

KANTAR

Modern Slavery Statement

2025



This Modern Slavery Act statement applies to The Kantar Group Limited, which is publishing this statement on behalf of itself, Kantar UK Limited, Lightspeed Research Ltd., and Numerator UK Limited, pursuant to section 54(1) of the UK Modern Slavery Act of 2015 for the financial year ending 31 December 2025. It sets out the steps we have taken, and continue to take, as a business to prevent slavery and human trafficking in our own operations and supply chains.

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Business Overview

Kantar is the world's leading marketing data and analytics business. We deliver the intelligence needed to power brand growth.

We provide the signals that help organisations act quickly and confidently. We empower brands to make effective marketing decisions based on predictive evidence. And we help them craft powerful growth strategies rooted in the connection between consumers, brands and enterprise value.

All this is powered by our uniquely robust human and synthetic data, our unrivalled IP, our AI-native platform and the team of global brand experts that bring this all together.

Kantar.
Intelligence for brand growth.

We are a global company of over **18,000 colleagues** and operate in over **110 countries**. We work with over **100m respondents** and hold over **2bn data profiles**.

We work closely with our clients, partners and suppliers to deliver value. We believe that we have a role to play in addressing the social and environmental challenges society faces, both in how we operate as a business, and in helping our clients grow their businesses and respond effectively to the challenges of the 21st century.



Kantar Modern Slavery Statement for 2025

2025 Business Context

The global issues caused by modern slavery exist across all sectors and industries. We acknowledge that whilst our industry is considered low risk, it is not without risk, and it is our responsibility to mitigate against potential modern slavery. **Kantar is committed to ensuring that there is no modern slavery in our supply chain or any other part of the business.**

Furthermore, our commitment extends to upholding and respecting human rights. In support of this, we are a signatory and Patron Partner of the **UN Global Compact**.

This includes our commitment to the **elimination of all forms of forced and compulsory labour and the effective abolition of child labour**, as outlined in the United Nations Guiding Principles on Business and Human Rights (UNGPs). We understand that **it is our duty** to act in accordance with these principles and take appropriate measures to ensure the well-being and dignity of all individuals.

We continue to take into consideration the ongoing geo-political instability, climate impacts, economic volatility and international conflicts that can cause large-scale migration which increases the number of vulnerable people with associated risks of modern slavery and other forms of exploitation.

Tackling and Preventing Modern Slavery

Our people are skilled professionals and are not from vulnerable groups where slavery is typically a risk, but we are aware that risk may be greater in our supply chain and in our data collection environment.

1. Risk identification

Our Group risk assessment process incorporates our approach to ensure 'compliance with laws and regulations' including modern slavery.

This is monitored by **Group Internal Audit** under the governance of the **Compliance Risk Forum**. We have evaluated the likelihood and impact of modern slavery risks associated with our operations, industry and geographical locations using specialist input from the business and from external providers and sources.

Although our assessment indicates that our industry is not considered high risk, we recognise the importance of this issue. Considering the potential risks associated with modern slavery, we identified and prioritised a series of strategic measures to address these challenges effectively:

- Ensuring ethical practices in our supply chain, including those suppliers used to provide resources
- Ensuring effective practices are in place for workers in locations where fieldworkers are used more extensively for data collection
- Continuing to monitor and respond to situations where our business operates in countries / regions which are experiencing higher risk indicators, for example due to socioeconomic or geopolitical factors.

2. Reducing risk

We reduce risk in our supply chain by continuing to ensure that our controls framework for suppliers operates effectively.

We have developed our approach to identifying and remediating risks as we deploy market leading tools across our source to pay processes. **In 2025, we increased this to 98% of our global spend, compared to 96% in 2024.** We continue to reduce our total number of suppliers, only working with those that can meet high standards of ethical business conduct, employment practices, human rights, and their approach to diversity and the environment. **In 2025, we reduced our suppliers by a further 23% to circa 5,071 across our global supply chain.**

Our recruitment and people management processes are designed to ensure that all prospective colleagues are legally entitled to work in the country of employment and to safeguard colleagues from any abuse or coercion. Kantar has a Contingent Worker policy in place for the UK and US, which was rolled out to a further 12 European countries in 2025. **All contingent workers are managed through approved suppliers, with contractual obligations relating to both human rights and modern slavery.**

Kantar Modern Slavery Statement for 2025

Tackling and Preventing Modern Slavery

3. Due diligence

We have a rigorous supplier selection process which focuses on actively de-risking our existing supply chain.

This has been supported by the deployment of the Coupa Source to Pay platform in 9 markets (including UK&I, North America and certain countries in EMEA) and enhanced visibility and transparency of spend analytics globally. We have designed metrics to capture the spend under Procurement influence and spend under contract, to ensure that key business partnerships are covered under robust legal and commercial frameworks.

We promote the use of supplier contracts which have been negotiated or approved by our Procurement and Legal functions. This is determined by a Supplier Compliance List which is available to the business and embedded in our systems and Procurement policy as part of our guided buying process. This enables us to have high standards and consistency across our approach and processes.

We include a “right to audit” clause in our standard Master Agreement for Suppliers, to ensure we have appropriate flexibility to audit our supplier base where required or where risks persist.

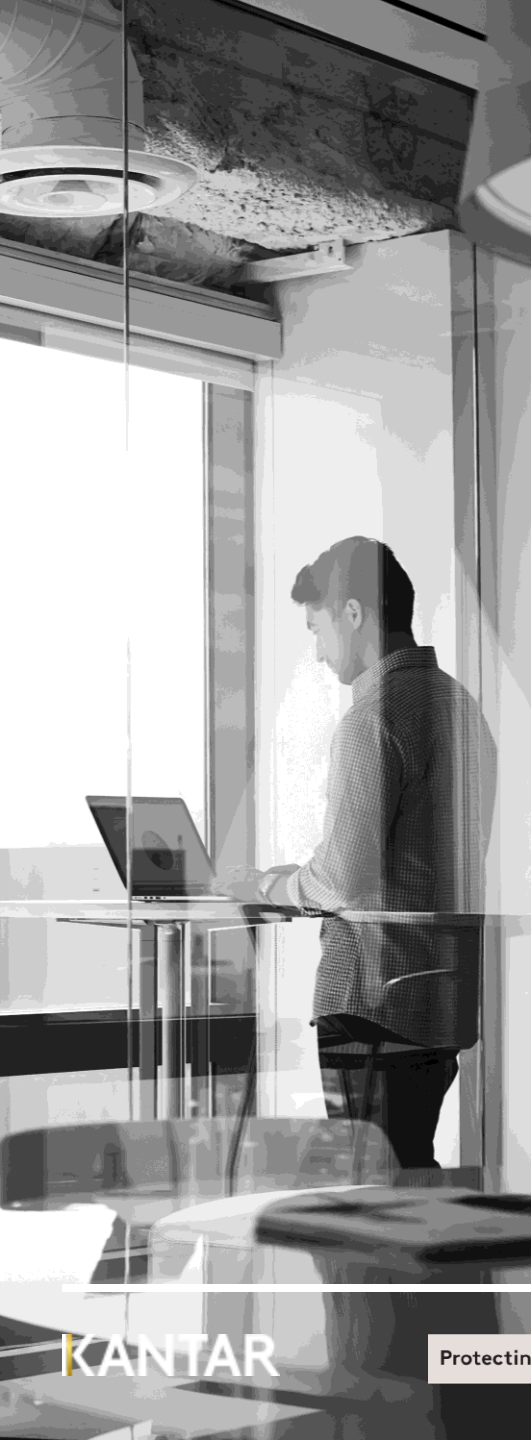
As part of our commitment to acting ethically, we actively refine our policies and procedures to ensure that we act in compliance and with respect for human rights. This includes the active support of our Procurement team on Kantar’s Inclusion and Diversity programme to identify and support Small and Diverse suppliers. In 2025, this enabled us to award \$56m of contracts to 151 diverse and small suppliers in Coupa Markets (UK, Ireland, US, Canada, Italy, France, Germany, Spain and Netherlands), reaching 11% of diverse spend in Coupa managed markets.

Although these programmes have their own benefits, we think of them as just one part of an effort to work closely with our clients, and suppliers, which through industry partnerships allow us to promote our values and to raise awareness about human rights and modern slavery too.

To mitigate risk in our supply chain we have a rigorous onboarding process. All new suppliers that are set up to support our business units undergo a comprehensive supplier onboarding process. This includes not only financial due diligence but also compliance checks covering modern slavery, anti-bribery and corruption and sanctions screening using independent external rating agencies such as Dun & Bradstreet. We also have a dedicated supplier risk management team that undertake additional checks related to cyber and data security, including the use of AI, for suppliers with large spend or high-risk service delivery. Where appropriate we also implement risk mitigation plans with suppliers flagged up as potentially high risk.

In 2023 we launched an additional supplier health check scorecard dashboard to further strengthen our due diligence and visibility of supply chain risks. All identified risks are reviewed and managed by our procurement management team throughout the year.

Kantar has taken steps to reduce the risk identified in the data collection element of our business. We have global standards incorporating screening and fair pay obligations. For our data collection suppliers, as well as the rigorous onboarding process described above, we have further assessments to ensure they meet our global standards and are contractually committed to them.



Our Governance

Overall accountability for the Modern Slavery Act Statement and the associated risk assessment process is held by the Kantar Board and Executive sponsors Michael Uzielli (Group Chief Financial Officer & Director) and Andy Doyle (Group Chief People & Agent Officer).

The Statement is developed and reviewed in collaboration with representatives of Operations, Procurement, Compliance, Legal & Company Secretariat, Internal Audit, HR and ESG. Updates are provided to Kantar leadership via the Audit Committee and formally approved by boards of relevant Kantar subsidiaries in scope of the Act.

We measure the success and performance of responsible sourcing activities through a range of Key Performance Indicators (KPIs) and metrics, including procurement-influence and spend with diverse suppliers.

Our approach is supported by external recognition. In 2025, Kantar achieved a **Platinum EcoVadis rating**, placing the Group among the top 1% of companies globally for sustainability and responsible business practices.

Kantar operates a structured governance framework, supported by a number of committees with responsibility for oversight of risk and governance matters, escalating to the Board of Managers as appropriate.

The **Executive Leadership Team**, comprising senior leaders from across the organisation, supports the Chief Executive in the day-to-day management of the Group. The team is responsible for ensuring risks are effectively managed, fostering the Group's purpose and culture, and delivering its strategic objectives. It meets regularly throughout the year.

The **Audit Committee** meets quarterly and is comprised of two members of the Board, one investor director, one WPP Plc director, and an Independent Chair. The Committee is responsible for:

- Overseeing of the effectiveness of governance, risk management and compliance across the Group
- reviewing principal risks, including the Group's risk management framework and associated systems
- monitoring and addressing internal control weaknesses, risks and instances of non-compliance
- overseeing whistleblowing arrangements and sustainability-related reporting.

Our Policies

We have Group-wide policies in place that are relevant to modern slavery, all of which are signed off at Executive Leadership Team level, including those set out here. We continually review and develop our policies with input from in-house experts, suppliers and external stakeholders.

Kantar Business Principles

Sets out our minimum commitments for how we conduct business. The expectations and responsibilities that help ensure we act in line with relevant laws and regulations, industry standards and stakeholder expectations. The principles apply to everyone at Kantar, including our Executive Leadership Team and all colleagues, and those working in joint ventures we control and overseas sourcing offices.

Supplier Code of Conduct

Kantar’s updated Supplier Code of Conduct was released in 2021 and updated in 2024. It is issued to all new suppliers onboarded into our finance systems and incorporated into all supplier contract renewals. This code sets out our minimum requirements and expectations for how our suppliers and partners conduct business, including upholding human rights and labour, environmental, ethical and legal standards across their operations their supply chains.

Human Rights Statement

States our commitment to respecting internationally recognised human rights in line with the principles and guidance contained in the United Nations Guiding Principles on Business and Human Rights.

Right to Speak

Aimed principally at our colleagues, but also available to anyone working with or for Kantar, our confidential reporting (whistleblowing) channels are managed by Navex where concerns can be raised by phone or online in multiple languages in confidence and anonymously.

Recruitment

Outlines the principles and process for the recruitment and selection process. This Policy aims to ensure that recruitment standards are consistent, appropriate, and free from discrimination or bias.

Procurement Policy

Sets out the essential minimum commitments for sourcing and contractual arrangements with suppliers, including our approvals framework, Kantar contractual terms and use of preferred and approved suppliers. The policy includes supplier decommissioning where suppliers are identified to not adhere to any of Kantar’s compliance policy areas. The policy identifies the Procurement function commitments to manage risk, conduct activity with integrity and support Supplier Diversity.

Employee Health & Safety

Globally aims to provide the highest level of health and safety measures and wellbeing practices which in some cases might exceed local requirements as we value all our colleagues, customers and suppliers regardless of where they are in the world.

Our Training

Our colleagues and our supplier partners play a major role in helping us to identify and prevent modern slavery in our supply chain.

All Kantar colleagues, including new joiners, are required to undertake Mandatory Compliance Training. This training includes an Ethics e-learning module, incorporating protecting and promoting human rights. Topics covered include diversity, modern slavery, human rights, conflicts of interest and avoiding misleading work.

The modern slavery lesson helps our colleagues to consider who the people across our network and stakeholders are and to understand how the choices they make on a daily basis can impact the people who work in our supply chains.

At Kantar we are committed to always getting better, including our approach to ensuring that our training content and delivery are effective across the organisation. Accordingly, in **2024 we undertook a major review of our Mandatory Compliance Training** and updated it to reflect legislative and business changes, and external factors such as geo-political instability and evolving human rights legislation. We will continue to review and update our training and awareness activities to ensure that colleagues are vigilant about the risks of unethical practices, and confident in using the tools and channels available to raise concerns, including our Right to Speak platform.

Our Statement, Progress and Commitments

Our commitment to building an ethical culture is reinforced by the principles set out in Kantar's Business Principles.

These principles form the foundation of our policies and define the standards of conduct expected in all interactions, whether with colleagues, clients, suppliers, or partners, ensuring we act ethically, lawfully and with integrity. This is important, as it shapes how we show up and how we are experienced by our clients, suppliers and the communities with whom we work.

The **Kantar Business Principles commitments** include:

- Ensuring ethical behaviour and integrity in all business dealings
- Respecting each other: Zero tolerance of bullying or harassment of any kind within our own business or from those we work with no exceptions and no excuses
- Acting ethically, respecting human rights, requiring safe and secure workplace conditions across our supply chain, and helping to protect our planet, we always try to do the right thing.



Our Statement, Progress and Commitments

How we did against our 2025 commitments:

Kantar increased its **EcoVadis accreditation** score achieving a platinum score of 87/100 putting Kantar in the top 1% of rated organisations. We achieved a score of 83 for Labour & Human Rights, and 91 for Ethics. We continue to complete the annual UN Global Compact (UNGC) Communication on Progress (CoP) demonstrating our active commitment to responsible business practices and global sustainability goals. Including fundamental responsibilities in four areas: human rights, labour, environment and anti-corruption.

The **Kantar Business Principles** were reviewed in 2025 and now incorporate our position on Modern Slavery and Human Trafficking, the role and importance of AI, and our commitment to protecting intellectual property and respecting that of our clients. They also set clear expectations that third parties uphold the same ethical and legal standards as Kantar. We continued to raise awareness of the Right to Speak (RTS) process internally for all markets. Our Kantar Employee Survey results demonstrated a high awareness and confidence in our RTS process, with 89% of our colleagues believing that Kantar is committed to ethical practices and 90% feeling confident that they could report concerns about wrongdoing without fear of retaliation.

The **2025 Mandatory Compliance Training** was completed by over 90% of our colleagues. We completed a detailed review of the Modern Slavery lesson in 2025 and enhanced the content to strengthen its effectiveness. This included introducing a more structured and prominent focus on Modern Slavery, with clearer expectations on supplier standards and practical guidance on identifying and escalating concerns.

In 2025, we further embedded the use of **Microsoft Copilot** interview transcriptions as part of our recruitment process. This has helped provide a clearer record of interview discussions and candidate responses, supporting more consistent and fair candidate evaluation. The main value has been in giving recruiters and hiring managers a more reliable way to review interview evidence against agreed assessment criteria, rather than relying solely on memory or individual note-taking styles. It has also supported greater consistency across panel discussions, helped strengthen calibration where multiple interviewers are involved, and provided a clearer audit trail for how hiring decisions are reached. We have been clear that the transcripts are used to support human judgement, not replace it. They are a tool to improve the quality, consistency and fairness of assessment discussions, particularly where interview feedback needs to be reviewed, compared or challenged.

We **risk assessed 93% of global third party spend** via our Coupa S2P platform, the EU deployment of Coupa was successfully completed in 2023. We now have end to end Coupa Source to Pay platform in 9 markets covering 72% of spend (UK, Ireland, US, Canada, Italy, France, Germany, Spain and Netherlands), as well as the Coupa Source to Contract modules in 5 other markets within MEA and APAC.

We reviewed and refreshed the **Corporate Governance** section of the Kantar website, enhancing the information available on our approach to operating as an ethical organisation, including our commitments to preventing Modern Slavery.

The **Legislation Tracker** was launched in 2025 to help us to identify and respond to relevant new and changing legislation.

Modern Slavery Statement

Through the course of 2025, we have not identified or been made aware of any form of Modern Slavery in any part of our supply chain or within our business

Protecting our:

People

Partners

Integrity

Information

World

Money

Our Statement, Progress and Commitments

Next steps and commitments for 2026

Our Group risk assessment process has always included an assessment of our compliance with laws and regulations in this area. We continue to update our risk evaluations as our framework matures and as conditions change. Specific plans for 2025 are outlined in the table below.

We will continue to identify **new and emerging risks and legislative developments** relating to Modern Slavery, and implement appropriate controls to help ensure we meet our legal obligations.

We will continue to review relevant **Kantar policies and processes and our client and supplier contract templates** to ensure they clearly reflect and, where required, strengthen our commitment to preventing Modern Slavery within our organisation and among our partners.

All Kantar colleagues will be required to complete our **Ethics course** part of the mandatory compliance training to equip them with the knowledge and tools to identify and respond to any reports or suspicion of Modern Slavery in any of our business activities. Our target for completion in 2026 is 95%.

We aim to commit **12% of our annual spend with diversely owned suppliers**. All supplier contract awards regardless of ownership criteria are subject to acceptance of Kantar's Supplier Code of Conduct, including prevention of Modern Slavery.

Embed modern slavery and human trafficking awareness into Talent Acquisition guidance and tools, including the Recruitment Manager Agent, to help recruiters and hiring managers recognise potential indicators of labour exploitation during the recruitment process. This will include practical red flags to look out for, particularly where third-party agencies, labour suppliers, contractors or internationally mobile candidates are involved, and clear escalation routes through the appropriate People, Legal, Compliance or Ethics channels.

In 2026 we aim to risk assess **95% of global third party spend** via our Coupa S2P platform.

Kantar is aiming to maintain an **EcoVadis** score of 87 in 2026.

Kantar Modern Slavery Statement for 2025

This 2025 statement was approved by The Kantar Group Limited board
on 23 July 2026 and subsequently by each of the subsidiary boards
identified within scope above.

Michael Uzielli

Group Chief Financial Officer and Director
The Kantar Group Limited
23 July 2026

Protecting our:

People

Partners

Integrity

Information

World

Money