

**KANTAR**

# Inclusion & Diversity

REPORT 2022

**I&D**

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## Our people

Creating a  
thriving, positive  
environment



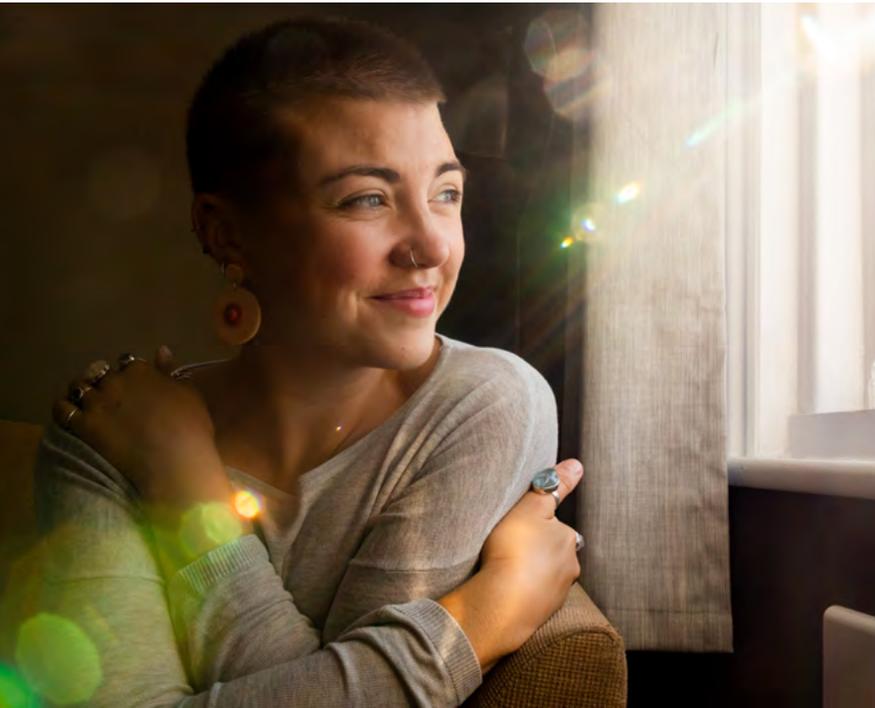
## Our people

### Our ambition

We want to reflect the diversity of the societies we operate in, and to ensure everyone has equal opportunity to join, succeed and feel included at Kantar. By improving gender diversity in leadership and ethnicity equality we are creating an inclusive environment for all.

### Our goal

We are evolving and improving our goals, introducing bolder and more-ambitious targets and standardising to a 2025 timeline.



### Our key commitments

		2021 baseline data*	2022 performance
Gender diversity in leadership	<b>By 2025</b> (previously by 2028) 50% of Skale*90+ population identify as women.	41%	41%
Ethnicity equity	<b>By 2025</b> we will have launched ethnicity disclosure campaigns in our top 20 largest markets.	2 markets	2
Greater sense of inclusion for all	<b>By 2025</b> (previously by 2024) Maintain KES results for I&D questions at the high-performance norm (HPN) 2023.	None available	86%

\* Skale is Kantar's internal seniority rating. Skale 90 and above represents senior management.

## Our people

How we invest in and support our people protects and strengthens the whole of Kantar, because they are critical to our success.

We focus on developing a high-performing, highly engaged and inclusive organisation. We recruit and retain talented teams to improve our competitive offer, building an organisation fit for the future while working on growing the business today.

An inclusive and inspiring workplace is essential to high performance and retention, and we are cultivating a flexible workplace with a focus on wellbeing, while making sure we provide our managers with the tools to be great leaders.

We have set ourselves ambitious targets for 2025:

- To increase our engagement scores to 83%.
- To increase the gender diversity of our leadership team, ensuring 50% of our leadership population identify as women.
- To build talent from within, promoting at least 75% of managers internally.

Over the past year, our focus on inspiring our people, supporting employee wellbeing, promoting an inclusive workplace and developing and rewarding our talent, has ensured we are making strong progress towards these goals.

“We are developing a **highly engaged and inclusive organisation** and are making strong progress towards these goals.”

**Andy Doyle**  
Chief People Officer



# Our strategic priorities

“We consider an inclusive and inspiring workplace to be essential to high performance and retention and we are cultivating a flexible workplace with a focus on wellbeing, while making sure we provide our managers with the tools to be great leaders.”



## Inspiring our people

We focus on ensuring everyone at Kantar understands the role they play in achieving our ambition. In 2022, more than 7,000 people across our organisation helped us create our new purpose and behaviour by taking part in interactive sessions. Their input led directly to Our Spark, ensuring everyone has a clear view of our direction and the part they can play in our success.

We know that listening to and understanding the experiences of our people is critical in building a thriving culture. We use our listening platform for annual surveys as well as ad hoc pulses at key moments. In our most recent survey (February 2023, measuring 2022 performance), our Engagement Index (comprising three 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) increased by two percentage points to 79%. 84% of our people agree they are proud to work at Kantar, up two percentage points from February 2022.



## Supporting employee wellbeing

In 2022, we launched a holistic wellbeing framework that includes physical, mental, financial and social wellbeing. We expanded our employee assistance programme to cover all our colleagues and provide support for the key moments in their lives. We also provided a series of open sessions for colleagues on a range of topics, including sleep awareness, healthy work-life balance and support for carers, supplemented by improved signposting to related support services.

To prioritise and promote good mental health in the workplace, we offer support and resources, including expanding our mental-health first-aider programme in key markets, creating a non-judgemental environment, and participating in events that recognise the importance of caring for mental health. To mark World Mental Health Day in October 2022, we held a series of global and regional employee sessions. These included colleagues telling stories that help break taboos, and resources offering supporting knowledge, as well as providing an additional day off for colleagues to focus on their own mental wellbeing. In our most recent Kantar Engagement Survey, 85% of colleagues agreed with: ‘My manager supports my efforts to balance my work and personal life’, an increase of four percentage points compared to February 2022.

### 3 Promoting an inclusive and diverse culture

We want to recruit, retain and engage talented people by providing an environment where they thrive in their careers and celebrate achievements. We are developing a community that inspires everyone to work to the best of their abilities, by establishing a genuinely diverse and inclusive culture and mindset. We know this makes us a stronger business, more attractive to current and future employees and to clients. In January 2023, we included new inclusion and diversity questions in our annual Engagement Survey. 87% of colleagues agreed 'I can be my authentic self at work' and 85% agreed 'The company has created an environment where people with diverse backgrounds can succeed'. In 2022, we also appointed a new head of Inclusion & Diversity, focused on ensuring we have clear diversity targets in place.

Since 2021, we have also enhanced the impact of our Employee Resource Groups (ERGs) through additional funding to support their priorities and objectives, and formalising how they operate, with executive-level sponsors to ensure the issues retain management attention.

### 4 Developing and rewarding our talent

We help our people grow their skills and develop their talents in a climate where diverse perspectives are valued. In 2022, we launched the Kantar Academy, a central hub for learning, with over 1,000 self-directed learning resources provided for colleagues to develop the key skills they need to grow their career and embrace our culture of always getting better.

We also invested in our leadership-development approaches, through in-person leadership events, the launch of leadership masterclasses, and diagnostics to help leaders identify their own strengths and opportunities for growth. In addition, we offer a series of management-development learning solutions to help managers lead with confidence. In 2023, we will introduce our new Kantar Success Factors, which will help all our people understand their strengths and areas to develop, and identify career opportunities aligned to their personal goals. Our Engagement Survey score for 'I believe I have the opportunity for personal development and growth at the company' has increased two percentage points since January 2022.

Our mentoring programme, which we are expanding further in 2023, has supported many employees in achieving their individual goals, and has given them a valuable opportunity to learn and develop from the diverse experience of other colleagues.

We continue to enhance our reward philosophy, developing new long-term incentive programmes. These focus on building a successful future, redefining critical sales-incentive programmes and building on peer-to-peer recognition schemes such as our Appreciate platform, which supported over 180,000 peer-to-peer recognition activities in 2022.

26,400  
we gave all 26,400 colleagues globally an additional day off in recognition of World Mental Health Day

181,078  
Total recognitions

171,566  
Appreciates with points

9,512  
Appreciates with cards

23,937  
Appreciates with points and cards

60  
Countries participating

## Our people

# Inclusion & Diversity: from volunteer to vocation, establishing I&D throughout our business

We are creating an inclusive workplace where a diverse range of backgrounds, styles and thinking come together. Understanding people is at the heart of what we do, and that starts from within. In deepening our culture of belonging, we can create an environment where everyone can succeed. We therefore strive to create a diverse and inclusive workplace through our talent acquisition, local workplace policies, training programmes and positive company culture.

In 2022, we made real progress as a business and have already started to achieve some of our ambitions. Our Chief People Officer established I&D as a strategic priority for the business, including our I&D performance in the measurable Objectives, Goals, Strategies and Plans (OGSPs) we set. We appointed a global head of I&D and committed to creating an I&D centre of expertise. We launched our first global I&D policy and started declaring our I&D data across the whole organisation – gender data globally and ethnicity data in the UK and US.

In the second half of 2022, we focused on setting the foundations for I&D at Kantar: we listened to colleagues to understand how we can improve; our Executive Team articulated clear and ambitious intentions for the coming years;

we set up rigorous systems to hold ourselves accountable; and our Employee Resource Groups went from strength to strength, creating spaces for colleagues across Kantar's many offices and divisions to lead, inspire and build communities. As Kantar enters the next stage of its transformation, our I&D team will ensure what we do matches our intentions.

Improving our ethnicity disclosure will be key for our markets to develop and reach their own ethnicity equity targets. Recognising this, we are committed to supporting them in gathering the data they need to make meaningful and contextual commitments to improve ethnicity equity in their communities.

“Inclusion and diversity is central to how we future-proof ourselves as a business and inspire our people. It also has a huge influence on our clients and we are proud to **help them exceed their own inclusion and diversity goals.**”

**Megan Cross**  
Global Head of Inclusion & Diversity



### **Bold and inclusive leadership**

We help Kantar leaders behave inclusively, to creating a sense of belonging, and daring to be different. Our global priority is to see more diversity in our leadership, based on both gender and race. Progress is positive, but we still have work to do. To ensure we stay on track, we have set bold targets for our succession plans and talent grids, with a goal of 75% internal appointments for Skale 60+ roles, incorporating these into our leadership team's OGSPs to keep them accountable. Our regional I&D steercos ensure we spend time on I&D initiatives that have a local educational and empowering impact. These range from inclusive-behaviour training to flexible working policies, neurodiversity workshops and return-to-work programmes for colleagues who have taken career breaks.

### **Inclusive behaviour**

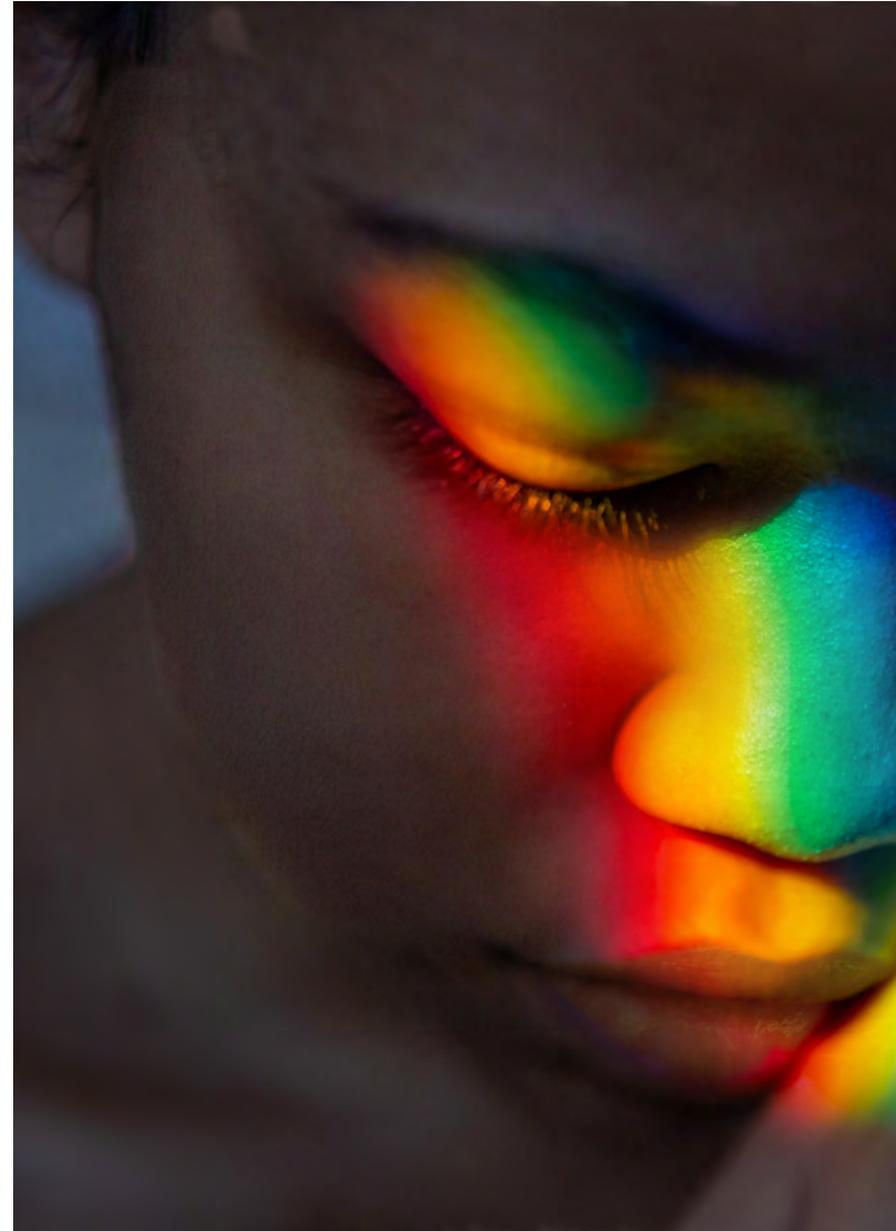
Our online and in-person workshops help leaders and teams understand their behaviour. Our Inclusion Index survey helps us understand what we're getting right for employees and where we can improve. We run mentoring and leadership-development programmes, introduce policies and improve processes, providing global minimum standards. Our Disruption Talks sessions talk about embracing different points of view, and our iManage and iLead toolkits help our managers refine their skills.

### **Our Employee Resource Groups**

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

Our ERGs also share their expertise and experiences with the organisation, to continuously improve inclusion, for example, in Kantar's processes, policies, and learning and development plans. Our groups also include allies and advocates who want to learn more and do more in supporting our inclusive culture.

Our ERGs have grown from strength to strength. In 2022 we revamped our global ERGs, equipping them with passionate leads and teams focused on building our internal culture and establishing a sense of belonging for everyone. Our six focused Employee Resource Groups are supported with budget and senior sponsorship, as well as ongoing coaching opportunities as part of career development.





Executive sponsors

### Accessibility

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

Executive sponsor:

Chris Jansen

### CREW

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

Andy Doyle

Adeola Tejumola

### No Limits

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

Will Galgey

### Parents & Carers

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

Executive sponsor:

Gonzalo Fuentes

### Pride

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

Caroline Frankum

### Women at Kantar

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.

Wayne Levings

### Accessibility

## Confronting organisational ableism with Tee Franklin

December 2022

To mark the UN's International Day of Persons with Disabilities, our US Black History Month Accessibility Spotlight featured a virtual visit from black, queer, disabled, autistic, award-winning comic creator and writer, Tee Franklin. Tee offered insight on improving accessibility and inclusion against the backdrop of her experience creating characters for original works such as Bingo Love, as well as world-famous comic series like DC's Harley Quinn, Marvel's Spider-Verse, and Archie Comic's Archie & Friends. Tee touched on topics such as using language to foster accessibility and respectful inclusion, equitably representing diverse identities in media and at the workplace, amplifying marginalised voices and centring their perspectives in organisational decision-making.

## Sharing lived experiences with the 'Get to know your Kantar colleagues' Yammer series

October 2022

This volunteer-led special feature included self-directed questionnaires that encouraged all to tell of their experiences and bring the theme of disability and accessibility to life during October for Disability Employment Awareness Month. Everyone from our global CEO to Accessibility

Accessibility

and Pride ERG leads, as well as anonymous entries, offered a glimpse of living and working with failing vision as we get older, the positives of the hyperfocus aspect of ADHD, fatigue and mobility issues associated with using a wheelchair, how flexible working benefits neurodiversity like dyslexia, and reminded us that not all disabilities are visible.

CREW

### **Empowering the misunderstood with special guest, Evelyn Hu-DeHart**

October 2022

Our Disruption Talks session featured Evelyn Hu-DeHart, Professor of History, and Director of the Center for the Study of Race and Ethnicity at Brown University, USA. Professor Hu-DeHart specialises in diversity, multi-culturalism, race, race relations and minority politics. Global CREW co-lead, Adrian Florence moderated the at-times uncomfortable conversation on everything from the 'illusion of inclusion' on a global level, to addressing misconceptions and biased tropes when integrating into a specific society.

### **Catching up on what the textbooks missed: 'Exploring our past' during Black History Month in the UK**

October 2022

Our CREW UK chapter hosted Josh Preye Garry, Historical Association Fellow and creator of school curricula exploring Black British History in an intimate, interactive live discussion during Black History Month 2022. This tied in with the year's theme of Time for Change: Action Not Words which was attended by our Group Chief People

Officer, showing the importance of representation and being a role model for I&D behaviour, along with 122 online attendees. Our global CEO also attended the post-talk networking hour to learn what we can do to enact positive change and be better allies in and out of work.

### **Compulsory racial literacy I&D training for Skale 70+ colleagues in Brazil**

November 2022

Our CREW sub-group Kantar Black in Brazil welcomed consultant Mari Luz Psicóloga in hosting a workshop on the concepts of racial literacy for 60 leaders at Skale 70+. Post-workshop feedback ranged from our managers now understanding the need to reflect and think differently, to respecting differences and better understanding how we all contribute to the company's inclusive and diverse environment. There are plans to expand this to all Skale 50+ colleagues.

No Limits

### **'Two colleagues, two generations' inter-generational cross-Kantar collaboration on Yammer**

August 2022

This series of interviews with colleagues working together across the generation gap perfectly amplified communications for the UN's International Youth Day on 12 August, showcasing the value both generations gain when collaborating and learning from each other's experience and insights. The ERG's three 'two colleagues, two generations' interviews garnered an audience of around 1,000 people.

### **Stories of resilience: Relishing the ageing process with our regional (b)older women discussions**

October 2022

There's no greater moment of learning than when our colleagues offer their personal experiences. Our No Limits ERG streamed two live, 45-minute panel discussions featuring six women from our India, Malaysia, South Africa, UK and US offices, based on the UN's International Day of Older Persons theme, Resilience of Older Persons in a Changing World. We found out more about the contribution and resilience of older women generally and, at Kantar, how we can create bolder opportunities for older women joining the company later in life.

## Parents & Carers

### Formalised steerco from across the globe

With input from most regions Kantar operates in, our Parents and Carers' steerco ensures representation when offering personal experiences and ensuring a strong sense of community, especially among new parents and caregivers looking to find their feet and thrive in both their career and their family life. With over 900 members adding to the conversation online by December 2022, our Parents & Carers ERG had the highest engagement across the company.

### Shaping Kantar's new parental caregiver and life-leave policies

This is the ultimate in inclusive thinking, with our ERG members invited to provide their inputs and recommendations to our leadership team and HR business partners on how to make our new parental caregiver and life-leave policies more inclusive and representative for all.

## Pride

### Global action for International Pronouns Day

October 2022

Our activation to educate against misgendering colleagues to help honour everyone's sense of identity became a wonderful week-long celebration. People wore over 3,500 pronoun pins at more than 50 Kantar offices, along with digital badges, pronouns added to email signatures and posters in offices encouraging sending photos to show support for the day.

### Contemplating living in a world without AIDS with our World AIDS Day webinar

December 2022

To raise awareness of issues that surround HIV, and commemorate those who have died of AIDS-related illnesses, our Pride ERG held a webinar to help end stigma of HIV and AIDS, with guest speaker Dr Kambiz Shekdar, President of the Research Foundation to Cure AIDS, discussing what more can be done beyond prevention and management. This reflected UNAIDS' theme for 2022 of Equalize, as a call to action to address inequalities.

## Women at Kantar

### Breaking the bias with our Women at Kantar ERG relaunch

March 2022

Our International Women's Day 2022 Disruption Talks panel relaunched our Women at Kantar ERG. Featuring our chair and two new executive sponsors in the hot seat on gender equity, under the year's theme of 'break the bias', the session sparked the need to better educate and encourage our allies. It was one of our most effective sessions of the year, achieving the number-5 spot across Workplace-based activities for the month.

### Revealed: Redefining 'rebellious' and overcoming impostor feeling

September & October 2022

We launched our Revealed speaker series, featuring Dr Sam Collins' Rebellious UK book tour co-hosted hybrid event with Profiles division in our London HQ on 12 September 2022, with almost 400 attendees participating in the session. We also co-hosted Gemma Sole of School for CEOs virtually on 31 October 2022, for a talk on tackling impostor feeling with more than more than 350 live attendees and stacks more tuning into the post-session recording.

# Industry awards

While not an objective, industry recognition is a valuable measure of progress. The Profiles division won an additional seven coveted industry awards this year means we remain the panel sector's most awarded company. The wins – including Campaign's Greater China Market Research Agency of the Year, DIVA's Corporate Executive Ally of the Year and Inclusive Companies' CEO of the Year awards – takes our industry recognitions in the last six years to more than 60. Our Worldpanel division won Great Place to Work accolades in 11 markets. This is recognition of the investment we make in our workforce.

## Kantar's DEI Awards 2022

Our ranking in the [Top 50 Inclusive Companies](#) in the UK gets better and better, having risen from 48th to 42nd, 33rd and 16th in 2022. This is truly testament to everyone's hard work behind the scenes on I&D.

Caroline Frankum won executive ally of the year at the [DIVA Awards 2022](#).

Caroline Frankum was announced as Chief Executive of the Year at the [Inclusive Awards 2022](#).

Caroline Frankum and Megan Cross made the shortlist for the [Women In Research \(WIRe\) 2022 MRX Diversity Champion award](#).

Megan Cross was named one of the [Most Influential DEI Leaders in EMEA](#) for 2022 courtesy of Hive Learning.

Caroline Frankum and Christine Matthews featured in 2022's [OUTstanding LGBT+ Role Model Lists](#).

Caroline Frankum, Tejal Shah and Leigh Kelly Andrews featured in 2022's [INvolve HERoes Women Role Model Lists](#).

Nadach Musungu was included in the [PRovoke Media Innovator 25](#) list for her DEI work in 2022.

Dionne Aiken was ranked 10th in the 2022 global list of minority ethnic executive leaders (EMpower): 2022 Top 100 Executives – [INvolve Empower](#).

# KANTAR

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This report is an extract of the Data Positive - Environmental, Social and Governance - Report 2022,  
which can be accessed on [www.kantar.com/campaigns/investor-relations](http://www.kantar.com/campaigns/investor-relations)

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