KANTAR

KANTAR ESG REPORT 2025

Environmental, social and governance performance

2022-2025 performance view

KANTAR

Contents

1. About this report

Relevant GRI: 2-1, 2-3, 2-4, 2-5, 2-6

This report presents the environmental, social and governance (ESG) performance of Kantar Global Holdings S.a.r.l. (Kantar), a Luxembourg private limited-liability company, and the subsidiaries included within the reporting boundaries described in Appendix A. Kantar is a global data, insights and consulting company that helps organisations understand people, markets and societal trends so they can make better business decisions. We provide market research, analytics, brand strategy, media effectiveness, customer experience and sustainability advisory services to clients across multiple sectors and markets. Our work is delivered through a global workforce, specialist consulting teams, technology-enabled research platforms and a broad network of suppliers, research participants, data and technology partners and service providers. The report covers the period from 1 January 2025 to 31 December 2025, unless otherwise stated, and includes 2022–2025 performance data where available.

It is structured to support transparent ESG communication, external sustainability assessments and preparation for future regulatory reporting requirements and is organised around Kantar’s core ESG themes: our planet, our partnerships, our people, our clients and governance. Each section brings together the relevant policy commitments, actions and performance indicators.

Reporting basis: Unless otherwise stated, workforce KPIs are presented as percentages of the relevant employee population within the applicable reporting boundary. Further detail on reporting boundaries, definitions and calculation approaches is provided in Kantar’s carbon and non-carbon ESG KPI methodology documents.

Executive sponsor introduction: *- Relevant GRI: 2-22*

At Kantar, ESG has become firmly embedded within Kantar's business-as-usual operations. Sustainability considerations are integrated into the way we manage our people, engage with suppliers, support clients, govern our business and reduce our environmental impact. As expectations from clients, investors, regulators and employees continue to evolve, we recognise the importance of demonstrating not only our commitments, but also the progress we are making against them.

This report provides a transparent overview of our ESG performance, for 2025. It has been prepared to support stakeholders in understanding our strategy, priorities, governance and results. We focus on measurable outcomes, clear accountability and evidence-based reporting. The report is structured to align with leading sustainability frameworks and assessments, supporting consistent and comparable disclosure.

Our ESG programme is supported by established governance structures, executive sponsorship, defined ownership and regular performance monitoring, ensuring sustainability remains connected to business priorities and decision-making.

Importantly, 2025 was a year of continued delivery. We maintained strong external recognition through initiatives such as EcoVadis, CDP, the UN Global Compact and our Science-Based Targets initiative (SBTi) commitments, while continuing to advance our climate, people, governance and responsible supply chain programmes. Our focus has remained on delivering practical, measurable improvements rather than setting aspirations alone.

As ESG reporting requirements continue to evolve, confidence in data has become increasingly important. Significant effort has been invested in strengthening data management, controls, auditability and assurance readiness across our ESG disclosures. This includes enhancements to our ESG reporting systems, greater standardisation of data collection processes and continued assurance over key metrics. These investments give us greater confidence in the accuracy, consistency and transparency of the information presented in this report and provide a strong foundation for future regulatory reporting requirements.

We remain focused on delivering meaningful outcomes, maintaining high-quality reporting and supporting our clients, people and stakeholders as they navigate sustainability challenges and opportunities in the years ahead.

ESG is increasingly embedded in the way we run our business and create long-term value for our clients, colleagues, suppliers and wider stakeholders. Through stronger governance, clearer accountability and sustained focus on our climate, people, partnership and governance commitments, we made further progress in 2025 while strengthening the foundations needed to meet future stakeholder and regulatory expectations.

James Brooks
Chief Research Officer

2. ESG at a glance

Relevant GRI: 2-4,2-22, 2-28 selected topic metrics across GRI 302, 305, 306, 401, 402, 403, 404, 405, 406, 407, 205, 308, 408, 409, 414 and 418

In 2025, Kantar continued to embed ESG across the business, focusing on measurable outcomes, stronger governance and improved data quality. During the year, we strengthened our ESG reporting framework, expanded assurance coverage, enhanced supplier engagement, maintained progress against our science-based climate targets and achieved external recognition for our sustainability performance. These achievements demonstrate how ESG is increasingly integrated into business operations, client delivery and decision-making across the organisation.

Our planet

We continued to make strong progress against our climate commitments, reducing Scope 1 and Scope 2 emissions by 34% and Scope 3 emissions by 10% (excluding Scope 3.15 Investments) compared with our 2022 baseline. Total assured greenhouse gas emissions reduced to approximately 196,000 tCO_2e (including Scope 3.15 Investments), while carbon intensity improved to 4.38 tCO_2e per US$1 million of revenue. During the year, Kantar's property team continued to deploy its real estate strategy to reduce, improve and remove workspaces, reducing the property portfolio by 140,000 sq ft, including office downsizing, relocations to certified green buildings and closure of surplus space. We maintained our Science Based Targets initiative (SBTi)-validated near-term and net-zero targets, strengthened emissions reporting processes and expanded independent assurance over key environmental metrics to provide greater transparency and confidence in our disclosures.

Our partnerships

Kantar continued to strengthen responsible procurement and supply chain engagement throughout 2025. We expanded supplier oversight through our Supplier Code of Conduct, with 88% of targeted supplier spend covered by suppliers' commitment to our responsible business standards and increased engagement through the EcoVadis platform, where 85 suppliers were assessed. We also hosted two supplier engagement events, including a global supplier forum and a dedicated APAC supplier event, helping suppliers better understand Kantar's expectations and sustainability priorities.

Our people

Creating an inclusive, supportive and responsible workplace remained a priority. Women represented 53% of our global workforce and 96% of employees within scope were paid above the applicable living wage benchmark. We continued to advance our diversity, equity and inclusion agenda while maintaining a focus on employee wellbeing, development and fair employment practices across the organisation.

Our clients

As sustainability expectations continued to evolve, clients increasingly sought support across a broader range of ESG topics, including climate, responsible supply chains, diversity and inclusion, human rights and governance. During 2025, Kantar's Sustainable Transformation Practice supported organisations to develop sustainability strategies and transition plans, undertake materiality and stakeholder engagement programmes and strengthen ESG measurement, reporting and disclosure capabilities. This included supporting clients with Double Materiality Assessments (DMAs), climate transition planning, sustainability reporting and disclosure programmes, and the use of behavioural science and consumer insight to encourage more sustainable choices.

Our Sustainable Transformation Practice (STP) supported businesses by translating corporate sustainability strategies into brand, innovation, marketing and brand strategies, helping clients identify opportunities for sustainable growth in line with changing marketplace expectations.

In 2025, Kantar worked with more than 1,200 brands in a variety of sectors across the world on social and environmental issues, including all of Kantar's Global Clients.

Kantar was also recognised by Forbes as one of the world's leading sustainability consultancies for a second consecutive year, reflecting the growing role of sustainability within our client offering.

Through partnerships with organisations such as the UN Global Compact and the Ellen MacArthur Foundation as well as the WFA, Chapter Zero Alliance and Ad Net Zero, we also contributed to wider industry initiatives focused on accelerating sustainable business transformation. By combining sustainability expertise with Kantar's market-leading data, insights and analytics capabilities, we continued to help clients navigate sustainability challenges, identify opportunities for growth and build trust with their stakeholders.

Governance

Strong governance remained the foundation of our ESG strategy. During 2025, we strengthened reporting controls and expanded the use of our ESG data management platform to support more consistent global data collection, improved auditability and greater visibility of ESG performance across the business. We also increased the scope of limited assurance over key ESG metrics to include additional carbon and new DEI data points and continued to mature our reporting processes in preparation for evolving stakeholder and regulatory expectations. Together with our DMA and strengthened governance structures, these improvements have helped create a more robust, scalable and audit-ready ESG reporting framework.

External recognition *- Relevant GRI: 2-5, 2-28*

Our progress was recognised externally through a significant improvement in our sustainability ratings. In 2025, Kantar achieved an EcoVadis Platinum Medal with a score of 87/100, placing the company in the top 1% of assessed organisations globally. We also maintained participation in key voluntary frameworks, including the UN Global Compact, CDP (including CDP Leadership score for supplier engagement) and the SBTi, reinforcing our commitment to transparency, accountability and continuous improvement.

This progress reflects Kantar's continued commitment to creating long-term value for clients, colleagues, suppliers and wider stakeholders through responsible business practices, measurable outcomes and trusted ESG leadership.

Kantar is committed to transparent, reliable and decision-useful ESG reporting. To support the accuracy and credibility of our disclosures, selected environmental, social and governance metrics are subject to independent external assurance. For the reporting period, Kantar's greenhouse gas emissions data and selected ESG performance indicators underwent a limited assurance engagement conducted by **Grant Thornton UK LLP**. Details of the assurance scope, methodology and conclusions are provided in Appendix B.

External ESG performance

Framework or assessment	2022	2023	2024	2025
EcoVadis	Silver (59)	Silver (67)	Gold (74)	Platinum (87)
CDP - climate	-	B-	C	C
CDP – supplier engagement	-	C	B-	A
SBTi	BASELINE	Targets validated	Targets validated	Targets validated
United Nations Global Compact	Signatory	Signatory	Signatory	Signatory and patron

Headline 2025 performance

Area	2025 highlight
Climate	Total market-based GHG emissions: 196,061 tCO2e; carbon intensity: 4.38 tCO2e per $1m revenue.
Target Progress	34% reduction in Scope 1 and 2 emissions and 10% reduction in Scope 3 emissions 10% (excluding Scope 3.15 Investments), versus the 2022 baseline.
Responsible partnerships	88% of targeted supplier spend adheres to Kantar’s supplier code of conduct; 85 suppliers had their social and environmental policies reviewed through the EcoVadis platform.
People	53% women employed across the organisation; 99% of internal employees paid above the living wage benchmark.
Clients	28,021 client organisations reached through sustainability-related partnerships; 100% global client engagement with Sustainable Transformation Practice on social/environmental projects.
Governance	Zero confirmed corruption, information security, money laundering and competing fairly incidents. Limited assurance on KPIs covering carbon emissions, D&I, ethics and procurement KPIs.

3. Double Materiality Assessment

Relevant GRI: 3-1, 3-2, 3-3; 2-29

Kantar's ESG strategy and reporting are informed by a Double Materiality Assessment (DMA), which provides a structured approach to identifying, assessing and prioritising the sustainability matters most relevant to our business and stakeholders. The assessment was undertaken using a methodology aligned to the Corporate Sustainability Reporting Directive (CSRD) and European Sustainability Reporting Standards (ESRS), considering both impact materiality and financial materiality across our operations and value chain.

The assessment evaluates sustainability matters from two complementary perspectives:

- Impact materiality considers the actual and potential positive and negative impacts that Kantar's activities, products, services and business relationships may have on people, society and the environment.
- Financial materiality considers how sustainability-related risks and opportunities may influence Kantar's business performance, resilience, reputation and long-term value creation.

Consistent with CSRD requirements, a sustainability matter is considered material where it is significant from either perspective, or from both.

To ensure a balanced and evidence-based assessment, Kantar incorporated perspectives from both internal and external stakeholders. Stakeholder groups included clients, suppliers, key internal functions and business divisions and external stakeholders connected to Kantar's financial performance and sustainability objectives. Stakeholder selection informed by factors such as business relevance, supplier spend, client revenue, stakeholder influence and coverage of sustainability topics. Their input was combined with desk research, sector analysis, regulatory reviews, leadership engagement and an assessment of relevant impacts, risks and opportunities across the value chain.

Stakeholder engagement helps Kantar understand the expectations, concerns and priorities of those affected by, or able to influence, its ESG strategy, and supports the identification and prioritisation of material sustainability topics.

The assessment process involved the identification of sustainability matters, evaluation of associated impacts, risks and opportunities (IROs), stakeholder consultation, materiality scoring and management validation. Results were plotted across financial and impact materiality dimensions to create Kantar's materiality matrix, providing a clear view of the sustainability matters most critical to our business and stakeholders.

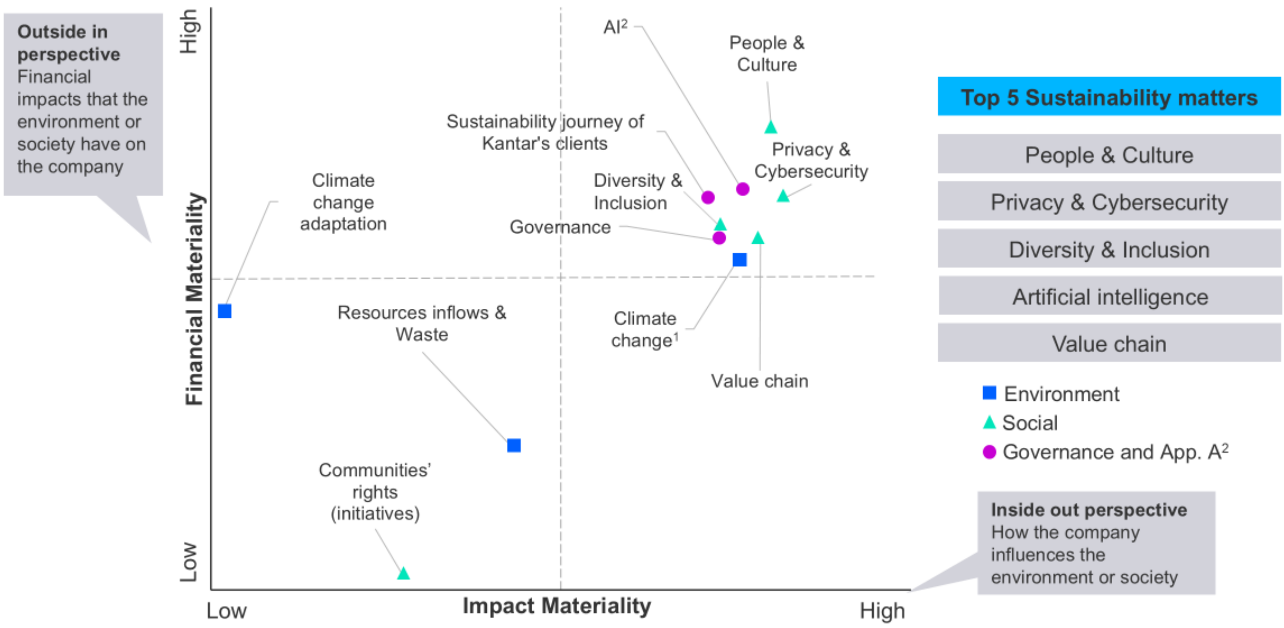
The outcomes of the DMA directly inform Kantar's ESG strategy, governance activities, targets, policies and reporting priorities, helping to guide decision-making, resource allocation and performance monitoring. The assessment also supports Kantar's ongoing readiness for evolving sustainability reporting requirements and helps strengthen data governance, internal controls and assurance preparedness.

As part of Kantar's CSRD readiness programme, management intends to undertake a targeted refresh of the existing DMA during 2026 to confirm that the assessment continues to reflect stakeholder expectations, regulatory developments, client requirements and business priorities. Given the robustness of the original assessment and the limited changes to Kantar's business model and stakeholder landscape since completion, the refresh is expected to focus on validating the continued relevance of material topics rather than undertaking a full reassessment.

The materiality matrix and associated sustainability matters presented in this report reflect the outcome of this assessment and provide the basis for Kantar's continued focus on creating positive impacts for our people, clients, suppliers, communities and the environment, while supporting the long-term resilience of our business.

Kantar’s double materiality matrix and material topics

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 DMA process

1 ASSESS	**Understand impacts, risks and opportunities** • Review sustainability matters across ESG topics • Assess actual and potential impacts • Assess financial risks and opportunities • Consider own operations and the value chain
2 ENGAGE	**Gather stakeholder perspectives** • Clients and suppliers, • Employees and leadership • Financial and other external stakeholders • Use evidence from research, interviews and workshops • Support continuous improvement and future target-setting
3 PRIORITISE	**Apply double materiality** • Impact materiality: effects on people, society and the environment • Financial materiality: effects on performance, resilience and enterprise value • A matter is material from either perspective, or both
4 VALIDATE	**Management and governance oversight** • Review findings and challenge assumptions • Confirm the continued relevance of material topics • Targeted DMA refresh during 2026 as part of CSRD readiness
5 INFORM STRATEGY	**Drive ESG action and reporting** • Set ESG priorities, targets and KPIs • Inform governance and risk management • Guide disclosures aligned with CSRD, GRI and EcoVadis • Support continuous improvement and future target-setting

How the material topics shape our ESG pillars

Our people
- People and our culture[1]
- Diversity and inclusion

Our planet
- Climate change includes:
  - Climate change mitigation
  - Energy

Our clients
- Value Chain[1]
- Sustainability journey of Kantar's clients[1&2]

Our partnerships
- Value Chain[1]
- Diversity and inclusion

Governance
- Privacy and Cybersecurity
- Artificial Intelligence[2]
- Governance[2]

[1] Merged sustainability topics (IROs)
[2] Kantar specific material topics

DMA → **Material topics** → **ESG Priorities** → **Targets & reporting**

4. ESG management approach

Relevant GRI: 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-19, 2-20, 2-23, 2-24, 2-25, 2-26, 3-3

Kantar's ESG approach is supported by formal policies, defined responsibilities, training, monitoring and reporting. Policies apply to employees and, where relevant, to third parties, including suppliers. ESG priorities, actions, targets and disclosures are informed by Kantar's Double Materiality Assessment (DMA), which identifies the sustainability matters most significant to Kantar and its stakeholders and helps ensure governance, reporting and resource allocation remain focused on material impacts, risks and opportunities.

Governance and accountability *- Relevant GRI: 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-17, 2-19, 2-20, 2-23, 2-24, 3-3*

Kantar’s policy framework includes Executive Team sponsorship, policy sponsors, policy owners, colleague responsibilities and global compliance support. Policy owners are responsible for maintaining relevant policies, supporting controls, reviewing policy requirements, communicating expectations and monitoring compliance where relevant.

The ESG Committee provides governance, structure and oversight for Kantar’s ESG strategy. Established in 2021, the Committee is chaired by the Chief Research Officer, who is also a member of the Executive Leadership Team, providing a direct line of oversight to executive management. Committee membership includes senior leaders from Operations, Technology, Finance, Procurement, Compliance, Communications, People, Legal and Client Services, supporting a multidisciplinary approach to ESG and climate-related topics. The Committee meets monthly to monitor progress against the ESG strategy, review implementation, assess performance against targets, consider emerging risks and opportunities, and review ESG policies, performance indicators, external disclosures and emerging regulatory developments.

The Committee Chair reports twice yearly to the Group Audit Committee and reviews progress with Bain Capital; supporting senior-level oversight of ESG performance, risks and opportunities. Insights from the DMA, EcoVadis assessments, CDP disclosures and evolving stakeholder expectations are used to inform governance priorities, identify improvement opportunities and support the ongoing development of ESG policies, controls and reporting practices.

ESG risks and opportunities are integrated into Kantar's wider risk management framework. Material sustainability-related matters are assessed alongside other enterprise risks and are escalated through established governance processes where appropriate. This approach enables ESG considerations to inform strategic planning, operational decision-making and long-term business resilience. The ESG Committee monitors key sustainability priorities, targets, emerging risks and opportunities, supporting the continued integration of ESG considerations across the organisation. This approach also supports compliance with evolving sustainability-related regulatory and disclosure requirements across the markets in which Kantar operates.

Sustainability is increasingly important to clients, employees, suppliers, investors and regulators. Kantar integrates sustainability considerations across its operations, products and services to manage risk, improve efficiency, unlock innovation and create long-term value. By leveraging its research, insights and advisory capabilities, Kantar supports clients in understanding evolving stakeholder expectations, identifying opportunities for sustainable growth, and addressing environmental and social challenges. Through this approach, Kantar aims to deliver measurable sustainability impact, help protect and restore the natural environment, strengthen communities, and contribute to a more sustainable and resilient future for both its business and its stakeholders.

The effectiveness of Kantar's governance arrangements is assessed through regular management review processes, oversight by the ESG Committee and Group Audit Committee, and monitoring of progress against strategic priorities, ESG commitments, risk management objectives and performance indicators. Outcomes from these reviews help inform continuous improvement of governance structures, reporting processes, controls and oversight mechanisms.

Kantar’s remuneration approach for senior management is designed to support responsible business performance, accountability and delivery of strategic priorities. Remuneration may include fixed pay, benefits and performance-related elements, with relevant ESG and climate-related objectives incorporated into senior management performance objectives where applicable. Reward decisions are managed through established performance management, reward review and governance processes, with oversight applied in line with role, seniority and local requirements. These processes are designed to support consistency, accountability and appropriate management of potential conflicts of interest in remuneration-related decision-making.

Implementation and monitoring

Kantar communicates policies through internal channels and supports implementation through mandatory compliance training, policy declarations, reporting channels and management review. ESG performance is tracked through indicators across the main ESG pillars with progress reviewed through established governance processes and regular reporting to leadership.

Selected ESG indicators, including greenhouse gas emissions data, are subject to independent limited assurance to strengthen confidence in reported information and support continuous improvement of ESG data quality, controls and reporting processes. Kantar continues to enhance its ESG data governance and reporting capabilities to support evolving stakeholder expectations and future regulatory requirements.

Responsible supply chain management forms an important part of Kantar's ESG programme. ESG considerations are integrated into procurement activities and supplier management processes, helping to identify and manage potential ESG risks across the value chain. Kantar undertakes supplier due diligence activities, including assessment of relevant human rights, ethics, labour and environmental considerations and engages suppliers through ongoing dialogue and external ESG assessment mechanisms such as EcoVadis. These activities support procurement decision-making, supplier engagement, risk management and continuous improvement of sustainability performance across the supply chain.

Kantar's external ESG commitments include support for the United Nations Global Compact and its Ten Principles, science-based climate commitments validated by the Science Based Targets initiative (SBTi), climate disclosure through CDP and independent ESG assessment through EcoVadis. These frameworks provide external validation of Kantar’s own ESG performance, support stakeholder transparency and help drive continual improvement in ESG management and reporting practices. Feedback and insights from these assessments are reviewed through Kantar's governance processes and help inform future priorities, targets, reporting enhancements and operational improvements.

Speak up and grievance mechanisms *- Relevant GRI: 2-16, 2-24, 2-25, 2-26*

Kantar provides Right to Speak, an independent third-party reporting service through which employees and other stakeholders can raise concerns confidentially and, where permitted by local law, anonymously. The service enables concerns relating to ethics, compliance, legal obligations, suspected misconduct and other matters that may affect Kantar's values or responsibilities to be reported. Concerns can also be raised through line management, Human Resources or other established reporting channels where appropriate. Kantar is committed to ensuring concerns are reviewed appropriately, confidentiality is protected wherever possible, and individuals who raise concerns in good faith are protected from retaliation. The service supports Kantar's commitment to integrity, accountability and responsible business conduct.

5. Our planet

Relevant GRI: 3-3, 102-1, 102-2, 102-4, 102-5, 102-6, 102-7, 102-8, 103-1, 103-2, 103-3, 103-4, 103-5, 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3

Kantar’s environmental focus is on reducing greenhouse gas emissions, improving energy performance and strengthening the quality of environmental data. Climate change was identified as a material topic through Kantar's Double Materiality Assessment (DMA), reflecting both the environmental impacts associated with Kantar's operations and value chain and the potential effects that climate-related matters may have on the business. Insights from the DMA help inform Kantar's environmental priorities, decarbonisation activities and approach to performance monitoring.

Kantar’s carbon targets use 2022 as the baseline year; this report presents 2022-2025 performance trends and target progress against that baseline.

Kantar applies a structured and globally coordinated environmental management approach covering emissions reduction, energy use, business travel, real estate, technology, waste management and responsible use of resources. This approach is supported by targets, operational programmes and performance monitoring. Operational activities include energy efficiency initiatives, waste reduction, recycling, reuse of assets, responsible management of electronic equipment and actions to reduce greenhouse gas emissions across Kantar's operations and value chain.

Throughout 2025, Kantar’s property team continued to deploy its real estate strategy to reduce, improve and remove workspaces, supporting more efficient use of office space and operational resources. The property portfolio reduced in size by 140,000 sq ft during the year. Key achievements included downsizing and relocating the Beijing office to a LEED Gold and WELL-certified building, reducing space by 31%; downsizing and relocating the Singapore office to a BCA Green Mark Platinum building, the highest green building rating from Singapore’s Building and Construction Authority, reducing space by 22%; and closing surplus space in London and the USA totalling 109,000 sq ft. Looking ahead, Kantar continues to focus attention on its Tier 1 and Tier 2 properties, with a planned net reduction of 190,000 sq ft during 2026. Through proactive portfolio management, there is an opportunity to reduce the portfolio by a further 650,000 sq ft over the next three years.

Whilst water consumption is not considered a material topic for Kantar due to the nature of our business activities, which are predominantly office-based and have relatively low direct water requirements; we seek to use water responsibly across our operations and encourage good environmental practices within our workplaces as part of our broader commitment to resource efficiency and environmental stewardship.

Technology is both a source of emissions and an enabler of efficiency. Kantar's technology approach focuses on optimising infrastructure, improving utilisation of computing resources and reducing unnecessary energy consumption associated with devices, applications and data processing. Initiatives such as cloud optimisation, technology rationalisation and improved digital efficiency contribute to reducing operational emissions while supporting innovation, resilience and business performance. Kantar continues to explore opportunities to improve technology efficiency and leverage digital solutions to support broader sustainability objectives across its operations. As the use of AI-enabled technologies continues to evolve, Kantar also monitors both the potential efficiency opportunities and environmental implications associated with increased compute capacity, data processing and technology infrastructure requirements.

Kantar's decarbonisation strategy is implemented through a structured programme covering operational emissions, real estate, technology infrastructure and business travel, with progress monitored against science-based targets. The programme focuses on areas that represent significant sources of emissions within Kantar's operational and value-chain footprint and supports delivery of the organisation's longer-term climate ambitions.

Responsibility for environmental performance is embedded within Kantar's ESG governance framework. Environmental performance, climate-related risks, targets and progress are reviewed through established governance and risk-management processes, with outcomes informing operational priorities and future programme development.

Kantar has established science-based greenhouse gas emissions reduction targets and a long-term ambition to achieve net zero emissions across its value chain by 2050. While Kantar has not adopted a standalone climate transition plan, climate considerations are integrated into the company's environmental strategy, emissions reduction programmes and governance processes. Priority actions focus on reducing operational and value-chain emissions through energy efficiency, renewable electricity procurement, sustainable procurement, supplier engagement and lower-carbon travel initiatives. Progress against climate targets is monitored through Kantar's ESG governance framework and reported annually through ESG disclosures and external sustainability reporting.

Climate-related risks and opportunities

Climate-related risks and opportunities are considered through Kantar's multidisciplinary Group-wide risk management process. Climate-related matters influence the business model through carbon data management, decarbonisation planning, value-chain emissions reporting and supplier engagement activities.

Kantar continues to develop its approach to identifying, assessing and managing climate-related risks and opportunities as part of its broader sustainability and risk management activities.

Potential transition risks include evolving environmental regulations, increasing stakeholder expectations, energy cost volatility, supplier readiness to support emissions-reduction objectives and the availability of reliable data across the value chain. Potential physical risks include the effects of acute weather events and longer-term changes in climate patterns that could influence operational continuity or supply-chain resilience.

Climate-related opportunities include improvements in operational efficiency, digital delivery models, optimisation of technology infrastructure and growing demand for sustainability-related insights and advisory services. Kantar continues to strengthen its understanding of climate-related risks and opportunities as part of its broader sustainability and risk management activities.

Kantar continues to develop its climate-risk assessment capabilities and associated environmental data. Formal climate-related scenario analysis has not been undertaken during the current reporting period but remains an area for future development as climate governance, risk assessment and analytical capabilities continue to mature.

Environmental resilience and adaptation *- Relevant GRI: 102-2*

Kantar recognises that climate change and other environmental disruptions, including extreme weather events, energy supply challenges and supply chain impacts, have the potential to affect our operations, people, facilities and suppliers. Building resilience to these risks is integrated into our broader risk management, governance and business continuity processes.

Our approach focuses on maintaining operational continuity, protecting our people and ensuring continued delivery of services for clients. Environmental and climate-related risks are monitored through established risk management processes and are considered alongside wider strategic, operational and technology risks. This helps us identify emerging risks and opportunities and supports informed decision-making across the business.

As a digitally enabled organisation, we benefit from flexible ways of working and technology-based delivery models that enhance our ability to operate during disruptive events. We continue to strengthen the resilience, security and efficiency of our technology infrastructure, including the use of cloud-based solutions and strategic data centre arrangements that support business continuity and operational reliability.

We also recognise the importance of resilience across our value chain. Through supplier engagement and responsible procurement activities, we seek to improve visibility of environmental risks and strengthen our understanding of factors that may affect long-term operational resilience. As our climate programme continues to mature, we will further develop our assessment of climate-related physical and transition risks to support long-term planning and organisational resilience.

Policy and actions *- Relevant GRI: 2-23, 2-24, 3-3, 302-4, 305-5*

- Track Scope 1, Scope 2 and Scope 3 emissions and monitoring progress against climate targets.
- Increase renewable energy use where feasible, including renewable energy coverage for strategic data centres.
- Engage suppliers on environmental performance, emissions transparency and science-based targets to support climate action and extend decarbonisation across the value chain.
- Provide environmental awareness and sustainability-related training through relevant employee programmes as part of the compliance and awareness framework.
- Kantar's travel policy prioritises lower-carbon ways of working by encouraging the use of voice conferencing/Microsoft Teams where appropriate, helping to reduce travel-related emissions.
- Operate a global travel programme that integrates emissions monitoring and decision-making tools to support lower-carbon travel decisions.
- Integrate environmental considerations into procurement and design decisions, including recycled or locally sourced materials and reuse of existing assets where possible.
- Deliver energy-efficiency initiatives across property operations, including HVAC optimisation, low-flow fixtures, efficient lighting and motion-sensor technologies.
- Improve the efficiency of technology infrastructure through cloud optimisation, application rationalisation, server reduction, device lifecycle extension and responsible management of IT assets.
- Apply a structured waste management and circularity approach, including waste reduction, recycling, reuse of materials and responsible disposal, supported by clearly designated waste segregation and recycling facilities across offices where feasible, and initiatives such as e-waste recycling, furniture reuse and donation programmes and the elimination of single-use plastics.

- Improve the environmental efficiency of research delivery through online methodologies, established respondent panels and standardised solutions, helping to reduce travel, paper use and recruitment activity, while improving operational efficiency and consistency.
- Kantar's environmental approach is supported by its Environmental Policy Statement, which sets out the principles guiding environmental management, resource efficiency and actions to reduce environmental impact across our operations.

Together, these actions support Kantar's broader approach to reducing environmental impact across its operations, value chain and research delivery. By applying circular economy principles, engaging suppliers on environmental performance and improving the efficiency of digital and online research methodologies, Kantar seeks to reduce resource use, strengthen emissions visibility and support more responsible, scalable delivery of client solutions.

Carbon baseline and target progress *- Relevant GRI: 102-4, 305-5*

Kantar's climate targets are measured against a 2022 baseline and supported by a programme of operational and value-chain initiatives designed to reduce greenhouse gas emissions and improve environmental performance. Progress is monitored through annual greenhouse gas reporting and ongoing performance tracking against science-based targets.

Kantar continues to strengthen the quality, coverage and transparency of environmental data to support informed decision-making and effective monitoring of target performance. This includes improving visibility of emissions across operations and the value chain and enhancing environmental reporting capabilities

To keep the report concise, the main performance tables show 2022-2025 performance data where available, while the target progress table below discloses progress against the 2022 baseline. Baseline calculation and methodology should be read together with Kantar's published carbon methodology and relevant assurance documentation, see Appendix B.

Climate targets and action coverage *- Relevant GRI: 102-4, 305-5*

Target area	Baseline year	2030 / Long-term target	2025 Progress disclosed in this report
Scope 1 and 2 greenhouse gas emissions	2022	Reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030; long-term net-zero ambition across the value chain by 2050.	34% reduction vs 2022 baseline
Scope 3 supplier engagement	2022	Kantar aims for suppliers representing 82.2% of purchased goods and services emissions to have science-based targets by 2029.	18% of suppliers, by purchased goods and services emissions, have science-based targets.
Scope 3 investments	2022	Reduce absolute Scope 3 GHG emissions from investments by 57.37% by 2030.	Data not comparable due to Media divestment. Kantar plans rebaselining in 2027

Percentages are presented as validated by the Science Based Targets initiative (SBTi) and may therefore use different decimal places.

Reduction plan *- Relevant GRI: 102-1, 102-4, 103-1, 305-5*

Kantar's approach to reducing Scope 1 and 2 emissions focuses on improving energy efficiency across its property and technology estate, consolidating office space, relocating to energy-efficient buildings and increasing renewable electricity use where feasible. Progress is monitored annually against the 2022 baseline and Kantar's science-based target to reduce absolute Scope 1 and 2 emissions by 42% by 2030. In 2025, emissions were 34% below the baseline.

The majority of Kantar's greenhouse gas emissions arise within our value chain and are reported as Scope 3 emissions. Reducing these emissions is a key component of our climate strategy and supports progress towards our science-based emissions reduction targets and long-term net-zero ambition.

Our approach focuses on the emissions categories where we believe we can have the greatest impact and influence. We work with strategic suppliers to improve environmental performance, promote greater emissions transparency and encourage the adoption of science-based emissions reduction targets. Through our sustainable procurement programme, environmental considerations are increasingly embedded within supplier due diligence, risk assessment, selection and ongoing performance review processes.

We also seek to reduce emissions associated with business travel and research delivery. Our global travel programme incorporates emissions tracking, decision-support tools and an internal carbon levy to encourage lower-carbon travel choices where appropriate. At the same time, we continue to expand the use of digital-first research methodologies, virtual collaboration tools and technology-enabled delivery models that help reduce travel requirements while maintaining service quality and client outcomes.

We continue to improve the efficiency of our technology estate through optimisation of computing resources, device management initiatives and the use of strategic data centres powered by renewable energy where feasible. These actions support both operational efficiency and emissions reduction objectives.

As emissions methodologies, supplier reporting practices and data quality continue to mature, we will continue to refine our understanding of value-chain emissions, strengthen engagement with key suppliers and identify additional opportunities to reduce Scope 3 emissions across our operations and supply chain.

HOW WE ARE REDUCING VALUE-CHAIN EMISSIONS

Focus area	Key action
Supplier	Promote emissions disclosure and science-based targets among strategic suppliers
Sustainable procurement	Integrate ESG considerations into sourcing and supplier management
Lower-carbon Travel	Encourage sustainable travel choices and virtual collaboration
Digital-first delivery	Expand technology-enabled research approaches that reduce travel and resource use
Technology efficiency	Optimise technology infrastructure and increase use of renewable-energy-powered data centres where feasible
Data & improvement	Strengthen Scope 3 data quality to identify and prioritise reduction opportunities

Supporting our net-zero ambition
Influence suppliers → Reduce travel emissions → Improve operational efficiency → Enhance emissions data → Drive continuous value-chain decarbonisation

2022-2025 climate performance *- Relevant GRI: 102-5, 102-6, 102-7, 102-8, 103-2, 103-3, 103-4, 103-5, 302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3*

Waste reduction: 2030 target aims for 95% of our markets to recycle via e-waste programmes, With 40% achieved to date, progress is steady and remains an area of continued focus.

2024 figures have been restated. See Appendix B and the Carbon and DEI Methodology Report.

ESG indicator	2022	2023	2024	2025
Total energy consumption in MWh†	53,421	48,781	37,486	35,273
Total Scope 1 GHG emissions tCO2e†	3,366	3,649	2,610	2,619
Total Scope 2 GHG emissions tCO2e - location based†	11,889	10,372	9,467	8,382
Total Scope 2 GHG emissions tCO2e - market based†	13,188	12,363	8,893	8,311
Total gross Scope 3 GHG emissions - tCO2e†	221,750	210,797	197,932	185,131
Total GHGs - market based tCO2e†	238,304	226,809	209,435	196,061
Carbon intensity (tCO2e per $1M Revenue)†	6.18	6.27	4.65	4.38
Energy intensity (MWh per $1M Revenue)	21.80	19.77	15.14	14.14
Total % of renewable energy consumption	Unknown	14%	15%	15%
Percentage reduction of Scope 1 and 2 GHG emissions	Baseline	6%	29%	34%
Percentage reduction of our Scope 3 emissions versus the base year 2022	Baseline	5%	11%	17%
Total weight of non-hazardous waste in tonnes	N/A	1,228	431	890
Total weight of hazardous waste in tonnes	0	0	0	0
Total weight of waste recovered	N/A	1,228	431	890
Total gross Scope 3 downstream GHG emissions - tCO2e	0	0	0	0
Total gross Scope 3 upstream GHG emissions - tCO2e†	848	513	388	353
Business travel GHG emissions - tCO2e†	10,520	10,206	9,557	8,754
Percentage reduction of stand-alone servers	56%	84%	89%	94%

ESG indicator	2022	2023	2024	2025
Percentage of Kantar's strategic data centre energy use powered by renewable energy	81%	100%	100%	100%
Percentage application rationalisation across technology portfolio	17%	26%	46%	58%
Employees trained on environmental issues	77%	81%	92%	92%
Markets recycling via e-waste	N/A	N/A	40%	40%

2025 metrics marked with † were subject to limited assurance.

Kantar's managed travel programme covers approximately 96% of business travel emissions, supporting emissions visibility, reporting consistency and lower-carbon travel decision-making. In conjunction with the Global Travel Policy, Kantar has seen an 8% reduction in travel in 2025.

Kantar tracks operational environmental risk assessment coverage as part of its environmental management approach. The most recently available data indicates that 39% of operational sites had been assessed for environmental risks.

As expectations from clients, regulators, investors and other stakeholders continue to evolve, Kantar must respond to changing regulatory requirements, market expectations and supply chain dynamics. Potential risks include increasing sustainability-related regulatory requirements, evolving client expectations and the need to support decarbonisation throughout the value chain.

At the same time, climate change presents opportunities to improve operational efficiency, strengthen resilience and support clients as they navigate sustainability challenges. Through our sustainability programmes, data, analytics and advisory capabilities, Kantar helps clients understand changing stakeholder expectations and make informed business decisions. Sustainability also continues to support innovation and long-term business resilience across Kantar.

Kantar continues to strengthen its understanding of climate-related risks and opportunities through ongoing improvements in governance, reporting, target-setting and transition planning activities. Insights from the identification and assessment process help inform strategic priorities, operational planning, supplier engagement activities and the ongoing development of Kantar's climate programmes.

Promoting circularity and digital inclusion through technology reuse

Access to digital technology is increasingly essential for participation in education, employment, healthcare and everyday life. Through technology reuse initiatives, Kantar helps address digital exclusion while extending the life of IT equipment, demonstrating how circular economy principles can generate both social and environmental value.

In the UK, Kantar partners with Community TechAid, a charity that refurbishes and redistributes unwanted technology to individuals and community organisations experiencing digital exclusion. During 2025, Kantar donated 114 laptops through this initiative, bringing the total number of devices donated over the past three years to 419. These laptops support a wide range of beneficiaries, including people participating in digital skills training, employment and learning programmes, refugees, individuals accessing community support services, and those rebuilding their lives through homelessness and other social inclusion programmes. The partnership helps people access essential online services, develop digital confidence and skills, pursue education and employment opportunities, and participate more fully in an increasingly digital society.

Similar technology reuse programmes operate across Kantar's global business, bringing the total number of refurbished devices donated in 2025 to 613. By keeping technology in use for longer, these initiatives help reduce electronic waste, conserve valuable resources and avoid some of the environmental impacts associated with manufacturing new devices. At the same time, they create meaningful social impact by increasing access to technology and supporting greater digital inclusion within the communities where we operate.

Together, these programmes illustrate how responsible management of technology assets can contribute to both our environmental ambitions and our commitment to strengthening communities, promoting inclusion and expanding opportunities for individuals who may otherwise face barriers to digital access.

Embedding sustainability into research delivery

Environmental considerations are increasingly embedded in the way Kantar designs and delivers research. By expanding digital-first methodologies, using established panels, applying efficient research design and leveraging standardised platforms, we can reduce travel, venue use, printed materials, repeated recruitment activity and other resource requirements where these are not essential to meeting research objectives. These approaches support efficient, scalable and high-quality insight delivery while contributing to Kantar's broader environmental objectives.

How sustainable research design supports our environmental objectives

- **Digital-first and technology-enabled methodologies** reduce the need for travel, venue hire, printed materials and other resources associated with in-person data collection where this is not essential.
- **Efficient survey and interview design** reduces respondent burden, shortens data collection and processing activities and supports data quality.
- **Established respondent panels** reduce the need for repeated recruitment activity, supporting more efficient use of resources and faster project delivery.
- **Standardised, customisable Kantar solutions** reduce the effort and resources required to develop, set up and deliver research programmes from scratch, while maintaining quality and consistency.
- **Reusable research frameworks**, technology platforms and delivery processes help avoid duplication of effort and improve resource efficiency across projects.
- **Digital reporting and collaboration tools** reduce reliance on printed materials and support more efficient client engagement and insight dissemination.
- **Automation and innovation** in research delivery streamline project management, fieldwork, analysis and reporting, reducing operational resource requirements.
- **Reduced reliance on face-to-face** interviewing where appropriate lowers travel demand and associated environmental impacts.
- **Scalable research methodologies** enable insights to be delivered consistently across markets while optimising the use of people, technology and operational resources.

6. Our partnerships

Relevant GRI: 3-3, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

Kantar's responsible partnerships agenda focuses on managing environmental, social and governance (ESG) risks and opportunities across its supply chain. This includes supplier standards, supplier ESG assessment, supplier diversity, human rights due diligence and climate-related supplier engagement.

Kantar's sustainable procurement framework integrates sustainability considerations into supplier onboarding, due diligence, sourcing, contracting and ongoing supplier management processes. Supplier due diligence is supported through supplier assessments, policy reviews and the EcoVadis ratings platform, helping Kantar identify, assess and manage sustainability-related risks within its supply chain.

Suppliers are expected to align with Kantar's Supplier Code of Conduct, which sets out expectations relating to human rights, labour standards, environmental management and ethical business practices. Kantar seeks to identify, prevent and mitigate actual or potential adverse impacts on human rights within its operations and value chain and promotes respect for human rights, including children's rights, through supplier due diligence, contractual requirements, modern slavery commitments and grievance mechanisms.

Kantar does not tolerate forced, compulsory or child labour in its own operations or supply chain and expects suppliers to apply equivalent standards within their own operations and supply chains.

Kantar's approach to sustainable procurement is informed by its DMA, which identified climate change, value chain emissions, responsible business conduct and human rights as material sustainability topics. These priorities influence procurement activities, supplier due diligence and supplier engagement programmes, helping Kantar manage sustainability-related risks and opportunities across our value chain.

Policy and actions *- Relevant GRI: 2-23, 2-25, 3-3, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2*

Kantar seeks to integrate ESG considerations throughout the supplier lifecycle through a range of policies and actions, including:

- Require targeted suppliers to acknowledge and comply with Kantar's Supplier Code of Conduct, including expectations relating to environmental management, labour standards, human rights and ethical business conduct.
- Incorporate environmental, labour, human rights, business ethics and compliance requirements into supplier agreements and sourcing processes.
- Assess targeted suppliers through CSR and sustainability assessment processes, including review of social and environmental policies through the EcoVadis platform.
- Applying a structured, risk-based approach to supplier due diligence, including ESG risk assessment, review of supplier sustainability policies and consideration of relevant supplier risk factors
- Integrate sustainability and diversity into sourcing processes, procurement processes, category strategies and buyer training programmes.
- Embed ESG considerations into category planning and relevant buyer performance objectives, giving sustainability and diversity considerations appropriate priority alongside commercial objectives.
- Track supplier diversity spend and monitor supplier participation in recognised sustainability initiatives, including science-based targets, CDP disclosure and other relevant programmes where applicable.
- Embed ESG criteria into supplier selection and contracting processes, including social and environmental clauses in supplier agreements.
- Use supplier segmentation, supplier engagement and capacity-building activities to support improvements in environmental and social performance.
- Incorporate supplier ESG performance into procurement decision-making and performance management where relevant.
- Use supplier emissions data, GHG intensity and science-based target progress to inform climate-related supplier engagement and support value chain decarbonisation.
- Monitor supplier ESG performance through assessment results, risk indicators and supplier management processes and engage suppliers where improvement opportunities are identified.

Kantar's sustainable procurement framework integrates environmental and social sustainability into procurement decisions and supplier expectations. Qualifying tenders include sustainability questions, including diversity and inclusion, with a minimum 20% weighting of the non-commercial proposal allocated to these topics. Supplier risk governance covers financial stability, operational performance, regulatory compliance, ethical conduct, data security and ESG performance. Supplier due diligence is supported by CSR assessment processes, supplier policy reviews and the EcoVadis ratings platform.

The supplier engagement approach includes buyer training, supplier segmentation, capacity-building events, supplier audits through Ecovadis and other initiatives - as well as performance monitoring through supplier health scorecards. Information considered may include spend, emissions data, contract status, risk indicators, diversity attributes, ISO certifications, EcoVadis ratings, science-based target status, United Nations Global Compact participation and CDP disclosures, helping inform supplier engagement and continuous improvement activities across the value chain.

As our supplier sustainability programme has matured, we are transitioning from a standalone KPI focused on evaluating strategic suppliers' social policies and commitments to a broader supplier engagement approach supported by the EcoVadis platform. This enables a more comprehensive assessment of supplier sustainability performance across environmental, social, ethical and governance topics, while supporting our supplier engagement programme and progress towards our Science Based Target initiative (SBTi) supply chain targets.

Kantar continues with its commitment to inclusive and responsible procurement through ongoing partnerships with Supplier.io and WEConnect International. These relationships provide access to credible, certified diverse supplier databases and enhanced data visibility, enabling Kantar to identify, engage and track spend with diverse suppliers more effectively across markets. Supplier diversity is embedded into sourcing processes, systems and reporting, supporting transparency and continuous improvement. Kantar also actively encourages buyers and category teams to consider and use diverse suppliers wherever commercially viable, reinforcing inclusive sourcing as a day-to-day procurement practice rather than a standalone initiative.

2022-2025 partnership performance *- Relevant GRI: 2-25, 308-1, 308-2, 414-1, 414-2*

Supplier diversity: By 2025, Kantar aims to reach 12% supplier diversity across all markets deployed on Coupa. In 2025, Kantar reported 11% spend with certified diverse suppliers For the past two years Kantar has reported and assured supplier diversity spend based only on certified diverse suppliers; whilst the target and prior years included self-certified suppliers, so progress remains measured against the original target but is not directly comparable with previous years.

Supplier diversity – Kantar will continue to work towards increasing supplier diversity to 12%, using the new criteria, with the aim to achieve by the end of 2027.

Supplier sustainability assessments: In 2025, Kantar introduced a new target to review 100 suppliers for their social and environmental policies through the EcoVadis platform by the end of 2026. With 85 suppliers assessed in the first year, the programme has made a strong start towards the 2026 target.

Kantar does not currently record environmental screening data separately for new suppliers. Supplier environmental assessment is managed through targeted onboarding, due diligence, sourcing, contracting and ongoing supplier management processes, supported by EcoVadis reviews and CSR assessment coverage.

During the reporting period, Kantar did not identify any known material negative environmental impacts in its supply chain through its current supplier assessment and engagement processes. Potential supplier-related environmental risks are managed through Kantar's Supplier Code of Conduct, supplier due diligence, EcoVadis assessments, contractual requirements, supplier engagement and ongoing supplier management. Where improvement opportunities are identified, Kantar engages suppliers through assessment feedback, corrective action discussions, capacity-building activity and continued monitoring.

Indicator	2022	2023	2024	2025
Percentage of spend from targeted suppliers who agree to abide by Kantar's supplier code of conduct †	-	74%	70%	88%
Targeted supplier spend agreeing to environment, labour and human rights clauses †	-	67%	70%	88%
Targeted suppliers covered by CSR assessment	51%	81%	95%	93%
Audited/assessed suppliers engaged in corrective actions or capacity building	192	62	120	47
Spend from targeted suppliers with certified diverse characteristics †	6%	9%	11%	11%
Strategic suppliers evaluated on social policies and commitments	-	3	8	N/A
Suppliers with social and environmental policies reviewed via EcoVadis platform	-	-	New	85
Suppliers by purchased goods and services emissions with science-based targets	-	-	-	18%

2025 metrics marked with † were subject to limited assurance.

Supporting social mobility through partnerships

Kantar is committed to helping improve social mobility by creating opportunities for young people from lower socio-economic backgrounds to develop workplace skills, build professional networks and gain insight into career opportunities that may otherwise be less accessible.

In 2025, Kantar delivered the fourth year of its Work Experience and Mentoring Programme, bringing together colleagues and supplier partners to provide students with practical exposure to the corporate environment. Through this collaborative approach, participants gained experience across a range of business settings, helping them develop confidence, workplace skills and a broader understanding of potential career pathways.

In 2025, 55 students took part in the programme, up from 38 in 2024, demonstrating the team's ongoing commitment to social mobility and community engagement. Each student is paired with a dedicated mentor from the business, providing a safe and supportive space to discuss future career goals with someone outside of their immediate personal network.

By opening their workplaces and sharing their experiences, supplier partners helped expand the range of opportunities available to students and demonstrated the value of partnership in supporting positive social outcomes.

The programme included mentoring sessions, skills workshops, career presentations, networking activities and discussions with employees about their career journeys. These interactions provided students with practical advice, professional role models and greater confidence in pursuing future education and employment opportunities.

Through initiatives such as this, Kantar seeks to support social mobility, strengthen connections with local communities and create positive social impact through collaboration with employees, clients and suppliers.

Embedding sustainability into procurement *- Relevant GRI: 3-3, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2*

Indicator	2022	2023	2024	2025
Buyers trained on sustainable procurement	-	89%	91%	93%
Supplier on-site audits conducted	-	3	6	8
Sustainability and D&I weighting in sourcing	-	Minimum 20% weighting in non-commercial proposal evaluation	Minimum 20% weighting in non-commercial proposal evaluation	Minimum 20% weighting in non-commercial proposal evaluation
Supplier capacity-building events	-	-	3 supplier events held, including an APAC region-specific event	152 suppliers attend 2 supplier events covering EMEA and APAC regions
Supplier contracts with modern slavery commitments	-	-	70% of spend covered by contracts including Modern Slavery commitments	88% of spend covered by contracts including modern slavery commitments
Supplier ESG performance/KPIs in contracts	-	-	Supplier KPIs incorporated into new contracts where relevant	Supplier KPIs incorporated into new contracts where relevant
Supplier health scorecard / scope 3 supplier data	Scope 3 carbon baseline established	Supplier engagement work started	Supplier Health Scorecard used to support high-emitting supplier engagement	Ongoing supplier engagement and emissions tracking

Kantar operates a supplier risk management framework assessing suppliers across multiple domains including financial stability, regulatory compliance, ethical conduct, data security and ESG performance. Suppliers are expected to comply with Kantar's Supplier Code of Conduct, which sets expectations on human rights, labour standards, environmental management and business ethics.

7. Our people

Relevant GRI: 2-7, 2-23, 2-24, 2-30, 3-3, 401-1, 401-3, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 404-2, 404-3, 405-1

Kantar's people agenda focuses on attracting, developing and retaining a diverse and engaged workforce and to provide fair, inclusive and supportive working environments. Key priorities include representation, inclusion, learning and development, employee engagement, career development, social dialogue, wellbeing and living wage coverage.

Kantar applies a structured and globally coordinated approach to people management, covering diversity and inclusion, career development, wellbeing and fair remuneration, supported by policies, programmes, training and performance monitoring. These activities are designed to promote equal opportunity, support career development, maintain employee wellbeing and strengthen employee experience across the organisation.

Kantar's approach is informed by its Double Materiality Assessment (DMA), which identified workforce-related topics, including diversity and inclusion, employee wellbeing, career development and fair employment practices, as important to the long-term success of the business and its stakeholders. These priorities inform people policies, programmes and performance objectives across the organisation.

Kantar supports fair and transparent reward practices for employees through local HR and reward communications that explain applicable pay and benefits arrangements, performance-based remuneration and promotion processes. Reward decisions are supported by established performance management, job architecture, benchmarking and review processes, with pay range conversations held where relevant. Kantar also monitors living wage coverage and progress against its commitment for 100% of in-scope employees to be paid at or above the applicable living wage benchmark by 2029.

Employees complete regular mandatory training covering ethics, human rights, diversity and inclusion and data protection.

Career development is supported through structured performance management, individual development planning, internal mobility across functions and markets where applicable. Both are supported by development programmes and learning through Kantar Academy.

Kantar recognises the rights of employees to freedom of association and collective bargaining and supports social dialogue through employee engagement surveys, employee representative structures and collective bargaining arrangements where applicable, including locally-managed discussions on working conditions and health and safety matters where relevant. Employee feedback is used to inform decision-making, workplace improvements and people priorities.

Labour/management relations are managed through local People processes, employee engagement mechanisms and representative arrangements where applicable, supported by global People policies and monitored through engagement survey results, social dialogue coverage, retention indicators and locally managed consultation processes.

These activities are supported by a structured diversity, equity and inclusion programme, including measurable targets, employee engagement mechanisms and regular monitoring of progress through workforce data and employee surveys.

Policy and actions *- Relevant GRI: 2-23, 2-24, 3-3, 401-3, 403-3, 403-6, 404-2, 404-3, 405-1*

- Maintain inclusion and diversity governance through global and market-led steering committees.
- Support employees through Employee Resource Groups (ERGs), allyship, mentoring and leadership development opportunities. ERGs provide voluntary, employee-led forums that support inclusion, belonging, allyship and employee voice across Kantar.
- Apply non-discrimination commitments and maintain routes for raising concerns, including Kantar’s position that discrimination, bullying and harassment are not tolerated within its own business or from those it works with.
- Promote fair and inclusive recruitment, employment and development practices through inclusion and diversity governance, employee lifecycle processes and relevant training.
- Support learning and career development through Kantar Academy, performance management processes, development planning and leadership programmes.
- Embed accessibility considerations and reasonable adjustments within employee lifecycle practices where required.
- Monitor workforce indicators including engagement, inclusion, representation, retention, living wage coverage, training participation, performance reviews and social dialogue coverage.
- Support employee wellbeing through wellbeing programmes, confidential employee assistance services and initiatives that promote healthy and sustainable ways of working.
- Maintain processes that support employee health and safety, including risk management, incident reporting and continuous improvement activities.

Employee wellbeing, health and safety *– Relevant GRI: 2-7, 401-3, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7*

Kantar supports employee wellbeing through a range of benefits, policies and initiatives designed to help colleagues balance their professional and personal responsibilities. These include structured global support programmes, including access to confidential services covering health and wellbeing support, work-life balance, caregiving responsibilities, financial and legal support and specialist advice where needed, family-friendly policies, parental leave, life leave and an annual mental health day, which provides all employees with dedicated time to focus on their wellbeing.

Kantar's parental leave and family-friendly policies are managed locally through HR processes in line with applicable laws, policies and market practices. Employees returning from parental leave are supported through locally applicable policies, manager support and flexible working arrangements where available. While detailed global parental leave uptake, return-to-work and retention data is not disclosed in this report, these provisions form part of Kantar's broader approach to employee wellbeing, inclusion and work-life balance.

Kantar also encourages colleagues to contribute to their local communities through volunteering, community engagement and charitable initiatives. These programmes support Kantar's commitment to employee wellbeing, inclusion and positive social impact in the communities where it operates.

Kantar's wellbeing approach considers physical, mental, financial and social wellbeing, including work-life balance and psychological health. Employees have access to wellbeing resources and awareness initiatives to help prevent and address stress and psychological wellbeing risks and support a healthy and inclusive workplace. Healthcare and wellbeing benefits are managed locally to reflect applicable legal requirements and market practices.

Kantar maintains a Health & Safety policy and manages employee health and safety through locally applicable risk assessment processes, incident reporting and internal monitoring. This includes workstation set-up and ergonomics guidance, including healthy working and posture training to support colleagues working across office and home environments. Health and safety performance metrics are tracked internally to support oversight, risk management and continuous improvement.

Where relevant, occupational health and safety expectations linked to business relationships are managed through supplier due diligence, contractual requirements, the Supplier Code of Conduct and locally applicable site or service-provider arrangements.

Kantar uses employee survey results to monitor engagement, inclusion and employee experience, with insights reviewed to inform people priorities and improvement actions.

Employee engagement, workforce data and employee survey feedback are reviewed regularly to identify workforce-related risks and opportunities and to inform actions that support inclusion, development, wellbeing and employee experience across the organisation.

Kantar employs approximately 16,000 colleagues globally across a diverse range of markets, functions and disciplines. Workforce profile data is monitored by employee category, gender, region and other relevant dimensions to support oversight of representation, inclusion, engagement, development and workforce planning. This helps Kantar monitor progress against its people objectives and identify opportunities to strengthen employee experience, career development and inclusion across the organisation. In 2025, women represented 53% of Kantar's global workforce, a metric included within the scope of limited assurance.

2022-2025 people performance *- Relevant GRI: 2-7, 2-30, 403-2, 404-3, 405-1*

Representation: By 2028, Kantar aims for women to represent 50% of the global Skale 90+ (Skale is Kantar's employee seniority framework) population. In 2025, women represented 42%, with progress continuing through inclusion, development and succession planning activities.

Talent mobility: By 2025, Kantar aimed for 75% of Skale 60+ appointments to be made internally. In 2025, 55% were internal appointments. The 2025 target was not achieved due to a shift in hiring activity towards transformation, offshoring and specialist capability-building roles, which required a greater proportion of external recruitment. Internal mobility and talent development remain important priorities and we continue to invest in succession planning and career development opportunities across the business.

Inclusion and diversity: Having consistently met the 2025 target for I&D-related KES results to meet the High-Performance Norm, Kantar has updated its ambition to consistently exceed the high-performance norm by 2028. In 2025, the I&D-related KES score was 83%.

Living wage: By 2029, Kantar aims for 100% of in-scope employees to be paid at or above the living wage benchmark. In 2025,96% of in-scope employees were paid above the applicable benchmark, demonstrating strong progress towards the 2029 target.

Health and safety audits: Since 2023, Kantar has carried out 167 HSE audits focused on statutory compliance, supporting the provision of safe and compliant office environments for colleagues.

From 2026, Kantar are introducing two new KPIs under Our People pillar:

Skills for the future: We aim to increase our engagement score on colleagues believing they have the opportunity for personal development and growth at Kantar by 3 points by 2030, up from 64% in 2026. This reflects our commitment to supporting colleagues to develop their skills, capabilities and careers; building a future-ready workforce that can support innovation, transformation and long-term business success.

We are focused on ensuring our people develop the right skills for an AI future - with a target to have at least 50% of colleagues complete our MIT/Kantar AI training by the end of 2027.

Indicator	2022	2023	2024	2025
Employees receiving career-related or skills training - LinkedIn	53%	51%	35%	11%
Employees receiving career-related or skills training - Kantar Academy	45%	46%	56%	73%
Women employed across the whole organisation †	53%	51%	53%	53%
Women in Skale 90+ population	41%	42%	42%	42%
Women in top executive positions	35%	38%	39%	36%
Women on board of directors †	38%	20%	25%	25%
Skale 60+ appointments made through internal appointments	49%	64%	67%	55%
Markets with ethnicity disclosure campaigns launched	-	8	18	18
Kantar Employee Survey engagement score	-	73%	75%	72%
I&D-related KES score	-	85%	86%	83%
Internal employees paid above living wage benchmark	-	-	94%	96%
Employees receiving regular performance and career development reviews †	-	86%	91%	98%
Employees covered by formal collective agreements concerning working conditions	-	20%	22%	21%
Employees covered by formally-elected employee representatives	-	21%	21%	29%
Number of work-related injuries & fatalities	57	46	30	3

2025 metrics marked with † were subject to limited assurance.

8. Our clients

Relevant GRI: 2-6

Supporting sustainable growth through consumer insight and advisory services

Kantar helps organisations understand and respond to environmental and social change by combining consumer insight, data, analytics and advisory expertise. Through our Sustainable Transformation Practice, we support businesses in integrating sustainability into brand, innovation, marketing and business strategies, helping clients identify opportunities for sustainable growth while responding to changing stakeholder expectations.

In 2025, Kantar worked with more than 1,200 brands on social and environmental issues, an increase from 965 brands in 2024, including all of Kantar's global clients. Despite continued economic uncertainty during the first half of the year, demand for sustainability-related insight and advisory services strengthened during the second half of the year, contributing to 5% year-on-year revenue growth within the practice.

Kantar was also recognised by Forbes as one of the world's leading sustainability consultancies for a second consecutive year, reflecting the growing role of sustainability within our client offering.

Sustainable Transformation Practice

The Sustainable Transformation Practice works with organisations to understand how sustainability influences consumer behaviour, brand choice, innovation and long-term business performance. Our work helps clients translate environmental and social ambitions into actionable strategies that create value for both businesses and society.

Throughout 2025, the Practice continued to strengthen its market-leading intelligence, advisory capabilities and solution portfolio. This included the launch of **BrandSustainability**, an industry-first solution designed to help organisations connect ESG priorities with brand growth by integrating sustainability considerations into brand strategy and performance measurement. The solution aligns with Kantar's Blueprint for Brand Growth and received external industry recognition through an ESOMAR Award.

Kantar also enhanced its Sustainability Sector Index, providing clients with strategic intelligence on consumer attitudes, expectations and behaviours related to sustainability across industries and markets. The Index continues to support clients in understanding sustainability-related risks, opportunities and evolving consumer preferences.

Collaborating to advance sustainable business and marketing *- Relevant GRI: 2-6*

Partnerships are central to Kantar's approach to driving wider market transformation. Through collaboration with international organisations, industry associations and thought-leadership networks, Kantar contributes research, insight and practical tools that help organisations integrate sustainability into decision-making and marketing practices.

During 2025, Kantar expanded its collaboration with the **United Nations Global Compact (UNGC)** through the launch of the **CMO Blueprint** for Sustainable Growth, which was introduced to the UNGC's global membership of more than 24,000 organisations at the Cannes Lions International Festival of Creativity. The Blueprint was developed to help marketing leaders understand how sustainability can support long-term business growth and stakeholder value creation.

Kantar also strengthened its partnership with the **Ellen MacArthur Foundation**, co-developing a **Circular Marketing Playbook** and supporting the development of circular marketing metrics. This work helps marketers incorporate circular economy principles into brand strategy, communications and customer engagement, supporting the transition towards more sustainable patterns of production and consumption.

Working alongside the **World Federation of Advertisers (WFA),** Kantar published the **Creativity into Action and Radical Innovation playbooks**, providing practical guidance to businesses on how communications, innovation and marketing can accelerate sustainable growth and behaviour change.

Kantar also partnered with the **Chapter Zero Alliance** to deliver a **Global Impact Study** exploring how boards and directors are supporting the sustainable transition within their organisations. The study contributes to the growing body of evidence on the role of governance in addressing sustainability challenges and opportunities.

In addition, Kantar continued its collaboration with **Ad Net Zero** through the launch of the quarterly Sustainable Ad Tracker, providing the industry's first ongoing measurement of sustainability-related content in advertising and communications. The tracker helps brands understand how sustainability themes are represented in advertising and how these messages are received by consumers.

Together, these partnerships position Kantar at the intersection of businesses, consumers, marketers and sustainability leaders, helping to shape industry thinking and support the adoption of more sustainable business practices.

Sharing insight and building capability

Kantar continued to share sustainability research and best practice through major industry events and knowledge-sharing platforms throughout 2025. Representatives from the Sustainable Transformation Practice contributed to discussions at the Cannes Lions International Festival of Creativity, New York Climate Week, London Climate Week, the Ellen MacArthur Foundation Keystone event, Goals House, Advertising Week, the IPA Annual Conference, the Textile Exchange Global Conference and the Venice Sustainable Fashion Forum.

The Practice also continued to publish its Sustainable Futures podcast, now in its third year, providing a platform for discussions on sustainable marketing, consumer behaviour and business transformation. Through these activities, Kantar seeks to share evidence-based insights, build capability across the marketing community and support informed decision-making on sustainability-related issues.

Public policy engagement and industry collaboration

Kantar participates in selected industry associations and sustainability initiatives to share research, provide evidence-based insights and support the development of good practice across the research, marketing and advertising sectors. These include the United Nations Global Compact, World Federation of Advertisers, Market Research Society and Ellen MacArthur Foundation.

During 2025, Kantar supported the development of the CMO Blueprint for Sustainable Growth and the UN Global Compact-Kantar CMO Benchmark Study, contributed to sustainability-related guidance through its partnership with the World Federation of Advertisers, participated in the Market Research Society Sustainability Council, and co-developed the Circular Marketing Playbook and supporting metrics guidance with the Ellen MacArthur Foundation.

Kantar's contributions are focused on research, consumer insight, measurement and practical implementation guidance. These activities support knowledge sharing, capability building and the development of sustainability-related guidance. Kantar does not control the policy, advocacy or public positions of these organisations.

External commitments, partnerships and stakeholder engagements are reviewed through Kantar's ESG governance framework to support alignment with the company's ESG strategy, climate commitments and publicly reported objectives. Where a material inconsistency is identified, it would be reviewed through the appropriate governance and engagement channels.

Creating positive impact for clients

Through its client work, proprietary solutions, research and strategic partnerships Kantar helps organisations understand the relationship between sustainability, consumer expectations and business performance. By bringing together insight, data and practical tools, we support clients in making informed decisions that contribute to sustainable growth, strengthen brand value and respond to evolving environmental and social challenges.

This approach supports Kantar's broader purpose of helping clients understand people and inspire growth, while contributing to a more sustainable and inclusive future.

2022-2025 client performance

Client reach: By 2026, Kantar aimed to reach 20,000 client organisations through key sustainability partnerships. In 2025, Kantar reached 28,021 client organisations, exceeding the target ahead of schedule.

Sustainability projects: By 2025, Kantar aimed to engage 100% of global clients on a sustainability project. In 2025, 100% of global clients were engaged on sustainability or environmental projects, meeting the target.

Indicator	2024	2025
Client organisations reached through sustainability-related partnerships	New	28,021
Global clients engaged with the Sustainability Transformation Practice on sustainability/environmental projects	93%	100%
Quality of work score on Client Satisfaction Survey	4.1	4.1

9. Governance

Relevant GRI: 3-3, 2-23, 2-24, 2-25, 2-26, 205-1, 205-2, 205-3, 206-1, 418-1

Strong governance is fundamental to maintaining the trust of our clients, employees, suppliers, research participants and other stakeholders. Our governance framework supports the ethical, transparent and accountable management of the business and underpins how we manage risk, protect information, ensure compliance and deliver responsible research and data-driven services.

Kantar is committed to conducting business in accordance with applicable laws, regulations and industry standards across the markets in which it operates. Kantar's governance framework is designed to support the effective oversight of ESG matters, integrating sustainability, business ethics, information security, data protection, supplier oversight and risk management into decision-making processes. Through defined governance structures, policies, controls, training programmes and reporting mechanisms, we seek to ensure accountability, manage risks and support long-term value creation.

Our Compliance Programme is designed to prevent, detect and respond to legal, regulatory and ethical risks through a combination of policies, mandatory training, monitoring activities, risk assessment processes, reporting channels and governance oversight. Governance and compliance risks are managed within Kantar's broader enterprise risk management framework, enabling the identification, assessment, escalation and mitigation of material risks and emerging issues.

Kantar's commitment to ethical and responsible business conduct is supported by recognised industry codes and standards. As a member of the Market Research Society (MRS), the UK professional body for research, insight and analytics and ESOMAR, the global community for data, research and insights, we operate in accordance with the MRS Code of Conduct and the ICC/ESOMAR International Code on Market, Opinion and Social Research and Data Analytics. These codes establish expectations relating to research integrity, participant protection, transparency, professional conduct and responsible data practices.

Across applicable areas of the business, Kantar maintains certification to internationally recognised standards, including ISO 27001 (Information Security Management Systems), ISO 9001 (Quality Management Systems) and ISO 20252 (Market, Opinion and Social Research, Including Insights and Data Analytics). These standards support information security, quality management, operational excellence and research integrity.

ESG governance and oversight

Kantar's ESG strategy is supported by a formal governance structure designed to provide oversight, accountability and effective management of ESG matters. The ESG Committee serves as the primary governance body responsible for overseeing ESG strategy, performance, risks, opportunities and disclosures. Established in 2021, the Committee is chaired by the Chief Research Officer, a member of the Executive Leadership Team, providing a direct link to executive management. Committee membership includes senior leaders from Operations, Technology, Finance, Procurement, Compliance, Communications, People, Legal and Client Services, ensuring a multidisciplinary approach to ESG governance and decision-making.

The ESG Committee meets regularly throughout the year to review implementation of the ESG strategy, monitor progress against commitments and targets, assess emerging risks and opportunities, and oversee ESG policies, disclosures and regulatory developments. The Committee receives updates from ESG pillar leads and functional stakeholders to support effective monitoring of performance and delivery against strategic objectives.

The Committee also oversees ESG reporting and disclosure processes, including reporting aligned with GRI, CDP and EcoVadis requirements, and supports the continued development of ESG governance, controls, assurance activities and data quality. Outcomes from our Double Materiality Assessment, stakeholder engagement activities, EcoVadis assessments, CDP submissions and evolving regulatory requirements, including CSRD, are used to inform ESG priorities, management actions and continuous improvement initiatives.

ESG risks and opportunities are integrated within Kantar's enterprise risk management framework and considered alongside other strategic and operational business risks. Climate-related risks, opportunities and emissions reduction activities form part of this oversight, including monitoring progress against climate targets and key environmental performance indicators, as well as oversight of climate actions relating to renewable energy, sustainable procurement, supplier engagement, business travel, technology optimisation and environmental resilience. This helps ensure that ESG considerations are embedded within strategic planning, operational decision-making and long-term business resilience.

The ESG Committee Chair reports regularly to the Audit Committee and Executive Team, providing updates on ESG performance, progress against targets, material risks, stakeholder expectations and emerging regulatory developments. This supports senior-level oversight of sustainability performance and accountability for delivery of Kantar's ESG strategy.

Business principles *- Relevant GRI: 2-23, 2-24, 2-27 205-2 206-1*

Kantar's business principles set out the standards of conduct expected of employees and business partners. They support responsible decision-making, ethical behaviour, respect for human rights, protection of data, fair competition, anti-bribery and corruption controls, responsible sourcing and environmental awareness. These principles are embedded through Kantar's policy framework, mandatory compliance training, due diligence processes, reporting channels and management oversight.

Policies and controls *- Relevant GRI: 2-15, 2-23, 2-24, 205-2*

Kantar maintains a comprehensive global Policy Book supported by management systems, governance processes and internal controls. Policies cover:

- Anti-bribery and corruption
- Anti-money laundering
- Fraud reporting
- Fraud response
- Competing fairly
- Conflicts of interest and related parties
- The giving and receiving of gifts and hospitality
- Cyber Security for Users
- Data Ethics and Integrity
- Protecting Personal Data Personally
- Protecting Personal Data
- Personally Identifiable Information
- Using Social Media at Kantar
- Responsible AI
- Right to Speak

These policies establish minimum standards and expectations for employees and, where appropriate, suppliers, contractors and business partners.

Kantar's policy framework includes Executive Team sponsorship. Policy Owners maintain and review policies and supporting controls, address identified gaps, communicate requirements and monitor compliance. We maintain a comprehensive compliance programme that includes policies are reviewed annually or when legal, regulatory, operational or risk developments require an update.

Kantar expects all employees, leaders, governance committees, management forums and those acting on behalf of the company to act in Kantar's best interests and to disclose any actual, potential or perceived conflicts of interest. Kantar maintains policies and procedures to identify, review and manage conflicts, supported by its Code of Conduct, compliance framework, procurement processes and related controls. Where conflicts or related risks are identified, appropriate review, escalation or mitigation actions are applied to support objective decision-making. Concerns relating to conflicts of interest are investigated and addressed in accordance with Kantar's governance and compliance processes.

Ethics, compliance and due diligence *- Relevant GRI: 2-27, 205-2*

We apply a risk-based approach to ethics and compliance management that includes:

- Mandatory compliance training and annual policy acknowledgements
- Gifts and hospitality approval processes
- Conflict of interest declarations and review processes
- Internal audit and compliance monitoring activities
- Investigation and remediation processes
- Risk-based due diligence of suppliers and third parties
- Ongoing monitoring of higher-risk relationships

Higher-risk suppliers and third parties may be subject to enhanced due diligence covering ethics, corruption, sanctions, regulatory compliance, information security, privacy and other risk factors. These processes support responsible supplier management and help reduce potential legal, financial and reputational risks.

Kantar had no significant instances of non-compliance with laws and regulations resulting in material fines or non-monetary sanctions during the reporting period.

Data protection and information security

Maintaining trust requires strong data protection and information security controls.

Kantar operates a global data protection programme, overseen by the Data Protection Committee, which supports the effective management of data protection risks and compliance obligations. This is achieved through the data protection framework, a suite of policies, guidance, controls and escalation protocols, to which everyone in Kantar must adhere. Implementation of the framework is supported by accountability leads and data protection champions who are responsible for embedding data protection requirements within their business areas and driving compliance with the framework.

Information security is supported through policies, security standards, technical controls, monitoring, threat intelligence, employee awareness programmes, incident response planning and continuous improvement activities. Security-by-design principles are incorporated into technology and operational processes to help protect the confidentiality, integrity and availability of information.

Suppliers and business partners handling Kantar or client information are required to meet relevant data protection and security requirements through contractual provisions, security obligations and risk-based due diligence processes.

Responsible AI

Kantar's responsible AI approach is embedded within its wider governance, compliance, information security, data protection and technology risk management frameworks.

Our Responsible AI Policy and related framework establishes principles covering ethical use, accountability, transparency, fairness, resilience and compliance. AI use cases are assessed through a risk-based framework, with clear accountability assigned for governance and oversight.

To provide ongoing oversight, Kantar established an AI Advisory Board, bringing together senior leaders and subject matter experts from across the business. The Board meets regularly to review AI-related risks, opportunities, regulatory developments and governance requirements. This governance structure helps ensure AI-related considerations are incorporated into business strategy, risk management and decision-making processes while maintaining human oversight and stakeholder trust.

Speak up and grievance mechanisms *- Relevant GRI: 2-16, 2-24, 2-25, 2-26*

Kantar provides Right to Speak, an independent third-party reporting service through which employees and other stakeholders can raise concerns confidentially and, where permitted by local law, anonymously. The service enables concerns relating to ethics, compliance, legal obligations, suspected misconduct and other matters that may affect Kantar's values or responsibilities to be reported. Concerns can also be raised through line management, Human Resources or other established reporting channels where appropriate. Kantar is committed to ensuring concerns are reviewed appropriately, confidentiality is protected wherever possible, and individuals who raise concerns in good faith are protected from retaliation. The service supports Kantar's commitment to integrity, accountability and responsible business conduct.

Remediation and corrective action *- Relevant GRI: 2-26*

Kantar seeks to identify, prevent and address actual or potential adverse impacts through its policies, governance processes and reporting mechanisms. Concerns relating to ethics, compliance, health and safety, human rights, information security or workplace conduct can be raised through established reporting and escalation channels. Reported concerns are reviewed and investigated where appropriate, with corrective actions implemented to address root causes, mitigate impacts and reduce the risk of recurrence. Lessons learned from incidents, complaints and assessments are used to strengthen policies, controls, training and risk management processes, supporting continuous improvement across the organisation.

Monitoring, assurance and continuous improvement *- Relevant GRI: 2-18*

Governance effectiveness is monitored through a combination of training completion rates, policy adherence, risk assessments, internal audits, incident reporting, third-party due diligence, investigations and management review processes.

External assessments, certifications and independent benchmarks, including EcoVadis assessments, further support transparency and continuous improvement. Governance considerations are increasingly integrated into broader sustainability activities, including climate-related risk management, responsible technology governance, data protection, supplier oversight and ESG reporting.

Policy and actions *- Relevant GRI:2-23*

- Maintain a comprehensive global Policy Book covering anti-bribery and corruption, anti-money laundering, competing fairly, conflicts of interest, fraud, cyber security, data protection, data ethics, responsible AI and Right to Speak.
- Deliver mandatory compliance training and policy declarations.

- Maintain approval and declaration processes for sensitive ethics matters, including gifts and hospitality, conflicts of interest and higher-risk third-party relationships, in line with applicable policy requirements.
- Maintain reporting and investigation channels for concerns.
- Conduct internal audit and risk assessment activity concerning business ethics issues.
- Complete mandatory compliance training on joining and annually thereafter, covering ethics, data protection and cyber security and prevention of bribery, corruption and preventing the facilitation of tax evasion, with completion tracked centrally.
- Apply a risk-based approach to third-party due diligence, including supplier classification and enhanced assessment for higher-risk suppliers.
- Track due diligence coverage for higher-risk third parties where relevant, including corruption, regulatory compliance and information security considerations.
- Maintain Kantar's global Data Protection Programme and Data Protection Framework, including defined accountability roles, policies, standards and controls, to support the effective management of data protection risks and compliance with legal and regulatory obligations.
- Require suppliers and partners handling Kantar or client data to meet applicable data protection and security requirements, supported by contractual terms, security agreements and risk-based due diligence where relevant.
- Apply data retention and records management requirements to support appropriate retention, deletion and handling of business and personal information in line with applicable legal, regulatory and policy requirements.
- Provide the Right to Speak channel for employees and third parties to report concerns confidentially and, where permitted, anonymously, via a globally accessible portal and-without fear of retaliation.

Kantar's responsible AI approach is embedded within its broader governance, compliance, data protection and technology risk management frameworks, supporting the ethical, transparent and accountable deployment of AI technologies.

2022-2025 governance performance

- **Anti-bribery and corruption:** 2025 target of 90% employee training completion was exceeded, with 95% completion achieved. The 2026 target is 95% completion.
- **Ethics training:** 2025 target of 90% annual ethics training completion was exceeded, with 92% completion achieved. The 2026 target is 95% completion.
- **Data protection and cyber security:** 2025 target of 90% completion was exceeded, with 94% completion achieved. The 2026 target is 95% completion.
- **Conflicts of interest:** 2025 target was achieved with 92% training completion against a 90% target. From 2026 a new target was set to achieve 95% completion in 2026.
- **Fraud prevention:** Kantar has set a target to achieve a 95% completion of the mandatory fraud prevention training during 2026.
- **Competing Fairly:** 2025 target was zero competing fairly violations, which was met. The 2026 target remains zero violations.
- **Anti-Money laundering:** 2025 target was zero money laundering incidents, which was met. From 2026 a new target was set to establish mandatory anti-money laundering training for all employees, with 95% completion by the end of 2026.
- **Business ethics monitoring:** 72% of employees were covered by internal audit concerning business ethics issues in 2025; 38 reports were received through the whistleblower procedure; and Kantar reported zero confirmed corruption, information security, money laundering and anti-competition incidents.

	Indicator	2022	2023	2024	2025
Ethics, compliance and business conduct	Confirmed corruption incidents	0	1	0	0
Ethics, compliance and business conduct	Employees completing anti-discrimination and human rights training †	77%	81%	92%	92%
Ethics, compliance and business conduct	Employees covered by an internal audit concerning business ethics issues †	-	67%	81%	72%
Ethics, compliance and business conduct	Employees completing ethics training †	77%	81%	92%	92%
Ethics, compliance and business conduct	Employees completing anti-bribery and corruption training	77%	85%	88%	95%
Ethics, compliance and business conduct	Anti competition violations	-	-	0	0
Ethics, compliance and business conduct	Money laundering incidents	-	-	0	0

	Indicator	2022	2023	2024	2025
Data protection and cyber security	Confirmed information security incidents	1	0	0	0
Data protection and cyber security	Employees completing data protection and cyber security training	72%	89%	90%	94%
ESG	Employees completing environmental issues training †	77%	81%	92%	92%
ESG	UN Global Compact signatory	Y	Y	Y	Y
ESG	EcoVadis medal status and score	Silver (59)	Silver (67)	Gold (74)	Platinum (87)
ESG	CDP score	N/A	B-	C	C
Conflicts of interest and fraud prevention	Employees completing fraud training	77%	85%	88%	95%
Conflicts of interest and fraud prevention	Conflict of interest training completion	-	-	88%	95%
Speak Up and investigations	Reports related to whistleblower procedure	27	68	52	38

2025 metrics marked with † were subject to limited assurance.

How governance supports our ESG strategy

Effective governance provides the foundation for delivering Kantar's ESG strategy, managing material risks and maintaining stakeholder trust. Through strong ethical standards, robust controls, effective risk management, supplier oversight, information security, employee awareness and transparent reporting mechanisms, we seek to support responsible business conduct, long-term resilience and sustainable value creation. Governance also enables oversight of emerging sustainability risks and opportunities, including climate-related impacts, responsible technology adoption, supply chain risks and evolving regulatory requirements.

AI and responsible innovation

Why AI matters

AI was identified as a material topic through Kantar's 2025 Double Materiality Assessment (DMA), reflecting both its increasing strategic importance to the business and the potential ESG impacts associated with its use. The assessment recognised that AI presents significant opportunities for innovation, efficiency and growth, while also creating new responsibilities relating to governance, ethics, data protection, transparency and environmental impact.

As a data, insights and analytics business, AI is becoming increasingly relevant to how we deliver value for clients, support colleagues and develop new products and services. At the same time, evolving stakeholder expectations, regulatory developments and increased awareness of AI's environmental footprint mean that robust governance and oversight are essential to responsible adoption.

The inclusion of AI within our DMA reflects both:

Impact materiality

- Potential environmental impacts associated with increasing computing power, data processing and digital infrastructure.
- Potential societal impacts relating to fairness, transparency, privacy, bias and responsible decision-making.
- The importance of maintaining trust in research, data and technology-enabled services.
- The increasing expectations of clients, regulators and other stakeholders regarding responsible AI governance.

Financial materiality

- AI's potential to enhance productivity, innovation and operational efficiency.
- Growing client demand for AI-enabled solutions and insights.
- Emerging legal and regulatory requirements governing AI usage.
- The role of AI in supporting long-term business competitiveness, resilience and growth.

The identification of AI as a material topic through the DMA has informed the continued development of Kantar's AI governance, risk management and oversight framework, ensuring the opportunities and impacts associated with AI are actively considered within broader business and sustainability decision-making.

How we use AI

AI is increasingly integrated into Kantar's operations, products and internal ways of working. We use AI to support innovation, enhance research delivery, improve efficiency, accelerate insight generation and help colleagues focus on higher-value activities.

Our approach is based on the principle that AI should augment human expertise rather than replace human judgement. Human oversight remains central to our decision-making processes, helping to maintain the quality, integrity and trustworthiness of our services.

Opportunities created by AI

We believe AI has the potential to create significant value for Kantar, our clients and broader society when deployed responsibly.

AI may also contribute to more efficient use of resources by reducing manual processing, improving operational efficiency and supporting digital-first ways of working. While these benefits can support sustainability outcomes, they must be balanced against the energy and infrastructure demands associated with AI technologies.

Responsible AI governance

Kantar's Responsible AI Policy provides the framework for how AI is developed, deployed and used across the organisation. First issued in 2024, the policy establishes governance requirements and supports compliance with evolving legal, regulatory and client expectations. The policy is underpinned by six core principles: ethical use, accountability, transparency, fairness, resilience and compliance

Recognising the strategic importance of AI, Kantar established an AI Advisory Board in 2025, bringing together senior leaders and subject matter experts from across the organisation. The Board provides leadership oversight of AI-related risks, opportunities and emerging developments and meets regularly throughout the year to review AI trends, governance requirements, regulatory developments and strategic priorities. Our ESG Sponsor is also a member of the AI Advisory Board.

The Board supports cross-functional collaboration across technology, legal, information security, data privacy, product, commercial and operational teams. Through this structure, Kantar seeks to balance innovation and business value with appropriate risk management, governance and stakeholder trust.

Supporting this governance framework, AI use cases are assessed using a risk-based approach designed to identify appropriate controls and governance requirements. Accountability is assigned for AI systems and applications, including responsibility for oversight, compliance and adherence to policy requirements. Human oversight remains a core governance principle, ensuring AI supports and augments human judgement rather than replacing critical decision-making.

Colleague training and awareness programmes further support responsible AI adoption by helping employees understand both the opportunities and risks associated with AI-enabled tools and services. Guidance, policies and governance processes continue to evolve as technology develops and regulatory expectations mature.

Our AI governance framework forms part of Kantar's broader approach to risk management, ethics, information security and data protection. This helps ensure opportunities created by AI are realised responsibly while potential ethical, operational, regulatory and environmental risks are appropriately managed.

AI impact assessment and risk management

As AI adoption expands globally, organisations are increasingly considering the broader environmental, social and economic consequences associated with AI technologies. Kantar recognises that responsible AI requires consideration of both potential benefits and potential adverse impacts.

In line with our Responsible AI framework, we continue to strengthen our understanding of:

Environmental Impacts

- Energy consumption associated with AI-enabled computing and data processing.
- Demand for digital infrastructure and data centre capacity.
- Implications for greenhouse gas emissions and technology-related energy usage.
- Opportunities to improve efficiency through responsible and targeted use of AI.

Social Impacts

- Fairness and potential bias in AI-supported processes.
- Data privacy and protection of information.
- Transparency and explainability of AI-enabled outcomes.
- Workforce impacts, including skills development and responsible adoption.

Economic and Business Impacts

- Improved productivity and operational efficiency.
- New opportunities for product innovation and growth.
- Compliance with evolving legal and regulatory requirements.
- Long-term business resilience and competitiveness.

While approaches to measuring AI-specific environmental impacts continue to evolve across industry, we are monitoring developments and considering how ESG factors can be incorporated into AI-related decision-making, governance and future reporting.

AI and environmental impact

The DMA highlighted the environmental implications of AI as an important area of consideration within Kantar's broader sustainability agenda. While AI can support efficiency improvements and reduce resource consumption in some areas, its deployment may also increase demand for computing capacity, data processing and digital infrastructure.

Understanding and quantifying AI-related environmental impacts remains an evolving area. As methodologies continue to develop, our focus is on ensuring sustainability considerations are incorporated into technology planning, investment decisions and governance processes.

As part of our wider technology strategy, we continue to focus on:

- Optimising computing capacity and technology infrastructure.
- Reducing unnecessary processing demands through technology rationalisation and efficiency improvements.
- Supporting the use of renewable energy within strategic data centre operations.
- Incorporating sustainability considerations into technology decision-making.
- Evaluating ESG implications alongside the benefits delivered by AI-enabled technologies.

Our objective is to maximise the benefits AI can deliver for colleagues, clients and society while ensuring potential environmental impacts are appropriately considered and managed as part of our wider climate and sustainability strategy.

AI as a material topic

AI was identified as a material topic through Kantar's 2025 DMA due to its significance for innovation, client delivery, operational efficiency and long-term business resilience, alongside the potential ESG impacts associated with its use.

Our approach focuses on:

- Harnessing AI to support innovation, productivity and client value.
- Maintaining robust governance through our Responsible AI Policy and AI Advisory Board.
- Embedding accountability, transparency and human oversight.
- Supporting responsible adoption through training and awareness.
- Monitoring regulatory developments and evolving stakeholder expectations.
- Considering environmental impacts alongside business benefits.
- Integrating AI-related risks and opportunities into broader governance, risk management and sustainability processes.

10. Framework alignment

Relevant GRI: cross-reference to GRI content index

The Annual Report and Accounts include a Walker Guidelines statement of compliance and provide enhanced disclosure on governance, strategy, risk management, employees, environment, stakeholders, diversity, equity and inclusion and non-financial performance indicators. This ESG report supports those disclosure areas by providing additional detail on ESG management approach, targets, metrics, actions and methodology. Detailed ownership, Board composition and financial disclosures remain in the Annual Report and are not duplicated here.

Kantar's ESG reporting is informed by a range of globally recognised sustainability frameworks, standards and stakeholder assessment methodologies, including the Global Reporting Initiative (GRI), CDP Climate Change, the Science Based Targets initiative (SBTi), EcoVadis and the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD). This appendix provides a high-level cross-reference between the report's key topics and the principal external frameworks they support. It is intended to help stakeholders navigate the report and understand how Kantar's ESG disclosures align with evolving sustainability reporting expectations and leading market practices. Detailed methodology, assurance statements and framework-specific disclosures are provided elsewhere in this report or through supporting methodology documents.

The table below links the main report topics to relevant external reporting frameworks and disclosure areas.

Alignment with reporting frameworks

Topic	Report Location	Primary ESRS Topic	Relevant Framework Link
Climate targets and transition plan	Our Planet – targets and progress	ESRS E1 Climate Change	GRI 305; CDP Climate; SBTi Target Progress; EcoVadis Environment
Scope 1, 2 and 3 greenhouse gas emissions	Our Planet – climate performance	ESRS E1 Climate Change	GRI 305; CDP Climate; EcoVadis Environment
Energy consumption and renewable electricity	Our Planet – climate performance	ESRS E1 Climate Change	GRI 302; CDP Climate; EcoVadis Environment
Climate governance and risk management	Governance; our Planet	ESRS E1 Climate Change	GRI 2-12, 2-13, 2-14; CDP Climate Governance; EcoVadis Environment / Ethics
Supplier ESG assessment and due diligence	Our partnerships	ESRS S2 Workers in the Value Chain	GRI 308, 414; CDP Supplier Engagement; EcoVadis Sustainable Procurement
Responsible procurement and supplier engagement	Our partnerships	ESRS S2 Workers in the Value Chain	GRI 308, 414; CDP Supplier Engagement; EcoVadis Sustainable Procurement
Social dialogue and employee representation	Our people	ESRS S1 Own Workforce	GRI 2-30, 407; EcoVadis Labour & Human Rights
Performance and career development reviews	Our people	ESRS S1 Own Workforce	GRI 404-3; EcoVadis Labour & Human Rights
Training and development	Our people; Governance	ESRS S1 Own Workforce	GRI 404; EcoVadis Labour & Human Rights / Ethics
Diversity, equity and inclusion	Our people	ESRS S1 Own Workforce	GRI 405; EcoVadis Labour & Human Rights
Employee wellbeing, engagement and fair pay	Our people	ESRS S1 Own Workforce	GRI 401, 403; EcoVadis Labour & Human Rights
Community impact and digital inclusion	Our people	ESRS S3 Affected Communities	GRI 413; EcoVadis Labour & Human Rights
Ethics and compliance	Governance	ESRS G1 Business Conduct	GRI 2-26, 205, 206; EcoVadis Ethics
Responsible AI and AI governance	Governance	ESRS G1 Business Conduct	GRI 2 (Governance and Policies); EcoVadis Ethics
Information security and data protection	Governance	ESRS G1 Business Conduct	GRI 418; EcoVadis Ethics / Responsible Information Management
ESG governance and oversight	Governance	ESRS 2 General Disclosures	GRI 2-9, 2-10, 2-12, 2-13, 2-14, 2-22; CDP Climate Governance; EcoVadis Ethics

Notes

- Detailed GRI disclosure references are provided in the GRI Content Index.
- Climate-related methodologies, reporting boundaries and assurance information are provided in the relevant KPI Methodology Statements and Assurance Statements.
- References to CSRD and ESRS are intended to support transparency and demonstrate alignment with emerging sustainability reporting requirements. They do not constitute a formal statement of CSRD compliance.
- SBTi references relate to Kantar's validated science-based targets and reporting of progress against those targets.

UN Global Compact and Sustainable Development Goals *- Relevant GRI: 2-28*

Kantar is a participant in the United Nations Global Compact (UNGC) and reports annually through its Communication on Progress. Through this process, Kantar demonstrates how it supports the UNGC's Ten Principles relating to human rights, labour, the environment and anti-corruption. Kantar's ESG strategy, informed by its Double Materiality Assessment, is aligned with a number of United Nations Sustainable Development Goals (SDGs) where the company believes it can make the most meaningful contribution through its operations, partnerships, governance practices and client-facing activities.

The table below highlights the SDGs most closely aligned with Kantar's material ESG topics and strategic priorities.

ESG Theme	Relevant SDG Theme	How Kantar Contributes
Our people	SDG 5 Gender Equality; SDG 8 Decent Work and Economic Growth; SDG 10 Reduced Inequalities	Promoting inclusion and diversity, supporting employee wellbeing, providing learning and development opportunities, maintaining fair employment practices, paying above living wage benchmarks, and upholding human rights commitments across our workforce.
Our planet	SDG 13 Climate Action; SDG 12 Responsible Consumption and Production	Delivering science-based emissions reduction targets, increasing renewable electricity use, improving energy efficiency, reducing emissions from operations and business travel, extending the life of technology assets and supporting resource efficiency through waste and e-waste reduction initiatives.
Our partnerships	SDG 12 Responsible Consumption and Production; SDG 8 Decent Work and Economic Growth	Strengthening responsible supply chain practices through supplier due diligence, sustainable procurement, supplier code of conduct requirements, ESG assessments and supplier climate engagement activities.
Our clients	SDG 13 Climate Action; SDG 12 Responsible Consumption and Production; SDG 17 Partnerships for the Goals	Helping clients understand and respond to sustainability challenges through research, insights and advisory services, including support for sustainability strategies, stakeholder engagement, responsible consumption and climate-related initiatives.
Governance	SDG 16 Peace, Justice and Strong Institutions	Maintaining high standards of business conduct through ethics and compliance programmes, anti-bribery and anti-corruption controls, data privacy and information security measures, responsible AI governance, whistleblowing processes and employee training.

Reporting Note

The SDG alignments presented above are intended to illustrate where Kantar's ESG priorities and activities are most closely connected to the objectives of the Sustainable Development Goals. They do not represent a comprehensive assessment of Kantar's contribution to all SDG targets or indicators.

Appendix A. Reporting boundary and basis of preparation

Relevant GRI: 2-2, 2-3, 2-4

Kantar prepares ESG information using defined organisational boundaries, reporting methodologies and governance processes. Unless otherwise stated, performance data in this report covers 1 January to 31 December 2025. The basis of preparation distinguishes between carbon reporting and wider non-carbon ESG KPI reporting where organisational boundaries, data systems, reporting processes or assurance scopes differ.

Further detail on definitions, calculation methodologies, assumptions, estimation approaches, limitations and restatements is provided in Kantar's supporting KPI methodology and assurance documents. The organisational coverage of carbon and non-carbon ESG indicators is summarised below.

Reporting boundary summary

Area	Basis applied in this report
Carbon reporting boundary	Kantar applies an operational control approach when determining organisational boundaries for greenhouse gas emissions reporting. The reporting boundary includes Kantar entities globally, covering offices, local teams and business units across EMEA, APAC, LATAM and North America.
Scope 3 Investments treatment	Until its sale in August 2025, Kantar Media is considered outside Kantar's operational control boundary and is therefore included within Scope 3 Category 15 (Investments) for carbon reporting purposes.
Worldpanel and Numerator transition	During 2025, Worldpanel by Numerator continued their transition towards operational independence. For carbon reporting purposes, emissions from both businesses remain within Kantar's emissions inventory under the operational control boundary.
Non-carbon ESG KPI boundary	For 2025 non-carbon ESG KPIs, Kantar Worldpanel by Numerator are excluded from ESG KPIs with the exception of ethics audits and training. Training KPIs continue to include both businesses, while training and development metrics include Worldpanel but exclude Numerator.
Restatements and changes	Historical information is restated where required to reflect acquisitions, disposals, structural changes, methodology improvements or changes in reporting scope, supporting consistency and comparability across reporting periods. Certain comparative 2024 carbon metrics have been restated following improvements in data quality identified during the 2025 reporting and independent assurance process. The restatements do not reflect changes in Kantar's carbon reporting boundary, but improvements in the completeness and accuracy of underlying activity data. Further details are provided in the Carbon and DEI Methodology Report.

Reporting conventions

- ESG performance data is presented for the period 1 January to 31 December 2025 unless otherwise stated.
- Comparative information is presented on a 2022-2025 basis where data is available and considered relevant to understanding performance trends.
- Climate-related metrics are prepared in accordance with Kantar's Carbon Methodology, including the reporting of Scope 1, Scope 2 and Scope 3 greenhouse gas emissions.
- Selected non-climate ESG indicators are prepared in accordance with Kantar's Non-Carbon ESG KPI Methodology and associated reporting criteria.
- Unless otherwise stated, workforce metrics are reported as a percentage of the relevant employee population within the applicable reporting boundary.
- Where current-year data is not yet available, supplementary indicators may be presented using the latest available verified information.
- Selected environmental and non-environmental ESG metrics are subject to independent assurance as described in the relevant assurance statements.

Appendix B. Assurance and methodology

Relevant GRI: 2-5

Kantar maintains documented methodologies, reporting controls and assurance processes to support the accuracy, consistency, reliability and transparency of ESG information disclosed in this report. Reporting boundaries, definitions, calculation methodologies, assumptions, estimation approaches and data collection processes are described in the supporting methodology documents and are applied consistently across the reporting period unless otherwise stated.

Where improved data quality, methodological changes, organisational changes or enhanced data availability result in updates or restatements, these are disclosed in the relevant methodology documentation to support stakeholder understanding and year-on-year comparability.

Data quality and assurance *- Relevant GRI – 2-4*

Kantar uses limited external assurance to support the credibility, consistency and transparency of selected ESG disclosures. For the reporting period, Kantar's greenhouse gas emissions data and a defined set of ESG performance indicators were subject to a limited assurance engagement by Grant Thornton UK LLP. The assurance scope, methodology and independent assurance conclusions are provided in Appendix B.

This assurance approach supports Kantar's alignment with the GRI Standards, CDP disclosure expectations and EcoVadis evidence requirements, while strengthening readiness for evolving sustainability reporting and assurance requirements, including CSRD.

Further information on Kantar's ESG governance framework, Board and Executive oversight, ESG leadership responsibilities and data accountability arrangements is provided in the Governance and accountability section of this report.

Supporting methodology documents:

- Carbon and DEI methodology report
- Non-Carbon KPI Methodology report

Assurance scope summary

Assurance area	Disclosure treatment
Carbon	Kantar's baseline year for carbon reporting is 2022. The Carbon and DEI Methodology Report describes the greenhouse gas inventory methodology, organisational and operational boundaries, emissions factors, assumptions and calculation approaches. Selected carbon data for 2024 and 2025 has been subject to independent limited assurance, with the assurance opinion included within the methodology report.
Non-carbon ESG KPIs	The Non-Carbon ESG KPI Methodology Report sets out definitions, reporting boundaries, calculation methodologies and assurance scope for selected ESG indicators reported for the year ended 31 December 2025. Independent limited assurance has been obtained for the Subject Matter Information specified within that report.
Reporting criteria	The reporting criteria used for the measurement and evaluation of assured information comprise the methodologies, definitions and calculation approaches described within Kantar's supporting methodology documentation.
Reporting boundaries and methodology	The supporting methodology reports define reporting boundaries, organisational coverage, data sources, assumptions, estimation approaches and calculation methodologies. These documents provide the basis for the preparation of ESG disclosures and support consistency and comparability across reporting periods.
Data governance and controls	ESG information is collected, reviewed and consolidated through defined reporting processes and internal controls. Responsibility for data preparation, validation and review is assigned to relevant functional owners, with oversight provided through Kantar's established ESG governance framework.
Restatements and comparability	During the preparation and assurance of Kantar's 2025 greenhouse gas inventory, improvements in data quality and underlying source data were identified. As a result, selected 2024 carbon metrics have been restated to reflect the enhanced data quality and to improve consistency, accuracy and comparability across reporting periods. Further details of the restatements, including the affected metrics and methodology, are provided in the Carbon and DEI Methodology Report.

Inherent limitations	As with all non-financial information, different but acceptable measurement and evaluation techniques may affect comparability between organisations and reporting periods. Certain ESG metrics also require assumptions, estimates and judgement, which may influence reported outcomes.
Management responsibility	The ESG Committee is responsible for the preparation and presentation of ESG information and for establishing, implementing and maintaining appropriate internal control to support the completeness, accuracy and reliability of reported information.

Methodological areas referenced

Methodology area	Summary
Scope 1 emissions	Direct releases from stationary combustion, mobile sources and fugitive emissions.
Scope 2 emissions	Calculated using both location-based and market-based approaches, depending on available data.
Scope 3 emissions	Includes purchased goods and services, capital goods, fuel- and energy-related activities, waste disposal, transportation and distribution, business travel, employee commuting and investments, where applicable.
Waste and energy data	Measured according to relevant activity data, volumes and applicable emission or conversion factors.
Non-carbon ESG indicators	Measured against Kantar’s defined reporting criteria and applicable organisational boundary.

GRI Index

Statement of use:	The Kantar Group S.a.r.L has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.
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	Page number and paragraph	RESPONSE 2025
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	Page 3 – About this report	Kantar Global Holdings S.à r.l. is the parent company of the Kantar group of companies. Kantar is a global, technology-enabled marketing data and analytics company operating through subsidiaries and business operations across EMEA, North America, Latin America and Asia Pacific, serving clients in more than 80 countries. Unless otherwise stated, references to Kantar in this report refer to Kantar Global Holdings S.à r.l. and its consolidated subsidiaries.
	2-2 Entities included in sustainability reporting	Appendix A Reporting boundary and basis of preparation	This Kantar Environmental, Social and Governance Report covers 1 January 2025 to 31 December 2025 unless otherwise noted. The treatment of Kantar Media, Worldpanel and Numerator, including changes arising from disposals and operational separation, is described in Appendix A
	2-3 Reporting period, frequency and contact point	Pages 3 and Appendix A	Kantar publishes its ESG Report annually. This report covers 1 January 2025 to 31 December 2025. Questions about this report may be directed to ESG@kantar.com. James Brooks, Chief Research Officer, is the ESG Executive Sponsor.
	2-4 Restatements of information	Appendix A Appendix B	Where enhanced data quality, methodological improvements, organisational changes or updated reporting requirements result in restatements, these are disclosed in the relevant methodology documentation to maintain transparency and support comparability over time. During the preparation and assurance of Kantar's 2025 greenhouse gas inventory, improvements in data quality and underlying source data were identified. As a result, selected 2024 carbon metrics have been restated to reflect the enhanced data quality and to improve consistency, accuracy and comparability across reporting periods. Further details of the restatements, including the affected metrics and methodology, are provided in the Carbon and DEI Methodology Report.
	2-5 External assurance	Page 5 – paragraph 3 Appendix B	To enhance the reliability and transparency of our ESG disclosures, selected environmental, social and governance metrics are subject to independent external assurance. For the reporting period, Kantar's greenhouse gas emissions data and selected ESG performance indicators underwent a limited assurance engagement conducted by Grant Thornton UK LLP. The scope of assurance, methodologies applied and assurance conclusions are set out in the Independent Assurance Statement included in Appendix B. External assurance supports stakeholder confidence in Kantar's ESG reporting and contributes to the continual strengthening of reporting processes, controls and data quality.
	2-6 Activities, value chain and other business relationships	Page 3 – About this report	This report presents the environmental, social and governance (ESG) performance of Kantar Global Holdings S.a.r.l. (Kantar), a Luxembourg private limited-liability company, and the subsidiaries included within the reporting boundaries described in Appendix A. Kantar is a global data, insights and consulting company that helps organisations understand people, markets and societal trends so they can make better business decisions. We provide market research, analytics, brand strategy, media effectiveness, customer experience and sustainability advisory services to clients across multiple sectors and markets. Our work is delivered through a global workforce, specialist consulting teams, technology-enabled research platforms and a broad network of suppliers, research participants, data and technology partners and service providers. The report covers the period from 1 January 2025 to 31 December 2025, unless otherwise stated, and includes 2022–2025 performance data where available.
	2-7 Employees	Page 20 – global workforce	Kantar employs approximately 16,000 colleagues globally across a diverse range of markets, functions and disciplines. Workforce profile data is monitored by employee category, gender, region and other relevant dimensions to support oversight of representation, inclusion, engagement, development and workforce planning. This helps Kantar monitor progress against its people objectives and identify opportunities to strengthen employee experience, career development and inclusion across the organisation. In 2025, women represented 53% of Kantar's global workforce, a metric included within the scope of limited assurance.
	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 by the reporting data.
	2-9 Governance structure and composition	Page 8 – ESG management approach	Kantar's ESG governance includes Executive Team sponsorship, policy sponsors and owners, functional responsibilities and a multidisciplinary ESG Committee.
	2-10 Nomination and selection of the highest governance body	Page 8 – ESG management approach	The ESG Committee is chaired by the Chief Research Officer and includes senior leaders from Operations, Technology, Finance, Procurement, Compliance, Communications, People, Legal and Client Services. Detailed Board nomination and selection processes are reported separately in the Annual Report.
	2-11 Chair of the highest governance body	Page 8 – ESG management approach	The ESG Committee is chaired by the Chief Research Officer, who is a member of the Executive Leadership Team and provides a direct line of oversight to executive management.
	2-12 Role of the highest governance body in overseeing management of impacts	Page 8 – ESG management approach	The ESG Committee meets monthly to oversee ESG strategy, monitor performance against commitments and targets, assess emerging risks and opportunities and review ESG policies and disclosures. The Committee Chair reports twice yearly to the Group Audit Committee.
	2-13 Delegation of responsibility for managing impacts	Page 8 – ESG management approach	Responsibility is delegated through Executive Team sponsorship, policy sponsors, policy owners, colleague responsibilities, compliance support and multidisciplinary ESG Committee oversight.
	2-14 Role of the highest governance body in sustainability reporting	Page 8 – ESG management approach	The ESG Committee oversees ESG strategy, implementation, performance monitoring and sustainability-related reporting and disclosures.
	2-15 Conflicts of interest	Page 25 – paragraph 5	Governance and management bodies are expected to act in Kantar's best interests and to disclose any actual, potential or perceived conflicts of interest. Kantar maintains policies and procedures to identify, review and manage conflicts, supported by its Code of Conduct, compliance framework, procurement processes and related controls. Where conflicts or related risks are identified, appropriate review, escalation or mitigation actions are applied to support objective decision-making. Concerns relating to conflicts of interest are investigated and addressed in accordance with Kantar's governance and compliance processes.
	2-16 Communication of critical concerns	Page 26 – Speak Up and accountability	Kantar's Right to Speak programme enables employees and third parties to report concerns confidentially and, where permitted, anonymously through globally accessible channels. Concerns may also be raised through management and HR.
	2-17 Collective knowledge of the highest governance body	Page 8 – paragraph 3	Multidisciplinary representation across Operations, Technology, Finance, Procurement, Compliance, Communications, People, Legal and Client Services provides collective ESG knowledge and expertise.
	2-18 Evaluation of the performance of the highest governance body	Page 26 – Monitoring, assurance and continuous improvement	ESG oversight, accountability and monitoring arrangements are described; formal evaluation of the highest governance body's performance in overseeing impacts is not separately disclosed.
	2-19 Remuneration policies	Page 9 - paragraph 8	Kantar's remuneration approach for senior management is designed to support responsible business performance, accountability and delivery of strategic priorities. Remuneration may include fixed pay, benefits and performance-related elements, with relevant ESG and climate-related objectives incorporated into senior management performance objectives where applicable. Reward decisions are managed through established performance management, reward review and governance processes, with oversight applied in line with role, seniority and local requirements. These processes are designed to support consistency, accountability and appropriate management of potential conflicts of interest in remuneration-related decision-making.
	2-20 Process to determine remuneration	Page 9 - paragraph 8	Kantar's remuneration approach for senior management is designed to support responsible business performance, accountability and delivery of strategic priorities. Remuneration may include fixed pay, benefits and performance-related elements, with relevant ESG and climate-related objectives incorporated into senior management performance objectives where applicable. Reward decisions are managed through established performance management, reward review and governance processes, with oversight applied in line with role, seniority and local requirements. These processes are designed to support consistency, accountability and appropriate management of potential conflicts of interest in remuneration-related decision-making.
	2-21 Annual total compensation ratio	Not included in report	The following information is not available for disclosure in this reporting period due to confidentiality constraints.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	Page number and paragraph	RESPONSE 2025
	2-22 Statement on sustainable development strategy	Page 3 – Exectutive sponsor introduction	At Kantar, ESG has become firmly embedded within Kantar's business-as-usual operations. Sustainability considerations are integrated into the way we manage our people, engage with suppliers, support clients, govern our business and reduce our environmental impact. As expectations from clients, investors, regulators and employees continue to evolve, we recognise the importance of demonstrating not only our commitments, but also the progress we are making against them.
	2-23 Policy commitments	Pages 11–12 - Our Planet - Policy and actions Pages 16–17 - Our Partnerships - Policy and actions Page 19 - Our People- Policy and actions Pages 25-27 - Business Principles - Governance - Policy and actions	Kantar's policy commitments are reflected throughout the report in the relevant ESG sections, where policy commitments, actions, targets and performance indicators are presented by topic. These commitments cover responsible business conduct across Kantar's operations and, where relevant, its business relationships, including ethics and compliance, human rights, labour standards, environmental responsibility, data protection, information security, responsible AI and responsible procurement.
	2-24 Embedding policy commitments	Page 8 - Governance and Accountability Page 9 - Speak up and grievenace mechanisms Page 16 - Our Partnerships - Policy and Actions Page 25 - Business Principles - Policy and controls	Kantar's policy commitments are reflected throughout the report in the relevant ESG sections, where policy commitments, actions, targets and performance indicators are presented by topic. These commitments cover responsible business conduct across Kantar's operations and, where relevant, its business relationships, including ethics and compliance, human rights, labour standards, environmental responsibility, data protection, information security, responsible AI and responsible procurement.
	2-25 Processes to remediate negative impacts	Page 9 - Speak up and grievance mechanism Page 16 - Policy and actions Page 17 - Partnership performance Page 26 - Speak up and accountability	Kantar maintains reporting and grievance mechanisms, including Right to Speak, through which concerns can be raised confidentially and investigated in line with governance and compliance processes. Potential adverse impacts are addressed through established escalation, investigation, corrective action and remediation processes, including supplier due diligence, contractual requirements and supplier engagement or capacity-building where relevant.
	2-26 Mechanisms for seeking advice and raising concerns	Page 8 - ESG Management Approach Page 9 - Speak up and grievenace mechanisms Page 25 - Governance Page 26 - Speak up and accountability, Remediation and Corrective Action	Kantar provides mechanisms for employees and other relevant stakeholders to seek guidance and raise concerns, including through line management, Human Resources and formal reporting channels such as Right to Speak. Concerns can be raised confidentially and are handled in line with Kantar's governance and compliance processes, including commitments to investigation, confidentiality and non-retaliation.
	2-27 Compliance with laws and regulations	Pages 25 - Ethics, Business Principles - compliance and due diligence	Kantar is committed to conducting business in accordance with applicable laws, regulations and industry standards across the markets in which it operates. Kantar had no significant instances of non-compliance with laws and regulations resulting in material fines or non-monetary sanctions during the reporting period.
	2-28 Membership associations	Page 4-5 - External recognition Page 22 - Collaborating to advance suustainable business and marketing Page 32 - UN Global Compact	Kantar participates in the UN Global Compact, CDP, the Science Based Targets initiative and EcoVadis and collaborates with organisations including ESOMAR, the World Federation of Advertisers and the Ellen MacArthur Foundation.
	2-29 Approach to stakeholder engagement	Page 6 - Double Materiality Assessment	The Double Materiality Assessment incorporated clients, suppliers, employees, leadership, internal functions, business divisions, financial stakeholders and other external stakeholders. Input was combined with research, regulatory review and assessment of impacts, risks and opportunities across the value chain.
	2-30 Collective bargaining agreements	Page 19 - paragraph 7 Page 20 - 2022-2025 People Performance	Kantar recognises employees' rights to freedom of association and collective bargaining and supports social dialogue through employee engagement surveys, employee representative structures and collective bargaining arrangements where applicable. Working conditions and related matters are managed through local HR processes, employee engagement mechanisms and applicable legal or collective arrangements.
Material topics			
	3-1 Process to determine material topics	Page 6 - Double Materiality Assessment	Kantar's Double Materiality Assessment considered impact and financial materiality, stakeholder input and the company's operations and value chain. It included topic identification, impact, risk and opportunity assessment, stakeholder consultation, scoring and management validation.
GRI 3: Material Topics 2021	3-2 List of material topics	Page 7 - DMA process and material ESG topics	Material matters identified through the DMA are Privacy and cybersecurity Diversity and inclusion The following topics have been merged as one topic: Climate change: Climate change mitigation, energy Organisational development: Working conditions – OW, Adequate wages - OW, Training and skills development – OW, Corporate culture Value Chain: Working conditions - Value chain, Equal treatment and opportunities for all, Other worker related rights - Value chain, Management of relationships with suppliers Governance: Governance, Protection of whistle-blowers These topics have been added material topics for Kantar with sustainable journey of Kantar's client covering some standard sustainability matters: Sustainability journey of Kantar's clients: Access to (quality) information, Responsible marketing practices, Provision of services to non-sustainable client sectors Artificial intelligence: Kantar specific material topic
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-2 Management of biodiversity impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-3 Access and benefit- sharing	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-4 Identification of biodiversity impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-5 Locations with biodiversity impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-6 Direct drivers of biodiversity loss	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-7 Changes to the state of biodiversity	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	101-8 Ecosystem services	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Climate Change			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 10 – paragraphs 3-9 - Our planet (climate management approach)	Kantar applies a structured and globally coordinated environmental management approach covering emissions reduction, energy use, business travel, real estate, technology, waste management and responsible use of resources.
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Pages 10–13 - Our Planet	Kantar has established science-based greenhouse gas emissions reduction targets using 2022 as the baseline year and has a long-term ambition to achieve net zero emissions across its value chain by 2050. While Kantar has not adopted a standalone climate transition plan, climate considerations are integrated into its environmental strategy, emissions reduction programmes, supplier engagement, sustainable procurement, travel, real estate and technology efficiency activities. Progress is monitored through ESG governance processes and reported annually through ESG disclosures and external sustainability reporting.
	102-2 Climate change adaptation plan	Page 11 – Environmental resilience and adaptation	Kantar has not adopted a standalone climate change adaptation plan; however, environmental resilience and adaptation considerations are integrated into broader risk management, governance and business continuity processes. The report describes how Kantar monitors environmental and climate-related risks, maintains operational continuity through flexible working and technology-enabled delivery models, and seeks to strengthen resilience across its operations, facilities, people, technology infrastructure and value chain. Kantar continues to develop its climate-risk assessment capabilities and intends to strengthen its adaptation approach as data, methodologies and governance processes mature.
	102-3 Just transition	Not included in report	The following information is not available for disclosure in this reporting period because the information is currently unavailable. Kantar has not adopted a standalone just-transition plan. Given the nature of its service-based operations, it is developing its understanding of how climate-related changes may affect employees, suppliers and other stakeholders.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	Page number and paragraph	RESPONSE 2025
	102-4 GHG emissions reduction targets and progress	Page 12 - Carbon baseline and target progress, Climate target and actions and Reduction plan	Kantar reports science-based GHG reduction targets and 2025 progress against the 2022 baseline. Scope 1 and 2 emissions decreased by 34%, Scope 3 emissions decreased by 17%, and 18% of suppliers by purchased-goods-and-services emissions had science-based targets.
	102-5 Scope 1 GHG emissions	Page 13 – 2022–2025 climate performance	Total Scope 1 greenhouse gas emissions were 2,619 tCO_2e in 2025. Kantar reports total Scope 1 greenhouse gas emissions in tCO_2e for 2022–2025. The Scope 1 figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The Scope 1 methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	102-6 Scope 2 GHG emissions	Page 13 – 2022–2025 climate performance	Total Scope 2 greenhouse gas emissions were 8,382 tCO_2e on a location-based basis and 8,311 tCO_2e on a market-based basis in 2025. Kantar reports total Scope 2 greenhouse gas emissions in tCO_2e for 2022–2025. The Scope 2 figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The Scope 3 methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	102-7 Scope 3 GHG emissions	Page 13 – 2022–2025 climate performance	Total gross Scope 3 greenhouse gas emissions were 185,131 tCO_2e in 2025. Kantar reports total Scope 3 greenhouse gas emissions in tCO_2e for 2022–2025. The Scope 3 figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The Scope 3 methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	102-8 GHG emissions intensity	Page 13 – 2022–2025 climate performance	Carbon intensity was 4.38 tCO_2e per US$1 million of revenue in 2025. Kantar reports carbon intensity for 2022–2025. The intensity figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	102-9 GHG removals in the value chain	Not included in report	Kantar does not currently report GHG removals within its value chain. Its climate strategy prioritises emissions avoidance and reduction; removals may be considered in future for residual emissions that cannot be eliminated
	102-10 Carbon credits	Not included in report	Kantar does not currently report the purchase or cancellation of carbon credits. Its climate strategy prioritises direct emissions avoidance and reduction across operations and the value chain
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 10–14 – Our planet (energy management approach)	Energy is managed as part of Kantar's wider environmental and climate management approach. Kantar's actions focus on improving energy efficiency across property operations and technology infrastructure, consolidating office space, relocating to more energy-efficient buildings where feasible, increasing renewable electricity use and monitoring energy consumption and energy intensity over time. Progress is tracked through environmental performance indicators and reviewed through ESG governance and reporting processes.
GRI 103: Energy 2025	103-1 Energy policies and commitments	Page 11 - Our planet: Policy and actions; Reduction plan; 2022–2025 climate performance	Kantar's energy policies and commitments are reflected in its environmental management approach, which focuses on improving energy efficiency across property operations and technology infrastructure, increasing renewable energy use where feasible, consolidating office space and relocating to more energy-efficient buildings. Progress is supported by annual monitoring of energy consumption, energy intensity and renewable energy indicators.
	103-2 Energy consumption and self-generation within the organisation	Page 13 – 2022–2025 climate performance	Total energy consumption was 35,273 MWh in 2025. Renewable energy represented 15% of total consumption, and strategic data centres used 100% renewable energy. The renewable energy figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The renewable energy methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	103-3 Upstream and downstream energy consumption	Page 13 - 2022–2025 climate performance (partial; upstream/downstream energy not separated)	Energy associated with operations, strategic data centres and technology infrastructure is included in climate monitoring; upstream and downstream energy are not separately quantified. However these are specified within the Carbon and DEI Methodology Report and the 2025 metrics were subject to independent limited assurance.
	103-4 Energy intensity	Page 13 - 2022–2025 climate performance	Energy intensity was 14.14 MWh per US$1 million of revenue in 2025.
	103-5 Reduction in energy consumption	Page 13 - 2022–2025 climate performance	Total energy consumption declined from 53,421 MWh in 2022 to 35,273 MWh in 2025. Energy-efficiency actions across property and technology are also reported. The total energy figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The energy methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
Economic performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	201-2 Financial implications and other risks and opportunities due to climate change	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	201-3 Defined benefit plan obligations and other retirement plans	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	201-4 Financial assistance received from government	Not applicable	Currently not applicable since there is no financial assistance received from the government
Market presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 19 – Our people (fair remuneration and living wage)	Kantar manages market presence through fair-remuneration and living-wage commitments. It aims for 100% of in-scope employees to be paid at or above the applicable living-wage benchmark by 2029; coverage reached 96% in 2025 and is reviewed annually.
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
Indirect economic impacts			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	203-2 Significant indirect economic impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Procurement practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 16-18 - Our partnerships	Kantar's responsible partnerships agenda focuses on managing environmental, social and governance (ESG) risks and opportunities across its supply chain. This includes supplier standards, supplier ESG assessment, supplier diversity, human rights due diligence and climate-related supplier engagement. sections summarising policies, actions, targets and metrics.
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
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 24-27 - Governance	Strong governance is fundamental to maintaining the trust of our clients, employees, suppliers, research participants and other stakeholders. Kantar maintains a comprehensive global Policy Book supported by management systems, governance processes and internal controls with policies including Anti-bribery and corruption.
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	Page 24-27 - Governance	Kantar applies a risk-based governance and compliance approach supported by business-ethics audits, third-party due diligence and anti-bribery and corruption controls.
	205-2 Anti-corruption communication and training	Page 25 - Business Principles - Policies and controls, Ethics, compliance and due diligence	Anti-bribery and corruption training is mandatory. In 2025, 95% of employees completed the training, exceeding the 90% target.
	205-3 Confirmed incidents of corruption and actions taken	Page 27 – 2022–2025 governance performance	Kantar is not aware of any corruption incidents in 2025.
Anti-competitive behavior			

GRI STANDARD/OTHER SOURCE	DISCLOSURE	Page number and paragraph	RESPONSE 2025
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 24–27 - Governance	Our Compliance and Ethics Programme is designed to prevent, detect and respond to legal, regulatory and ethical risks through a combination of policies, mandatory training, monitoring activities, risk assessment processes, reporting channels and governance oversight.
GRI 206: Anti- competitive Behaviour 2016	206-1 Legal actions for anti- competitive behaviour, anti- trust and monopoly practices	Pages 24–27 - Governance	Kantar is not aware of any legal actions relating to anti-competitive behaviour, anti-trust or monopoly practices during the reporting period.
Tax			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 207: Tax 2019	207-1 Approach to tax	Not included in report	Refer to Kantar Annual report 2025
	207-2 Tax governance, control and risk management	Not included in report	Refer to Kantar Annual report 2025
	207-3 Stakeholder engagement and management of concerns related to tax	Not included in report	Refer to Kantar Annual report 2025
	207-4 Country-by-country reporting	Not included in report	Refer to Kantar Annual report 2025
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	301-2 Recycled input materials used	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	301-3 Reclaimed products and their packaging materials	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 10-14 - Our planet (energy management approach and performance)	Kantar's environmental focus is on reducing greenhouse gas emissions, improving energy performance and strengthening the quality of environmental data. Kantar reports progress against its greenhouse gas emissions reduction targets using 2022 as the baseline year. The report discloses Scope 1, Scope 2 and Scope 3 emissions performance, including percentage reductions against the baseline, and describes the operational and value-chain actions supporting emissions reduction, including energy efficiency, renewable electricity, supplier engagement, sustainable procurement, lower-carbon travel, technology optimisation and digital-first research delivery.
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Page 13 – 2022–2025 climate performance	Total energy consumption was 35,273 MWh in 2025, compared with 37,486 MWh in 2024. The energy consumption figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The energy methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	302-2 Energy consumption outside of the organisation	Page 13 – 2022–2025 climate performance (partial; outside-organisation energy not separated)	Energy consumption outside Kantar primarily relates to business travel, employee commuting, cloud computing and third-party data centre services, and other relevant value-chain activities. These activities are assessed as part of Kantar's broader greenhouse gas emissions inventory and Scope 3 reporting programme. Energy consumption outside the organisation is not separately quantified.
	302-3 Energy intensity	Page 13 – 2022–2025 climate performance	Total energy consumption was 35,273 MWh in 2025. Energy intensity was 14.14 MwH per US$1 million of revenue. The energy consumption figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The energy methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	302-4 Reduction of energy consumption	Page 13 – 2022–2025 climate performance	Total energy consumption decreased from 53,421 MWh in 2022 to 35,273 MWh in 2025. The energy consumption figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The energy methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	302-5 Reductions in energy requirements of products and services	Not included in report	Kantar primarily provides research, analytics and consulting services and does not manufacture physical products with direct energy consumption characteristics. The company has not established a methodology to quantify reductions in the energy requirements of services provided to clients and therefore does not report against this disclosure for the current reporting period.
Water and effluents			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify 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 formal double materiality assessment, did not identify this as a material topic
	303-2 Management of water discharge-related impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	303-3 Water withdrawal	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	303-4 Water discharge	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	303-5 Water consumption	Page 10 – water use and efficiency (partial; volumes not disclosed)	Whilst water consumption is not considered a material topic for Kantar due to the nature of our business activities, which are predominantly office-based and have relatively low direct water requirements; we seek to use water responsibly across our operations and encourage good environmental practices within our workplaces as part of our broader commitment to resource efficiency and environmental stewardship. Water-consumption volumes are not separately disclosed.
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify 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	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	304-2 Significant impacts of activities, products and services on biodiversity	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	304-3 Habitats protected or restored	Not included in report	Kantar's formal double materiality assessment, did not identify 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 formal double materiality assessment, did not identify this as a material topic
Emissions			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 13 – 2022–2025 climate performance	Total Scope 1 greenhouse gas emissions were 2,619 tCO_2e in 2025. The Scope 1 figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The Scope 1 methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	305-2 Energy indirect (Scope 2) GHG emissions	Page 13 – 2022–2025 climate performance	Total Scope 2 greenhouse gas emissions were 8,382 tCO_2e location-based and 8,311 tCO_2e market-based in 2025.The Scope 2 figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The Scope 2 methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	305-3 Other indirect (Scope 3) GHG emissions	Page 13 – 2022–2025 climate performance	Total gross Scope 3 greenhouse gas emissions were 185,131 tCO_2e in 2025. The Scope 3 figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The Scope 3 methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	305-4 GHG emissions intensity	Page 13 – 2022–2025 climate performance	Carbon intensity was 4.38 tCO_2e per US$1 million of revenue in 2025. The carbon intensity figure is marked with † in the climate performance table, indicating that the 2025 metric was subject to independent limited assurance. The carbon intensity methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	305-5 Reduction of GHG emissions	Pages 10-13 - Our planet - Carbon baseline and target progress; Climate targets and action coverage; Reduction plan; 2022–2025 climate performance.	Scope 1 and 2 emissions decreased by 34% and Scope 3 emissions decreased by 17% against the 2022 baseline in 2025.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	Page number and paragraph	RESPONSE 2025
	305-6 Emissions of ozone- depleting substances (ODS)	Not included in report	Kantar does not operate manufacturing processes and is not aware of any material emissions of ozone-depleting substances arising from its operations. ODS emissions are not currently considered a material environmental impact for Kantar and are therefore not reported.
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions	Not included in report	Kantar does not operate manufacturing processes and is not aware of any material emissions of NOx, SOx or other air emissions arising from its operations. These emissions are not currently considered a material environmental impact for Kantar and are therefore not reported.
Spills			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 306: Effluents and Waste	306-3 Significant spills	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	306-2 Management of significant waste-related impacts	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	306-3 Waste generated	Page 13 – 2022–2025 climate performance (waste generated)	Although waste was not identified as a material topic in Kantar's Double Materiality Assessment, Kantar monitors waste generated across its operations as part of its environmental management activities. Kantar reported 890 tonnes of non-hazardous waste and zero tonnes of hazardous waste in 2025.
	306-4 Waste diverted from disposal	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	306-5 Waste directed to disposal	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Supplier environmental assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 16-18 - Our partnerships	Kantar's responsible partnerships agenda focuses on managing environmental, social and governance (ESG) risks and opportunities across its supply chain. This includes supplier standards, supplier ESG assessment, supplier diversity, human rights due diligence and climate-related supplier engagement.
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	Pages 17 - Our Partnerships	Kantar integrates environmental criteria into targeted supplier onboarding, due diligence, sourcing, contracting and ongoing management. Kantar does not currently report new supplier environmental screening details however, in 2025, 85 suppliers had social and environmental policies reviewed through EcoVadis and 93% of targeted suppliers were covered by a CSR assessment.
	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 17 - Our Partnerships	During the reporting period, Kantar did not identify any known material negative environmental impacts in its supply chain through its current supplier assessment and engagement processes. Potential supplier-related environmental risks are managed through Kantar's Supplier Code of Conduct, supplier due diligence, EcoVadis assessments, contractual requirements, supplier engagement and ongoing supplier management. Where improvement opportunities are identified, Kantar engages suppliers through assessment feedback, corrective action discussions, capacity-building activity and continued monitoring.
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 19–21 – Our people	Kantar's employment-related management approach is covered in the Our people section, including people policies and actions, fair pay, inclusion and diversity, learning and development, wellbeing, employee voice, social dialogue and performance monitoring. Supporting evidence is provided through the 2022–2025 people performance indicators.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 19–21 – Our people	Kantar's approach to recruitment, retention, internal mobility, employee engagement, development and workforce monitoring is covered in the Our people section. Kantar does not currently disclose new hire and employee turnover data broken down by age group, gender and region. In 2025, 55% of Skale 60+ appointments were made internally; total new hires and employee turnover rates are not separately disclosed.
	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	Page 20 – Employee wellbeing, health and safety (parental and family-friendly policies)	Covered in part under Employee wellbeing, health and safety, including parental leave and family-friendly policies. Global parental leave uptake, return-to-work and retention data is not separately disclosed.
Labor/management relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 21 - Our People	Kantar recognises the rights of employees to freedom of association and collective bargaining and supports social dialogue through employee engagement surveys, employee representative structures and collective bargaining arrangements where applicable, including locally-managed discussions on working conditions and health and safety matters where relevant. Employee feedback is used to inform decision-making, workplace improvements and people priorities.
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
Occupational health and safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 19-20 - Our people; Policy and actions; Employee wellbeing, health and safety	Covered in Our people, including policy commitments, wellbeing programmes, health and safety risk management, incident reporting, internal monitoring, employee feedback and HSE audit performance. Kantar maintains a Health and Safety policy and manages employee health and safety through locally applicable risk assessment processes, incident reporting and internal monitoring. This includes workstation set-up and ergonomics guidance, including healthy working and posture training to support colleagues working across office and home environments. Health and safety performance metrics are tracked internally to support oversight, risk management and continuous improvement.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 20 - Our people; Employee wellbeing, health and safety	The following information is currently not available to be disclosed in this reporting period.
	403-2 Hazard identification, risk assessment and incident investigation	Page 20 - Our people; Employee wellbeing, health and safety	Employee wellbeing, health and safety, including health and safety risk assessment processes, incident reporting, internal monitoring, ergonomics guidance and performance tracking to support oversight, risk management and continuous improvement.
	403-3 Occupational health services	Page 20 - Our people; Employee wellbeing, health and safety	Kantar's wellbeing approach considers physical, mental, financial and social wellbeing, including work-life balance and psychological health. Employees have access to confidential support, Employee Assistance Programmes, wellbeing resources and awareness initiatives to help prevent and address stress and psychological wellbeing risks and support a healthy and inclusive workplace. Healthcare and wellbeing benefits are managed locally to reflect applicable legal requirements and market practices.
	403-4 Worker participation, consultation and communication on occupational health and safety	Pages 19-20 - Our people: Policy and actions, Employee wellbeing, health and safety	Covered under Our people, including employee engagement mechanisms, social dialogue and locally managed consultation on working conditions and health and safety matters, supported by employee feedback, risk management, incident reporting and internal monitoring.
	403-5 Worker training on occupational health and safety	Page 20 – health and safety training	Covered under Employee wellbeing, health and safety, including health and safety guidance, workstation set-up, ergonomics and healthy working/posture training for office and home-working environments.
	403-6 Promotion of worker health	Page 20 – health and safety training	Kantar's wellbeing approach is outlined Covered under Our people: Policy and actions; Employee wellbeing, health and safety, including health and safety guidance, risk assessment, incident reporting, worker consultation, employee feedback and internal monitoring.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 20 – health and safety training	Addressed through supplier due diligence, contractual requirements, Supplier Code of Conduct expectations and locally applicable site or service-provider arrangements, alongside Kantar's health and safety risk management, training and internal monitoring processes.
	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	Kantar tracks health and safety performance internally. The following information is not available for disclosure in this reporting period due to confidentiality constraints.

GRI STANDARD/OTHER SOURCE	DISCLOSURE	Page number and paragraph	RESPONSE 2025
	403-10 Work-related ill health	Not included in report	Kantar tracks health and safety performance internally. The following information is not available for disclosure in this reporting period due to confidentiality constraints.
Training and education			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 19-21 - Our people, Policy and actions, 2022–2025 people performance	Kantar applies a structured and globally coordinated approach to people management, including career development, supported by policies, programmes, training and performance monitoring.
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 Programmes for upgrading employee skills and transition assistance programmes	Pages 19-21 - Our people, Policy and actions, 2022–2025 people performance	Career development is supported through structured performance management, individual development planning, internal mobility across functions and markets where applicable, leadership development programmes and learning through Kantar Academy.
	404-3 Percentage of employees receiving regular performance and career development reviews	Pages 19-20 - Our people, Policy and actions, 2022–2025 people performance	In 2025, 98% of employees received regular performance and career development reviews. The "Employees receiving regular performance and career development reviews" figure is marked with † in the people performance table, indicating that the 2025 metric was subject to independent limited assurance. The methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
Diversity and equal opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 19-20 - Our people; Policy and actions, 2022–2025 people performance	Covered under Our people, including Kantar's diversity, equity and inclusion governance, fair and inclusive recruitment and development practices, Employee Resource Groups, non-discrimination commitments, accessibility considerations, employee engagement mechanisms, workforce representation monitoring and related people performance indicators.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 19-20 - Our people; Policy and actions, Employee wellbeing, health and safety, 2022–2025 people performance	In 2025, women represented 53% of employees, 42% of the Skale 90+ population, 36% of top executive positions and 25% of the Board of Directors. These figures are marked with † in the people performance table, indicating that the 2025 metric was subject to independent limited assurance. The methodology, reporting boundary and assurance approach should be read alongside Appendix B and the Carbon and DEI Methodology Report.
	405-2: Ratio of basic salary and remuneration women to men	Not included in report	The ratio of basic salary and remuneration of women to men is not separately disclosed. Kantar describes reward transparency, living wage coverage and fair-remuneration processes.
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 19-20 - Our people; Policy and actions, Employee wellbeing, health and safety, 2022–2025 people performance	Kantar's people agenda focuses on attracting, developing and retaining a diverse and engaged workforce while providing fair, inclusive and supportive working environments. These activities are supported by a structured diversity, equity and inclusion programme, including measurable targets, employee engagement mechanisms and regular monitoring of progress through workforce data and employee surveys.
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	Page 19-20 - Our people: Paragraphs 1-8, Policy and actions, 2022–2025 people performance.	Kantar recognises the rights of employees to freedom of association and collective bargaining and supports social dialogue through employee engagement surveys, employee representative structures and collective bargaining arrangements where applicable, including locally-managed discussions on working conditions and health and safety matters where relevant. Employee feedback is used to inform decision-making, workplace improvements and people priorities.
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 included in report	Kantar recognises employees' rights to freedom of association and collective bargaining and applies equivalent human-rights expectations to suppliers. No operations or suppliers with significant identified risk to these rights are reported.
Child labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 16-18 - Our partnerships; Policy and actions, 2022–2025 partnership performance, Embedding sustainability into procurement	Kantar does not tolerate child labour, forced labour or modern slavery within its operations or supply chain. Risks are managed through the Supplier Code of Conduct, supplier due diligence, contractual requirements, EcoVadis and CSR assessments, supplier risk governance, sustainable procurement practices and grievance mechanisms. Suppliers are expected to uphold equivalent human rights standards, with monitoring, engagement and corrective actions implemented where required.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Not included in report	Currently not applicable since there are no known operations and suppliers at risk from significant incidents of child labour. Kantar applies relevant policies, due diligence and monitoring processes to this topic.
Forced or compulsory labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 16-18 - Our partnerships; Policy and actions, 2022–2025 partnership performance, Embedding sustainability into procurement	Kantar does not tolerate forced, compulsory or child labour within its operations or supply chain. Risks are managed through the Supplier Code of Conduct, human rights and modern slavery commitments, supplier due diligence, contractual requirements, EcoVadis and ESG assessment processes, supplier monitoring, sustainable procurement practices and grievance mechanisms. Suppliers are expected to uphold equivalent standards, with ongoing monitoring, engagement and corrective actions where required.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Not included in report	Currently not applicable since there are no known operations and suppliers at risk from significant incidents of forced or compulsory labour. Kantar applies relevant policies, due diligence and monitoring processes to this topic.
Security practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify 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 formal double materiality assessment, did not identify 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
Local communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programmes	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	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. Kantar applies relevant policies, due diligence and monitoring processes to this topic.
Supplier social assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 16-18 - Our partnerships; Policy and actions, 2022–2025 partnership performance, Embedding sustainability into procurement	Covered under Our partnerships, including supplier social assessment through the Supplier Code of Conduct, human rights and labour standards expectations, supplier due diligence, contractual requirements, CSR assessments, EcoVadis reviews, corrective action/capacity-building activity, supplier monitoring and sustainable procurement controls.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Pages 16-18 - Our partnerships; Policy and actions, 2022–2025 partnership performance, Embedding sustainability into procurement	Kantar integrates environmental criteria into targeted supplier onboarding, due diligence, sourcing, contracting and ongoing management. Kantar does not currently report new supplier environmental screening details however, in 2025, 85 suppliers had social and environmental policies reviewed through EcoVadis and 93% of targeted suppliers were covered by a CSR assessment.
	414-2 Negative social impacts in the supply chain and actions taken	Pages 16-17 - Our partnerships	Kantar applies relevant policies, due diligence and monitoring processes to this topic. Addressed through supplier due diligence, contractual requirements, Supplier Code of Conduct expectations, EcoVadis assessments, supplier engagement, corrective action/capacity-building activity and monitoring. No known material negative social impacts were identified through current supplier assessment and engagement processes during the reporting period.
Public policy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 415: Public Policy 2016	415-1 Political contributions	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Customer health and safety			

GRI STANDARD/OTHER SOURCE	DISCLOSURE	Page number and paragraph	RESPONSE 2025
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify 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 formal double materiality assessment, did not identify 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 formal double materiality assessment, did not identify this as a material topic
Marketing and labeling			
GRI 3: Material Topics 2021	3-3 Management of material topics	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labelling	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	417-2 Incidents of non- compliance concerning product and service information and labelling	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
	417-3 Incidents of non- compliance concerning marketing communications	Not included in report	Kantar's formal double materiality assessment, did not identify this as a material topic
Customer privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 24-30 - Section 9: Governance; Data protection and information security, Responsible AI, AI and responsible innovation	Maintaining trust requires strong data protection and information security controls. Kantar operates a Global Data Protection Framework supported by defined accountability roles, governance committees, privacy specialists and local Data Protection Champions. The framework establishes requirements relating to lawful processing, transparency, consent management where applicable, privacy notices, data classification, retention and handling standards.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 25–29 – Section 9: Governance; Data protection and information security, Responsible AI, AI and responsible innovation	Kantar is not aware of any incidents and reported zero confirmed information security incidents in 2025, and 94% of employees completed data protection and cyber security training. Substantiated customer privacy complaints are not separately disclosed.
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		