurement lifecycle. This strategy is grounded in a centre-led procurement model that ensures consistency, accountability, and strategic alignment across geographies and business units. The procurement function is positioned as a key enabler of Kantar's sustainability goals, with category managers and sourcing teams trained to integrate ESG considerations into their decision-making processes at the same level of priority as cost and value delivery.

At the heart of the strategy is Kantar's Sustainable Procurement Framework, which sets out clear expectations for ethical, responsible, and future-proof sourcing. This framework includes rigorous environmental and social criteria, supplier segmentation based on ESG maturity, and the integration of sustainability into category strategies.

Procurement teams are equipped with bespoke toolkits and ESG maturity questionnaires to assess supplier readiness and support them in setting science-based targets.

To meet our SBTi targets, in 2024 Kantar launched and refined the supplier engagement approach, with a full rollout over the next few years targeting 500 suppliers.

Kantar has also built a comprehensive supply chain emissions inventory, enabling hotspot analysis, forecasting, and data-driven decision-making. This inventory is enhanced with third-party data from CDP, EcoVadis, and SBTi to provide granular insights into supplier profiles.

### Operations

Kantar actively promotes online research methodologies over traditional in-person approaches where feasible, as part of its commitment to reducing environmental impact. Online research significantly lowers the carbon footprint associated with fieldwork logistics, such as travel, printing, and physical infrastructure. By shifting to digital-first methods, Kantar eliminates the need for large-scale in-person surveys and interviews, which often involve emissions from transportation and energy use at venues.

This transition aligns with the company's broader sustainability goals, as outlined in its ESG reporting and CDP submissions, where reducing operational emissions, including those from research delivery, is a key priority.

In addition to environmental benefits, Kantar's digital research platforms offer enhanced efficiency and scalability, enabling the analysis of millions of consumer conversations across markets and languages, providing deeper insights without the environmental costs of traditional studies.

These platforms also support faster turnaround times and broader reach, allowing clients to access real-time data while contributing to a lower-emissions research model. This approach not only supports Kantar's internal carbon reduction targets but also helps clients meet their own sustainability objectives through more responsible research practices.

### Clients

Kantar supports clients in embedding sustainability into their brand and business strategies through a structured, insight-led approach. Our dedicated Sustainability Transformation Practice (STP) helps clients define a credible and relevant sustainability narrative that aligns with their brand purpose and sector context. This includes identifying the social and environmental issues a brand can authentically address and ensuring that underrepresented audiences and emerging cultural trends are considered in the strategic framing process.

STP's approach ensures that sustainability is not treated as a standalone initiative but as an integral part of brand positioning and long-term value creation.

As clients progress in their sustainability journey, Kantar enables them to innovate and adapt by anticipating disruptive change and supporting behavioural shifts. This includes integrating sustainability into brand tracking and communications, ensuring that messaging is clear, distinctive, and resonates with target audiences. Our dedicated sustainability practice, have developed tools to measure the effectiveness of sustainability strategies and benchmark performance against competitors.

To ensure accountability and impact, Kantar provides clients with robust measurement frameworks that track return on investment and stakeholder engagement across sustainability initiatives. These frameworks incorporate ESG indicators, targets, and modular reporting structures that align with broader governance requirements. Sustainability work is embedded within Kantar's commercial and client development strategies, supported by a global team, and designed to position sustainability as a driver of brand growth and transformation.

As a result of the above, the directors do not consider that it is necessary for an understanding of the Company's business to include here a description of the actual or potential impacts on the business model and strategy or their resilience under different climate-related scenarios, or the targets or key performance indicators used.

## Appendix > ESG Indicators

Focus Area	ESG Indicators	2022	2023	2024
<b>Our Partnerships</b>	Percentage of spend from targeted suppliers who agree to abide by Kantar’s supplier code of conduct <sup>2,4</sup>	N/A	74%	88%
	Percentage of spend from targeted suppliers who agree to abide by Kantar’s clauses on environment, labour, human rights <sup>2,4,5</sup>	N/A	33%	88%
	Percentage of targeted suppliers covered by a CSR assessment <sup>1</sup>	51%	81%	95%
	Number of audited/assessed suppliers engaged in corrective actions or capacity building	192	62	120
	Percentage of spend from targeted suppliers who have diverse characteristics <sup>2,4</sup>	6%	9%	11%
	Number of strategic suppliers evaluated based on their policies and commitments relating to social issues*	0	3	8
	100 suppliers to be reviewed for their social and environmental policies via Ecovadis platform by 2026*	N/A	N/A	NEW
	<b>Our People</b> <sup>404,3,3,3</sup>	Percentage of employees who received career-related or skills training – LinkedIn	53%	51%
Percentage of employees who received career-related or skills training – Kantar Academy		45%	46%	56%
Percentage of women employed in the whole organisation		53%	51%	53%
Percentage of women in top executive positions (excluding boards of directors) <sup>5</sup>		35%	38%	39%
Percentage of women within the organisation’s board		38%	20%	25%
Percentage of employees who received regular performance and career development reviews <sup>4</sup>		N/A	86%	95%
Percentage of total employees across all locations who are covered by formal collective agreements concerning working conditions		N/A	20%	22%
Percentage of total employees across all locations who are covered by formally-elected employee representatives		N/A	21%	21%
Promote managers internally – Target 75% by 2025*		49%	64%	67%

Focus Area	ESG Indicators	2022	2023	2024
<b>Our People</b> <sup>404,3,3,3</sup>	By 2025 50% of Skale 90+ population identify as women*	41%	42%	42%
	By 2025 we will have launched ethnicity disclosure campaigns in 20 markets*	N/A	10	21
	Percentage engagement score from annual Kantar Employee Survey (KES)	N/A	73%	75%
	Percentage score of overall I&D-related questions in KES	N/A	85%	86%
	Achieve 100% of in-scope employees are paid at or above the living wage benchmark by 2029*	N/A	N/A	94%
<b>Our Planet</b> <sup>102.4-8,103.2-5,305.1-5,306.3</sup>	Total energy consumption in MWh <sup>4</sup>	53,421	48,781	38,210
	Total Scope 1 GHG emissions tCO2e <sup>4</sup>	3,366	3,649	3,388
	Total Scope 2 GHG emissions tCO2e – Location based <sup>4</sup>	11,889	10,372	9,693
	Total Scope 2 GHG emissions tCO2e – Market based <sup>4</sup>	13,188	12,363	9,118
	Total gross Scope 3 GHG emissions – tCO2e <sup>4</sup>	221,750	210,797	196,553
	Total GHGs – Market based tCO2e <sup>6</sup>	238,304	226,809	209,060
	Carbon Intensity – Scope 1 and Scope 2 (market based) <sup>4</sup>	6.18	6.27	5.05
	Carbon Intensity – Scope 1 and Scope 2 (market based) and Scope 3	N/A	N/A	84.45
	Energy Intensity	N/A	N/A	15,435
	Total renewable energy consumption in MWh	N/A	6,909	5,646
	Reduce absolute scope 1 and 2 emissions by 42% by 2030	BASE	6%	30%
	% renewable energy of total energy consumption	N/A	14%	15%
	82.2% of our suppliers by emissions covering purchased goods and services, will have science-based targets	BASE	5%	11%
	Total weight of non-hazardous waste in tonnes	N/A	1,228	431
	Total weight of hazardous waste in tonnes	0	0	0
Total weight of waste recovered	N/A	1,228	431	
Total gross Scope 3 Downstream GHG emissions – tCO2e	0	0	0	
Total Gross Scope 3 Upstream GHG emissions	N/A	N/A	154,114	

1. % Global spend  
 2. % Total Coupa spend  
 3. Skale is Kantar’s employee seniority framework  
 4. Limited Assurance obtained  
 5. Change in definition for 2024, historic figures updated

6. Change to historic numbers due to inclusion of Scope 3.15, Investments  
 7. Base line figure for 2024  
 \* Policy quantitative targets<sup>223</sup>



## Appendix > ESG Indicators

Focus Area	ESG Indicators	2022	2023	2024
<b>Our Planet</b>	Percentage reduction of stand alone servers	56%	84%	89%
	Percentage of renewable energy used to power our strategic data centres	81%	100%	100%
	Percentage application rationalisation across our technology portfolio	17%	26%	46%
	By 2030: 95% of our markets will recycle via e Waste*	N/A	N/A	40%
<b>Our Clients</b>	Percentage of global clients engaged with Sustainability Transformation Practice on sustainability/environmental projects	82%	94%	93%
	“Quality of Work” score on the Client Satisfaction Survey (CSAT)	4.2	4.1	4.1
	By 2026 We will have reached 20,000 client organisations through our partnerships with UN Global Compact, the World Federation of Advertisers, Ellen MacArthur Foundation and the Chapter Zero Alliance.	N/A	N/A	NEW
	Percentage of organic revenue growth of Sustainability Transformation Practice	N/A	N/A	47%
<b>Governance<sup>418.1</sup></b>	Percentage of employees who have completed the annual training on preventing discrimination & human rights violations <sup>4</sup>	77%	81%	92%
	Percentage of employees covered by an internal audit concerning business ethics issues <sup>4</sup>	N/A	67%	81%
	Number of reports related to whistleblower procedure	27	68	52
	Number of confirmed information security incidents	1	0	0
	Percentage of employees who have completed the annual training on Environmental issues <sup>4</sup>	77%	81%	92%
	Percentage of employees who have completed the annual anti-bribery and corruption training	77%	85%	88%
	Percentage of employees who have completed the annual training on Ethics <sup>4</sup>	77%	81%	92%
	Percentage of employees who have completed the annual training on Data Protection and Cyber security	72%	89%	90%

Focus Area	ESG Indicators	2022	2023	2024
<b>Governance<sup>205.3</sup></b>	EcoVadis medal status and score	Silver – 59	Silver – 67	Gold – 74
	United National Global Compact Signatory	Y	Y	Y
	Carbon Disclosure Project score	N/A	B-	C
	Corruption: Achieve 0 violations in 2024*	0	1	0
	Achieve a 75% reduction in fraud by 2030*	N/A	N/A	8
	Competing Fairly: Achieve 0 violations in 2024*	N/A	N/A	0
	Establish mandatory conflict of interest training for all employees, achieving 90% completion by 2025	N/A	N/A	88%
	Money laundering: Achieve 0 incidents of money laundering in 2024*	N/A	N/A	0



## Appendix > External assurance and GRI Index

### Limited assurance<sup>2,5</sup>

To reinforce the accuracy and transparency of our carbon reporting and a selection of wider ESG metrics’, we have engaged Grant Thornton UK LLP to provide independent limited assurance over our carbon metrics for the year ended 31 December 2024. Their assurance statement, included in the following pages, covers our reported greenhouse gas emissions—encompassing Scope 1, Scope 2, and Scope 3 categories—as well as our carbon intensity and total energy consumption figures.

By including this independent assurance statement, we demonstrate our commitment to best practice in carbon reporting and continuous improvement in data quality and governance.

### ESG Methodology and Limited Assurance Opinion<sup>105,3</sup>

### ESG Non carbon Methodology and Limited Assurance Opinion

### GRI Index

The Kantar Group S.a.r.L has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.

**Statement of use:** The Kantar Group S.a.r.L has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024.

**GRI 1 used: GRI 1:** Foundation 2021

**Applicable GRI Sector Standard(s):** GRI Universal Standards 2021 and the GRI Topic Standards

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	RESPONSE
<b>General disclosures</b>			
GRI 2: General Disclosures 2021	2-1 Organizational details	2 – paragraph in middle right	Kantar Global Holdings S.à r.l.
	2-2 Entities included in the organization’s sustainability reporting	2 – paragraph in middle right	This “Kantar Environmental, Social and Governance Report” is an annual report and covers the period 1st January 2024 to the 31st December 2024 unless otherwise noted. The terms “Kantar” “company,” “we,” “us” or “our” in this report refer to Kantar Global Holdings S.à r.l. and its subsidiaries, on a consolidated basis, unless we state differently, or the context implies otherwise. Kantar Media are excluded from this report as they are an operationally independent business and is legally structured under a single entity separate from the rest of the wider Kantar Group but remains wholly owned by Kantar in 2024. As such this business was outside the ESG operational boundaries and therefore they are not included within the ESG strategy but are reported as part of our Scope 3 Investments carbon emissions.
	2-3 Reporting period, frequency and contact point	2 – paragraph in middle right	This “Kantar Environmental, Social and Governance Report” is an annual report and covers the period 1 January 2024 to 31 December 2024 unless otherwise noted. James Brooks, our Group COO, is the ESG Exec Sponsor.
	2-4 Restatements of information	Not included in report	No restatements were required for 2024
	2-5 External assurance	2 – Contents 73 – paragraph 1	Appendix – Carbon methodology and assurance report. 2024 was the first year Kantar’s carbon data underwent limited assurance by Grant Thornton UK LLP. This milestone reinforces the credibility of Kantar’s ESG disclosures and supports external stakeholder confidence.



## Appendix > GRI Index

2-6 Activities, value chain and other business relationships	Not included in report	Kantar is a world leading tech-enabled marketing data and analytics company, delivering consumer insights through custom research, continuous behavioural monitoring, and advanced analytics. It supports the world’s biggest brands in shaping marketing, retail, innovation, and media strategies across more than 80 countries. Kantar serves a diverse global client base, through long-term partnerships that leverage its data, analytics, and strategic insights to drive brand growth and innovation. Its supplier relationships are governed by a robust sustainable procurement framework that prioritises preferred and diverse suppliers, enforces ESG-aligned standards, and includes rigorous onboarding, audit, and compliance processes. Kantar also maintains collaborative partnerships with technology and service providers to enhance operational efficiency, mitigate risk, and support sustainable procurement goals across its value chain (www.kantar.com).
2-7 Employees	24 – paragraph 1	As of December 31, 2024, Kantar had more than 17,000 employees, excluding contingent workers, in more than 60 countries.
2-8 Workers who are not employees	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
2-9 Governance structure and composition	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-10 Nomination and selection of the highest governance body	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-11 Chair of the highest governance body	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-12 Role of the highest governance body in overseeing the management of impacts	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-13 Delegation of responsibility for managing impacts	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-14 Role of the highest governance body in sustainability reporting	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-15 Conflicts of interest	59 – We Respect the Rules – paragraph 3	Governance, ethics and data privacy – Out Kantar Business Principles – We Respect the rules
2-16 Communication of critical concerns	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-17 Collective knowledge of the highest governance body	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-18 Evaluation of the performance of the highest governance body	60-61 – full page	Governance ethics and data privacy – ESG Committee, governance roles and responsibilities, ESG Committee Charter
2-19 Remuneration policies	33-34 – full page	Our People – Reward and remuneration
2-20 Process to determine remuneration	33 – full page	Our People – Reward and remuneration – Pay Equity, Living Wage Policy, Pay for Performance, Executive remuneration, responsible remuneration, developing & rewarding our talent
2-21 Annual total compensation ratio	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
2-22 Statement on sustainable development strategy	4 – full page	Group Chief Executive’s introduction – Building a strong base
2-23 Policy commitments	71-72 – full page	Appendix – ESG Indicators – Policy Commitments
2-24 Embedding policy commitments	58 – paragraph 4	Governance, ethics and data privacy – The Kantar Policy Framework
2-25 Processes to remediate negative impacts	69 – paragraph 4	Task Force on Climate-related Financial Disclosures- ESG Strategy and Governance



## Appendix > GRI Index

	2-26 Mechanisms for seeking advice and raising concerns	40 – Reporting a concern	Our People – Modern Slavery and human rights – Reporting a concern
	2-27 Compliance with laws and regulations	59 – We Respect the Rules – paragraph 1	Governance, ethics and data privacy – Out Kantar Business Principles – We Respect the rules
	2-28 Membership associations	65 – Governance ethics and data privacy – trusted data ecosystem final paragraph	Governance, ethics and data privacy – Data protection – trusted data ecosystem – ESOMAR membership
	2-29 Approach to stakeholder engagement	7 – full page	Our ESG Strategy – Kantar’s first formal Double Materiality assessment
	2-30 Collective bargaining agreements	39 – Employees – paragraph 1	Our People – Modern Slavery and human rights – What human rights issues mean to Kantar – Employees
<b>Material topics</b>			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	7 – full page	Our ESG Strategy – Kantar’s first formal Double Materiality assessment
	3-2 List of material topics	7 – Kantar’s Double Materiality Matrix	Our ESG Strategy – Kantar’s first formal Double Materiality assessment – Kantar’s Double Materiality Matrix
<b>Biodiversity</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-2 Management of biodiversity impacts	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-3 Access and benefit-sharing	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-4 Identification of biodiversity impacts	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-5 Locations with biodiversity impacts	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-6 Direct drivers of biodiversity loss	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-7 Changes to the state of biodiversity	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	101-8 Ecosystem services	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Climate Change</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	41-49 – full page 50-55 – full page	Our Planet Our Partnerships
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Not included in report	The following information is currently being implemented and will be reported in the next sustainability disclosure
	102-2 Climate change adaptation plan	Not included in report	The following information is currently being implemented and will be reported in the next sustainability disclosure
	102-3 Just transition	Not included in report	The following information is currently being implemented and will be reported in the next sustainability disclosure
	102-4 GHG emissions reduction targets and progress	42 – Our key commitments, 51 – Our key commitments, 71-72 – full page	Our Planet – Our key commitments + Our Partnerships – Our key commitments + Appendix – ESG Indicators – Our Planet & Our Partnerships
	102-5 Scope 1 GHG emissions	42 – Our key commitments, 71-72 – Our planet	Our Planet – Our key commitments + Appendix – ESG Indicators – Our Planet



## Appendix > GRI Index

	102-6 Scope 2 GHG emissions	42 – Our key commitments, 71-72 – Our planet	Our Planet – Our key commitments + Appendix – ESG Indicators – Our Planet
	102-7 Scope 3 GHG emissions	71-72 – Our planet	Appendix – ESG Indicators – Our Partnerships
	102-8 GHG emissions intensity	71-72 – Our planet	Appendix – ESG Indicators – Our Planet
	102-9 GHG removals in the value chain	52 – section 2	Our partnerships – Driving sustainability in the supply chain
	102-10 Carbon credits	47 – paragraph 2	Our Planet – Sustainable Travel Emissions Mitigation
<b>Energy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	41-49 – full page 50-55 – full page	Our Planet Our Partnerships
GRI 103: Energy 2025	103-1 Energy policies and commitments	42 – Our key commitments, 57 – Our environment policy	Our Planet – Our Key Commitments + Governance, ethics and data privacy – Our environmental policy
	103-2 Energy consumption and self-generation within the organization	42 – Our key commitments, 71-72 – Our planet	Our Planet – Our key commitments + Appendix – ESG Indicators – Our Planet
	103-3 Upstream and downstream energy consumption	73 – full page	Appendix – Carbon methodology and assurance report
	103-4 Energy intensity	71-72 – Our planet	Appendix – ESG Indicators – Our Planet
	103-5 Reduction in energy consumption	71-72 – Our planet	Appendix – ESG Indicators – Our Planet
<b>Economic performance</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Not included in report	<b><u>Refer to Kantar Annual Report 2024 pages 32-34</u></b>
	201-2 Financial implications and other risks and opportunities due to climate change	69 – paragraph 1 and 9.3	Appendix – Task force on client-related disclosures – paragraph 1 and 9.3
	201-3 Defined benefit plan obligations and other retirement plans	Not included in report	<b><u>Refer to Kantar Annual Report 2024 pages 67-69, 88</u></b>
	201-4 Financial assistance received from government	Not applicable	Currently not applicable since there is no financial assistance received from the government
<b>Market presence</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	33 – full page	Our People – Reward and remuneration
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently calculated
	202-2 Proportion of senior management hired from the local community	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently calculated
<b>Indirect economic impacts</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	203-2 Significant indirect economic impacts	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Procurement practices</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	50-55 – full page	Our Partnerships
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently calculated



## Appendix > GRI Index

<b>Anti-corruption</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	<a href="#">Refer to Kantar Annual Report 2024 pages 28</a>
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Not included in report	<a href="#">Refer to Kantar Annual Report 2024 pages 28</a>
	205-2 Communication and training about anti-corruption policies and procedures	66 – section 1	Governance, ethics and data privacy – Training – Mandatory compliance training
	205-3 Confirmed incidents of corruption and actions taken	72 – final focus area	Appendix – ESG Indicators – Governance
<b>Anti-competitive behavior</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	<a href="#">Refer to Kantar Annual Report 2024 pages 28</a>
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	59 – We Respect the Rules – paragraph 3	Governance, ethics and data privacy – Out Kantar Business Principles – We Respect the rules
<b>Tax</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	<a href="#">Refer to Kantar Annual report 2024</a>
GRI 207: Tax 2019	207-1 Approach to tax	Not included in report	<a href="#">Refer to Kantar Annual report 2024</a>
	207-2 Tax governance, control, and risk management	Not included in report	<a href="#">Refer to Kantar Annual report 2024</a>
	207-3 Stakeholder engagement and management of concerns related to tax	Not included in report	<a href="#">Refer to Kantar Annual report 2024</a>
	207-4 Country-by-country reporting	Not included in report	<a href="#">Refer to Kantar Annual report 2024</a>
<b>Materials</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
	301-2 Recycled input materials used	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
	301-3 Reclaimed products and their packaging materials	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
<b>Energy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	41-49 – full page 50-55 – full page	Our Planet Our Partnerships
GRI 302: Energy 2016	302-1 Energy consumption within the organization	71 – Our planet	Appendix – ESG Indicators – Our Planet
	302-2 Energy consumption outside of the organization	71 – Our planet	Appendix – ESG Indicators – Our Planet
	302-3 Energy intensity	71 – Our planet	Appendix – ESG Indicators – Our Planet
	302-4 Reduction of energy consumption	71 – Our planet	Appendix – ESG Indicators – Our Planet
	302-5 Reductions in energy requirements of products and services	Not included in report	The following information is currently not available to be disclosed in this reporting period
<b>Water and effluents</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
	303-2 Management of water discharge-related impacts	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
	303-3 Water withdrawal	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
	303-4 Water discharge	Not included in report	Kantar's first formal double materiality assessment, did not flag this as a material topic
	303-5 Water consumption	46 – section 7 52 – section 1	Our Planet – Real Estate Design – Energy efficiency & water reduction Our partnerships – Our sustainable procurement framework – renewable and sustainable energy, water and land use



## Appendix > GRI Index

<b>Biodiversity</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	304-2 Significant impacts of activities, products and services on biodiversity	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	304-3 Habitats protected or restored	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Emissions</b>			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	42 – Our key commitments, 71 – Our planet	Our Planet – Our key commitments + Appendix – ESG Indicators – Our Planet
	305-2 Energy indirect (Scope 2) GHG emissions	42 – Our key commitments, 71 – Our planet	Our Planet – Our key commitments + Appendix – ESG Indicators – Our Planet
	305-3 Other indirect (Scope 3) GHG emissions	71 – Our planet	Our Partnerships
	305-4 GHG emissions intensity	72 – Our planet	Appendix – ESG Indicators – Our Planet
	305-5 Reduction of GHG emissions	42 – Our key commitments, 51 – Our key commitments, 71 – full page	Our Planet – Our key commitments + Our Partnerships – Our key commitments + Appendix – ESG Indicators – Our Planet & Our Partnerships
	305-6 Emissions of ozone-depleting substances (ODS)	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
<b>Spills</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 306: Effluents and Waste	306-3 Significant spills	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Waste</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	306-2 Management of significant waste-related impacts	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	306-3 Waste generated	71-72 – Our planet	Appendix – ESG Indicators – Our Planet
	306-4 Waste diverted from disposal	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	306-5 Waste directed to disposal	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic



## Appendix > GRI Index

<b>Supplier environmental assessment</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	50 – 55 – full page	Our Partnerships
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	51 – paragraph 5	Our Partnerships – Our sustainable-procurement framework
	308-2 Negative environmental impacts in the supply chain and actions taken	Not applicable	Currently not applicable since there are no known negative environmental impacts in the supply chain and therefore no actions required. This is regularly monitored and will be reported in the next sustainability report
<b>Employment</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	23-40 – full page	Our People
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	34 – paragraph 3	Our People – Our hiring and retention strategies
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
	401-3 Parental leave	25 – paragraph 5 34 – paragraph 7	Our People – Supporting employee wellbeing paragraph 2, Our People – Family friendly balance
<b>Labor/management relations</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	39-40 – full page 52 – section 1 – subsection 3 71 – section 2	Our People – Modern Slavery and human rights, Our Partnerships – Sustainable Procurement Framework, ESG Indicators – Our people
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
<b>Occupational health and safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	35-37 – full page	Our People – Health and wellbeing
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Not included in report	The following information is currently not available to be disclosed in this reporting period.
	403-2 Hazard identification, risk assessment, and incident investigation	36 – section 4 – paragraph 3	Our People – Physical health paragraph 3
	403-3 Occupational health services	35-37 – full page	Our People – Health and Wellbeing
	403-4 Worker participation, consultation, and communication on occupational health and safety	36 – section 4	Our People – Physical health
	403-5 Worker training on occupational health and safety	36 – section 4	Our People – Physical health
	403-6 Promotion of worker health	35-37 – full page	Our People – Health and Wellbeing
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	36 – section 4	Our People – Physical health
	403-8 Workers covered by an occupational health and safety management system	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
	403-9 Work-related injuries	Not included in report	The following information is not available for disclosure in this reporting period due to confidentiality constraints
	403-10 Work-related ill health	Not included in report	The following information is not available for disclosure in this reporting period due to confidentiality constraints



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**Training and education**

GRI 3: Material Topics 2021	3-3 Management of material topics	66 – full page	Governance, ethics and data privacy – Training
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently calculated by number of hours. However Kantar does track training – see ESG Indicators – Our people and Governance
	404-2 Programs for upgrading employee skills and transition assistance programs	66 – full page	Governance, ethics and data privacy – Training
	404-3 Percentage of employees receiving regular performance and career development reviews	71 – section 2	Appendix – ESG Indicators – Our People

**Diversity and equal opportunity**

GRI 3: Material Topics 2021	3-3 Management of material topics	28-31 – full page	Our People – Inclusion and diversity
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28 – paragraphs 1-6	Our People – Inclusion and diversity
	405-2 Ratio of basic salary and remuneration of women to men	33 – paragraph 1	Our People – Pay equity

**Non-discrimination**

GRI 3: Material Topics 2021	3-3 Management of material topics	28-31 – full page 39-40 – full page	Our People – Modern Slavery and Human Rights
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Not included in report	The following information is not available for disclosure in this reporting period due to confidentiality constraints

**Freedom of association and collective bargaining**

GRI 3: Material Topics 2021	3-3 Management of material topics	39 – full page	Our people – modern slavery and human rights – what human rights issues mean to Kantar
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not applicable	Currently not applicable since there are no known Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk. This is regularly monitored and will be reported in the next sustainability report

**Child labor**

GRI 3: Material Topics 2021	3-3 Management of material topics	39 – full page	Our people – modern slavery and human rights – what human rights issues mean to Kantar
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Not applicable	Currently not applicable since there are no known operations and suppliers at risk from significant incidents of child labour. This is regularly monitored and will be reported in the next sustainability report

**Forced or compulsory labor**

GRI 3: Material Topics 2021	3-3 Management of material topics	39 – full page	Our people – modern slavery and human rights – what human rights issues mean to Kantar
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not applicable	Currently not applicable since there are no known operations and suppliers at risk from significant incidents of forced or compulsory labour. This is regularly monitored and will be reported in the next sustainability report

**Security practices**

GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic

**Rights of Indigenous Peoples**

GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered



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<b>Local communities</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	The following information is currently not available to be disclosed in this reporting period
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	36 – section 3 – paragraph 2 49	Our People – Health and wellbeing – Social and work life balance paragraph 2 +  Our planet- technology at Kantar – paragraph 2
	413-2 Operations with significant actual and potential negative impacts on local communities	Not included in report	There are no known operations with significant actual or potential negative impacts on local communities. This is regularly monitored and will be reported in the next sustainability report
<b>Supplier social assessment</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	51 – section 2 53 – full page	Our partnerships – Our sustainable procurement framework Our partnerships – A continued focus on supplier diversity
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not included in report	The following information is not available for disclosure in this reporting period because data is not currently covered
	414-2 Negative social impacts in the supply chain and actions taken	Not applicable	There are no known negative social impacts in the supply chain and actions taken. This is regularly monitored and will be reported in the next sustainability report
<b>Public policy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 415: Public Policy 2016	415-1 Political contributions	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Customer health and safety</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Marketing and labeling</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	417-2 Incidents of non-compliance concerning product and service information and labeling	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
	417-3 Incidents of non-compliance concerning marketing communications	Not included in report	Kantar’s first formal double materiality assessment, did not flag this as a material topic
<b>Customer privacy</b>			
GRI 3: Material Topics 2021	3-3 Management of material topics	63-65 – full page	Governance, ethics and data privacy
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	72 – section 4	Appendix – ESG Indicators – Governance



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### Topics in the applicable GRI Sector Standards determined as not material

GRI 101: Biodiversity 2024

GRI 203: Indirect Economic Impacts 2016

GRI 301: Materials 2016

GRI 306: Effluents and Waste 2016

GRI 306: Waste 2020

GRI 410: Security Practices 2016

GRI 415: Public Policy 2016

GRI 417: Marketing and Labeling 2016

GRI 415: Public Policy 2016

The Kantar logo is positioned in the top left corner of the image. It consists of the word "KANTAR" in a bold, white, sans-serif font. The letter "K" is slightly larger and more prominent than the others. The background of the entire image is a photograph of a modern staircase with curved steps, illuminated from underneath with a warm, golden light. The walls are a dark, textured wood. In the top left corner, there is a small, dark green plant with broad leaves.

**KANTAR**

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