

KANTAR

Shape your brand future.

STRATEGIC REVIEW 2023



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Strategic review 2023

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Shape your brand future

98/100

of the world's biggest advertisers
partner with Kantar

We believe
in the power
of brand.

It creates important value and sustainable growth by strengthening connections with consumers. To help brands harness that power, we start with people everywhere, and what shapes their attitudes, behaviour and aspirations.

Shape your brand future

Shopper decisions
tracked per year

550bn+

Ad exposures
tracked daily

1bn+

Panellists

170m

Attitudinal insights

30bn

From brand strategy to sales performance, we blend a unique combination of expertise, advanced analytics, products and platforms, creating the most meaningful understanding of how people think and act.

Shape your brand future

Brands evaluated in our BrandZ study

20,000

Brands tracking their brand health with us

1,800

Surveys executed for clients

65m

260,000 ads evaluated by 35m consumers in our LINK Creative Effectiveness database

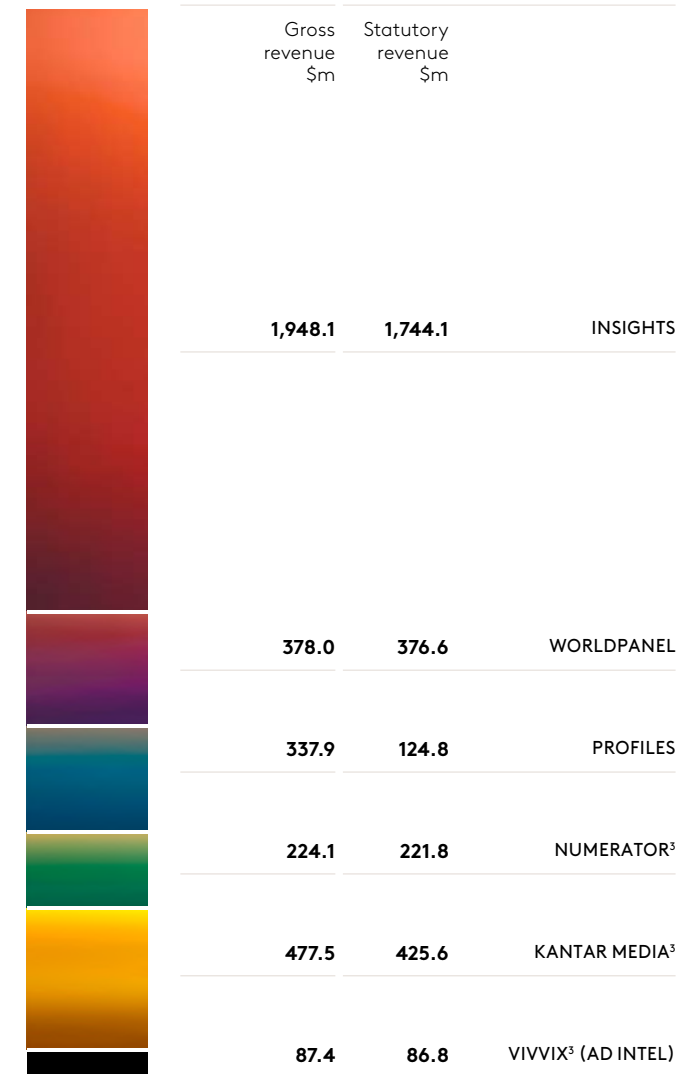
Our indispensable insights and actionable advice help you make incisive tactical refinements and big strategic leaps forward. Then, with the strongest connections to your consumers and greater value in your business, you can create the blueprint that shapes your brand and its future.



At a glance

FY23		FY22	Change
Statutory revenue	\$2,979.7m	\$3,061.7m	-2.7%
Gross revenue ^{1,2}	\$3,453.0m	\$3,321.2m	+4.0%
Adjusted EBITDA ¹	\$741.5m	\$668.2m	+11.0%
Operating profit	\$198.1m	(\$18.4m)	
Average number of employees	25,391	26,766	

Revenue by division



[Click here for footnotes:](#)



Chairman's statement

Adam Crozier
Chairman

The business strategy we put in place has proven very robust and relevant.



Chairman's statement

The next phase in Kantar's growth

The strength and resilience of our leadership team combined with the clarity and stability of our strategy ensured that Kantar continued to build on the transformational momentum we developed in 2022. Topline growth of 4% and 11% growth in earnings¹ is a very good performance in a marketing and advertising industry that faced varied macroeconomic challenges around the world. As our improving profitability indicates, our transformation is on track.

Competitively, our portfolio strategy is reshaping the market, while our customer-centricity is being rewarded by clients as we work toward becoming indispensable brand partners. Operationally, we are making big strides forward in building the technological infrastructure necessary for long-term leadership in our industry.

To transform a business and deliver a solid set of results simultaneously requires an excellent leadership team. And at Kantar, in the past three years, we have built a very talented and cohesive senior leadership team that enabled us to achieve both. The fundamental importance of this cannot be overstated. We have very deliberately invested in building this team. They have shown discipline and rigour in managing the business in the face of the difficult external environment. I am very pleased with how the business came through the tough economic circumstances, and the difficult – but early – decisions to plan for a tougher than anticipated year proved to be very wise.

The business strategy we put in place last year has proven very robust and relevant. I am delighted with how we have been implementing this strategy. To add to this, our new brand positioning reintroduces us to our clients in a meaningful way. With these elements in place, we have the foundations of a very successful business, and a value proposition that we know will resonate with clients in good times and bad.

Our Kantar Media business continued to make great progress towards becoming the clear industry leader in cross-media audience measurement. I was delighted to welcome Patrick Béhar this year as Global CEO of Kantar Media.

With a unique combination of client experience in equipping media companies to grow in a cross-media age, and deep global advertising expertise, he has spurred a marked acceleration towards achieving the ambition we have for that business.

We made a very positive start to addressing the sustainability goals we laid out in our Data Positive ESG strategy framework. From the outset, we have made our sustainability goals part of the accepted responsibilities of our leaders. This ensures a level of coherence with our business goals as we aim to create a truly sustainable business. The renewal of our EcoVadis silver rating is an important acknowledgment of the progress we are making in this space.

A year's worth of hard work and astute decision-making from our senior team, followed through by all our colleagues globally, has enabled us to protect our business and, therefore, our workforce. I offer my sincerest thanks to the entire Kantar team worldwide for their support and determination in making 2023 another successful year. I feel very confident and positive about our positioning going into 2024 with the key differentiators of most meaningful data, technological leadership and our client base of the world's biggest brands.

Adam Crozier
Chairman

¹ Adjusted EBITDA

Chief Executive's statement



Chris Jansen
Chief Executive

Clients recognise
the value we bring
to their brands.

Chief Executive's statement

Performance & transformation

2023 was another important year for Kantar. We took significant strides forward in transforming key elements of our business, while simultaneously delivering a good performance in a tough trading environment.

Navigating a challenging environment

We started 2023, carrying good momentum from the previous year. In February, the overall macro-environment became more challenging, denting corporate confidence around the world and bringing significant redundancies across many sectors that are important to us. While our subscription-led revenue remained healthy, we began to see a slowdown in short-term work.

We took the initiative then to adapt to this more difficult trading environment and to replan the business for a growth rate of roughly half of that we had anticipated. More tightly controlling what we could in the short-term, combined with our ability to operate more dynamically, meant we were able to protect those strategic investments, such as our \$300 million transformation and innovation investments, which are key to our long-term success. Despite the headwinds, our focus and commitment throughout the year, particularly in the fourth quarter, helped deliver 11.0% EBITDA growth on top line growth of 4.0%.

Recognising and supporting our people

Our success in delivering a good year in a tough environment is down to the talent of our people across the world and everybody 'doing that little bit more'. We have our data, our IP and our technology, but it is our people who bring these to life and make them relevant to clients. It is our colleague's support and commitment every day that grows our business and makes Kantar an even better company. My thanks go to everyone in the global Kantar team.

Part of our response to the challenging economic times was ensuring our colleagues felt supported. This included an incremental one-off payment to many of our non-management colleagues. We also committed to the Better Workplace Mental Health Pledge, ensuring we will be proactive in supporting good mental health across Kantar. This pledge was supported with the expansion of our wellbeing policies. We also, of course, continue to support our colleagues caught up in conflict zones. We remain in regular contact with our colleagues in these countries. Our concern is for their safety and wellbeing, and we are providing all possible practical support. Our thoughts are with everyone caught up in conflicts or with loved ones involved.

Chief Executive's statement

A clear, consistent direction

Today, Kantar is a very different, much stronger, business than even just one year ago. The clear direction we set ourselves in 2022; as summarised in our *Spark* – our Purpose, Strategic Drivers and Behaviours – meant that, even with our more rigorous cost discipline, we still had a clear set of strategic priorities we were intent on pursuing. I am pleased with the way the team was able to stay focused on our business priorities and creating the conditions for our next phase of growth.

Our value proposition and focus have never been clearer: we are now a business exclusively focused on helping brands achieve sustainable growth. We combine the most meaningful attitudinal and behavioural data with deep expertise and leading technology, including an expanding portfolio of AI-based solutions, to understand how people think and act. We then use those unique insights and analysis to help our clients shape the marketing strategies that shape their future.

Bringing our *Spark* to life

We developed our *Spark* in 2022 and spent 2023 embedding it in our business. Over the year and across the organisation, our colleagues embraced our *Spark* and made it part and parcel of how we run our business. From client meetings to internal reporting, I am delighted to see the language of our *Spark* becoming commonplace. It really does give me confidence that we are on the right track, and that everyone at Kantar is invested in our future.

We have a great deal to be proud of, with some strategically important wins this year. Using our Strategic Drivers as a framework, let me provide some illustrative examples of the progress we have made:

Indispensable Brand Partner

Our goal is to become an Indispensable Brand Partner to our clients. That does not, however, happen overnight. In my many conversations with clients though, I see they increasingly recognise the value we bring to their brands and companies; helping them find a path to growth in changing and challenging times. This is supported by the data. **Engage**, our client-satisfaction study, tells us we reached record high performance levels in the year, outstripping our previous best performance and our industry norms.

Nothing illustrates our status as an Indispensable Brand Partner quite like repeat business. In two of our main subscription offerings – our **Worldpanel Shopper** data and our **Global Brand Tracking** services – we achieved renewal rates above 90%; an enormous endorsement of the value we add. The inflationary environment we faced in 2023 created unique stresses in our client relationships. We were, though, able to negotiate inflationary pressures with clients, while sustaining satisfaction levels, illustrating the strength of relationship we have with our clients.

[Read more: Our *Spark* page 24](#)

Chief Executive’s statement

Most Meaningful Data

Throughout the year we continued to innovate, ensuring that how we collect and interpret human data remained a differentiator for us. Data quality and fraud protection are fundamental to our business. We built on our 2022 acquisition of Qmee by implementing their **Qubed** anti-fraud technology across more than 40 countries. That focus on panels applied geographically too. Responding to changes in data-privacy legislation in China, we built and launched the only privacy-compliant panel owned by an international company, thus ensuring we could continue to help our global clients understand the Chinese market.

The depth and geographic coverage of our behavioural panels also grew significantly in 2023. We expanded our shopper panels in China, Saudi Arabia, Thailand, Indonesia, Mexico, Brazil, Ecuador and Central America. We introduced new food usage panels in Germany and Italy, technology panels in France and Spain, and a new beauty panel in India.

Beyond our panels, we launched or upgraded more than 75 products during the year. **Brand Snapshot**, which launched in the second quarter, combines 50 years of brand expertise with advanced analytics, is one example. It provides brand intelligence across 700+ categories in 42 markets. Available on Kantar Marketplace, its ‘freemium’ pricing model brings our expertise to more potential clients, as well as supporting more complex client needs. In May 2023, we also launched **LINK+**. This major upgrade to our industry-leading creative effectiveness solution, now offers unparalleled automated flexibility. Clients can now tailor their ad testing to campaign needs without compromising on speed of delivery.

Expertise Amplified by Technology

We invested significantly in retaining our technological leadership in our industry. We extended the share of our portfolio available on **Kantar Marketplace** – our self-serve platform – making additional creative and innovation-testing products available alongside our newest brand-tracking portfolio. Revenue from Kantar Marketplace grew by 35.4% because of our focus in this space.

Artificial Intelligence has the potential to be a disruptive force in our industry, and we are leading the disruption. In 2023, we formalised our overarching AI strategy and made significant progress in launching AI-infused products in every part of our portfolio. **Brand Dynamics**, our syndicated brand-guidance offer, is one example. Based on real-time data collection and AI-based listening tools that filter out non-relevant data, it allows any brand to understand its competitive positioning. It launched in the first quarter. **Worldpanel Simulators**, a set of new advanced analytical models and predictive tools, launched in October. Informing pricing and assortment decisions, the simulators de-risk some of the most important decisions retailers and brands make together.

Simpler and Stronger

We made important improvements, too, in how we operate. In 2023, we completed the technical separation from WPP Plc. We moved to our own independent **IT infrastructure**. This has already achieved a 37% uplift in employee satisfaction. We also simplified our application environment, reducing our application estate by 15%. Our new technology footprint will be an important differentiator in securing our long-term competitive advantage.

In May, we launched our new Company-wide skills framework: **Kantar Success Factors**. This is an important first step in creating a holistic internal progression platform. We have identified seven key skills that will enable everyone to be successful as individuals, and as participants within their teams and the wider organisation.

35.4%
revenue growth from
Kantar Marketplace in 2024

75
innovative new product
launches and updates in
the year

93
TRI*M score – record level
customer satisfaction,
up 3.9% pts year-on-year

Chief Executive's statement

Outlook

The macro-economic environment for the year ahead remains mixed and uncertain, and we anticipate 2024 will continue in a similar vein to 2023. We are focused, therefore, on controlling those things we can control; progressing our Strategic Drivers and increasing the value we deliver to our clients. I am confident that we have established all the key elements for success and that we have what it takes to win together in 2024; the people, the portfolio, the client relationships and the desire. Placing us perfectly to shape the brand future of the world's biggest companies.



"From client meetings to internal reporting, I see the language of *our Spark* becoming commonplace."

Chris Jansen
Chief Executive



Leadership team

A driving force for growth and success

A strong leadership team is the foundation of our success at Kantar. In 2023, we purposefully focused on building a deeper level of cohesion across the senior and extended leadership teams. Their collaboration and collective commitment to excellence inspires our organisation to achieve the goals we have planned.



Adam Crozier
Chairman

Adam joined Kantar as Chairman in 2020. His extensive experience across the media, creative, consumer and technologies industries supports and informs the executive team in defining Kantar’s growth plan. He was previously Chief Executive Officer of ITV plc, a UK broadcasting group, Royal Mail Group, the English Football Association and Saatchi & Saatchi. He also serves as Chair of several major consumer brands including Whitbread plc, a multinational hotel and restaurant company and BT Group plc.



Chris Jansen
Chief Executive

Chris joined Kantar in November 2021, bringing more than 20 years of leadership experience in the services sector, including building brands, transforming service delivery and classic FMCG marketing. Before joining Kantar, Chris was the Chief Executive of the global schools group Cognita and the Automobile Association. He also held leadership roles at British Gas and British Airways. Chris is a highly people-focused leader who understands the importance a strong culture plays in achieving outstanding results.



Michael Uzielli
Chief Financial Officer

Michael joined Kantar in 2022, having previously been Group Chief Financial Officer at Cognita, the global schools group and Chief Financial Officer for London Heathrow Airport. Previously, he worked for the Centrica Group, Ebiquity Plc and British Airways. Michael started his career as a chartered accountant with Deloitte, before moving to Schroders as an investment banker. With more than 20 years’ experience as a finance leader, Michael helps achieve growth through a focus on business performance, capital management and operational excellence.



Andy Doyle
Chief People Officer

Andy joined Kantar in 2022, having previously been Chief People and Culture Officer for National Grid. Before that he was Chief HR Officer at Worldpay and also led the HR function at broadcaster ITV plc and Morrisons. Andy is a transformation specialist, committed to improving business performance through the potential of people. He thrives on creating high-performance cultures, using technology, powerful engagement tools and strong operational processes.



Rachel Clarke
Interim General Counsel

Rachel leads Kantar’s global legal team, having joined Kantar in 2019 as Deputy General Counsel. She began her career in the UK as a corporate lawyer at Gowling WLG and then held in-house roles at Alliance Medical, Carlsberg and AB Volvo before relocating to the USA where she worked at Reed Smith LLP. Rachel is licensed in England and Wales and New York and has extensive experience handling complex multi-jurisdictional matters. She is passionate about fostering a culture of collaboration, development and innovation, as well as advancing diversity and inclusion.

Leadership team

“We have our IP, our technology and our data but it is our people who bring these to life and make them relevant to clients.”

Chris Jansen
Chief Executive



Ted Prince Jr
Chief Product Officer

Ted joined Kantar in 2021. Previously, he was President of Neustar Analytics Solutions, Chief Operating Officer, Global Media at National Geographic, President of National Geographic Ventures and Strategy and Business Development SVP at AOL. Ted is responsible for defining and delivering the next generation of Kantar solutions and real-time platforms, using advanced analytics and AI to scale and augment our world-class data, insights and advice. He serves on the boards of the Landon School and the Duke Nicholas School of Environment.



James Brooks
Chief Operations Officer

James has been with Kantar for 18 years and has extensive experience across all divisions within the Group. James joined as Global Operations Director with the Worldpanel division and has also been Chief Operations Officer of the Insights division. Before joining Kantar, James spent ten years at IRI in a combination of commercial and operational roles. As Kantar’s executive team sponsor for sustainability and data privacy and compliance, he has a strong focus on these areas.



Michael Davis
Chief Business Performance Officer

Michael joined Kantar in 2017 as Global Chief Operating Officer for Kantar Public. In 2020, he became Chief of Staff and now is Chief Business Performance Officer. Michael is responsible for Kantar’s business performance cycle and driving executional focus alongside coordination of large-scale change programmes, key initiatives and embedding the executive governance model. Prior to joining Kantar, Michael’s career has spanned senior roles in both the private and public sector.



Caroline Frankum
Chief Executive Officer, Profiles division

Caroline leads Kantar’s Profiles division, responsible for building and maintaining the highest quality research panel in the world. Prior to joining Kantar in 2016, Caroline was EMEA Chief Executive Officer for Omnicom’s brand and communication specialist agency Hall & Partners. She also worked client-side at leading media companies including Classic FM, The Mirror Group, Five, Disney, ITV plc, UKTV and Sky for 15 years. She has been recognised as a trailblazer for inclusion and diversity, with multiple industry and international awards.



Doreen Wang
Chief Executive Officer, Insights division, Greater China

As President of Kantar for Greater China, Doreen plays a leadership role in providing brand strategy and marketing consultancy services to top global companies and fast-growing companies worldwide. Prior to this, she led Kantar BrandZ engagement across the world, responsible for the annual global and country rankings. Doreen translated the book *Grow*, by ex-P&G Global Chief Marketing Officer Jim Stengel, into Chinese and wrote the chapter on *Brand Ideal* in China.



Mark Kimber
Chief Technology Officer

Mark joined Kantar in 2023. With over 25 years’ experience delivering strategic technology change, Mark was most recently Chief Information Officer at Worldpay. Prior to that Mark was CIO of JPMorgan Chase in EMEA. Mark’s career has been characterised by delivering on ambitious technology vision and realising the commercial opportunities presented by innovative technology thinking. His experience stretches from market-leading eCommerce propositions, through ultra-low latency algorithmic trading platforms to the GenAI revolution underway at Kantar today.

Leadership team



Wayne Levings
Chief Client Officer and
Chief Executive Officer,
Insights division, Americas

Wayne is Kantar's Chief Client Officer and CEO for our Americas' Insights division. Prior to this he led our Insights business for the APAC region. As Chief Client Officer for the Group, he sets client strategy for Kantar's largest clients and leads the Global Client Directors community. He has been with Kantar for over 20 years, having started his career with P&G. Prior to his current role, Wayne held numerous senior roles at Kantar including Chief Executive Officer of Kantar Retail.



Cheong Tai Leung
Chief Executive Officer,
Insights division, APAC

Cheong Tai joined Kantar in March 2023 to lead the Insights division in the Asia Pacific region. Prior to this, she served as President, Asia Pacific at GfK, responsible for driving transformation, growth and profitability for the company across the region. Before GfK, Cheong Tai was with Nielsen for nine years, joining as Chief Operating Officer before becoming Region President for Asia Pacific, Middle East and Africa. Cheong Tai also held leadership roles at GE Consumer Finance and GE Healthcare.



Gonzalo Fuentes
Chief Executive Officer,
Insights division, EMEA

Gonzalo leads the Insights division across EMEA. He has deep expertise in consumer understanding, brand management and consultancy. He joined Kantar more than 20 years ago, and has developed a true global perspective. Prior to his current role, he held leadership positions in the Americas and Asia. More recently, Gonzalo was in charge of developing the global footprint of the Media domain of our Insights division and the global launch of Kantar Analytics Practice.



Guillaume Bacuvier
Chief Executive Officer,
Worldpanel division

Guillaume leads Kantar's Worldpanel division, responsible for delivering the most detailed view of consumer behaviour globally. Before joining Kantar in 2021, Guillaume was Chief Executive Officer of Dunnhumby, a global leader in customer-data science, where he led a commercial and technological transformation of the business. Guillaume spent more than a decade at Google, finally leading Advertising Solutions, EMEA where he was responsible for the online advertising business in the region, including the Doubleclick and Analytics business.



Eric Belcher
Chief Executive Officer,
Numerator

Eric drives transformative growth through technology enablement, opening new markets and building new capabilities. Previously, Eric was President & CEO of InnerWorkings, a leading marketing execution firm, where he built it from a small, regional, private company of \$30 million in annual revenue to a global public company with \$1.2 billion in revenue and operations in over 30 countries. Eric currently sits on the board of directors of Tempus and Fooda.

"The team has shown discipline and rigour in managing our cost base in the face of the inflationary external environment."

Adam Crozier
Chairman

Our business model

What we offer



Who we work with



How we operate



What makes us different



Our divisions

Delivering the most meaningful understanding of how people think and act.

Kantar is the world's leading marketing data and analytics business and brand partner to the world's top companies.

We combine the most meaningful attitudinal and behavioural data, collected from consumers all around the world, with deep expertise and advanced analytics to uncover how people think and act.

We use these insights and analysis to help clients shape the marketing strategies that shape their future and deliver sustainable growth.

24,500

people

100+

countries

170m+

survey respondents

30bn

attitudinal data points collected annually

Our business model

What we offer

Who we work with

How we operate

What makes us different

Our divisions

Delivering brand growth

Brands grow by being meaningfully different to more people. To do this, marketers need to create stronger functional and emotive connections to consumers and define strategic opportunities to build difference.

Kantar supports our clients at every key stage of the sales and marketing lifecycle.

- Guiding how to grow the predisposition consumers have toward a brand.
- Informing the marketing investments in product range, distribution, pack, pricing and promotion strategies to ensure brands are always present where they need to be.
- Finding the most incrementally attractive new spaces achievable through meaningfully different innovation, expanded distribution and communications.

Kantar's products, solutions and services



Solution structure

- › Globally representative panels
- › Validated models and benchmarks
- › World-leading products
- › Advanced analytics
- › Consulting services

Our Blueprint for Brand Growth

Brands grow by being meaningfully different to more people

Predispose more people

Be more present

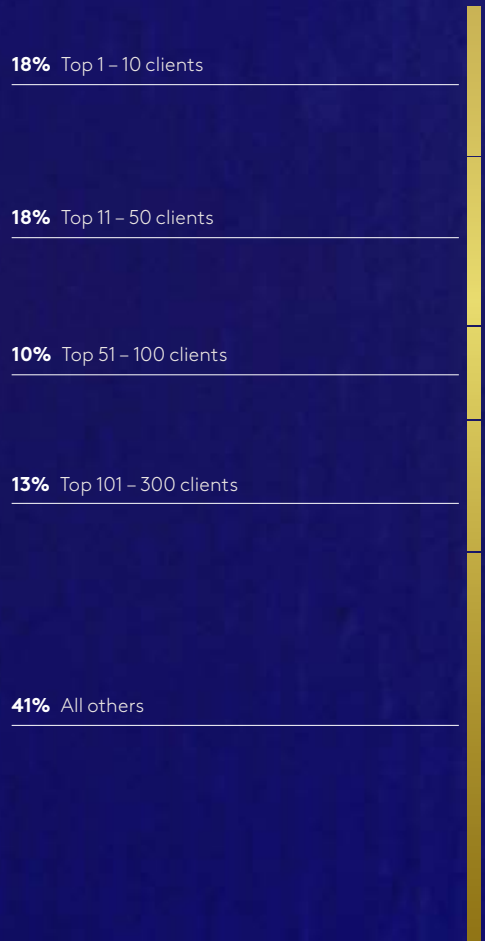
Find new space

Our business model

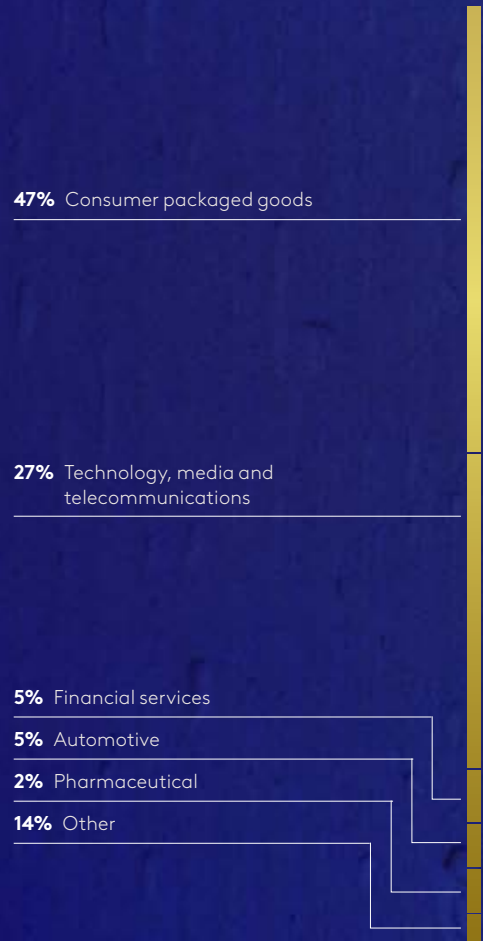
- What we offer
- Who we work with
- How we operate
- What makes us different
- Our divisions

Diverse and stable client base

Revenue by client concentration

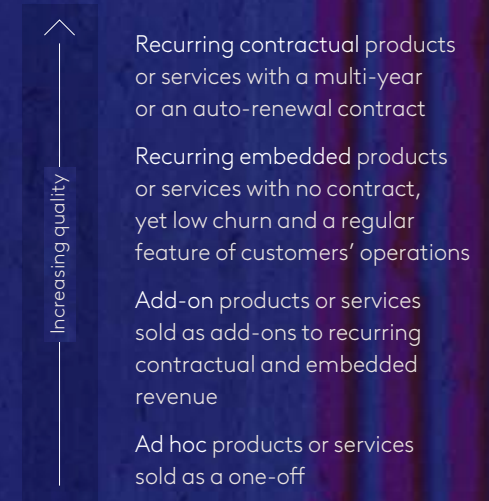


Revenue by sector



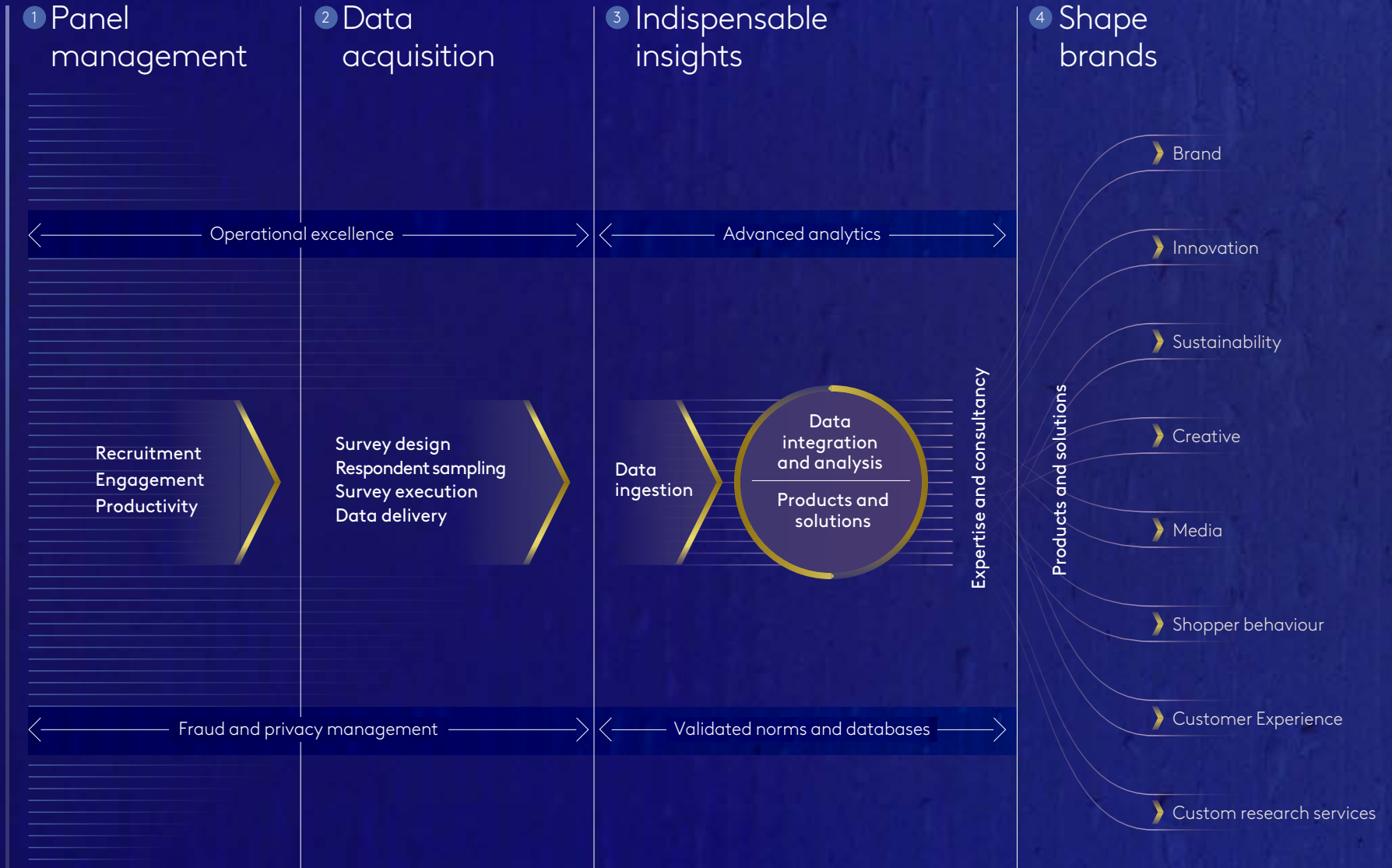
Revenue nature

Four levels based on nature of revenue



Our business model

- What we offer
- Who we work with
- How we operate
- What makes us different
- Our divisions





Our business model

What we offer



Who we work with



How we operate



What makes us different



Our divisions

1 Panel management

Connect with real people – at scale

Our Profiles division offers expert panel recruitment and management, with access to more than 170 million panellists in 100+ countries.

Our highly personalised survey experience results in happy, engaged panellists, reflected in our Net Promoter and Trustpilot scores.

Fraud and privacy management

More than ten protection layers defend against three common types of fraud, with 76% success at turning bad actors into good contributors, 61% success rate in changing behaviour and all fraudulent accounts disabled.

2 Data acquisition

Research execution

Kantar's Data Services organisation manages the development, execution and delivery of the primary research at the core of our services.

In 2023, the team executed 65 million surveys for clients, generating more than two billion discrete data points.

The Data Services team is expert in data management, and operational efficiency and responsible for:

- Survey development and best practice.
- Quality control and efficiency of survey completion.
- Data consolidation and delivery.

3 Indispensable insights

Data ingestion, integration and analysis

Interactive dashboards and tools provide clients with insights and data to make informed decisions.

Unique intellectual property

At the heart of Kantar is a portfolio of unique IP. Our Meaningful, Different, Salient (MDS) framework is independently validated to deliver commercial outcomes and is woven through our products and services.

Products and solutions

Syndicated and standard products offer unique data and efficiency. Advanced analytics, machine learning and AI create new opportunities and value.

Expertise and consultancy

Expert analysis augments our data, with 'so what' and 'what next' advice.

4 Shape brands

Brand: Strategies and guidance to shape your brand future.

Innovation: Sustainable growth through meaningfully different innovation.

Creative: Extraordinary creative that connects and grows your brand.

Media: Shaping media strategies that fuel brand growth.

Shopper: Decode shopper behaviour to shape brand futures.

Customer Experience: Transform your brand with meaningfully different experiences.

Sustainable Transformation: Working at the intersection of brands, people, and social and environmental issues.



Our business model

What we offer



Who we work with



How we operate



What makes us different



Our divisions

1 Most meaningful data

Highest quality survey responses

- The industry’s most engaged panellists.
- Our proprietary technology matches survey topics to the most appropriate consumers from over 170 million panellists globally, ensuring the most relevant and reliable responses.
- Our award-winning survey designs ensure we collect the data and insights that matter most.

Currency status across multiple industries

- Grocery market share data is the reference for retailers, FMCG brands and investors.
- Our brand-tracking services serve more than 1,800 consumer brands globally.
- LINK Creative Effectiveness testing, the world’s largest, is regarded as the standard in ad testing.
- Our Brand Lift Media ROI (return on investment) methodology is used by every major publisher to model the impact of advertising on their platform.

Global scale

170m+
survey-ready panellists
in 100+ countries

98
of the world’s 100 biggest
advertisers work with
Kantar

134
consumer behaviour
panels in 66 markets

62
markets use our
technology and solutions
to measure TV audiences

23,000
assets tested on
Kantar Marketplace

2 Expertise

Unique intellectual property

Our solutions are underpinned by IP, so difficult to replicate. Our MDS framework, which underpins our portfolio of solutions, is independently validated by The Marketing Accountability Standards Board (MASB) to accurately correlate to commercial outcomes (profitability, short-term sales and long-term equity increases). This ensures clients can make confident investment decisions.

Globally trusted products

Trusted by brands across the world, in 2023, our ad testing was used for more than 10,000 projects, media effectiveness in more than 14,000 projects, brand-tracking services by 1,800 brands and grocery market share by more than 1,900 companies.

Global expertise

This is a key differentiator for our clients. Our analysts and consultants around the world are trusted by clients to interpret their data and make recommendations. For example, almost two thirds of our Kantar Marketplace clients buy additional analytical and consulting services.

Our business model

What we offer



Who we work with



How we operate



What makes us different



Our divisions

3 Technology

Platforms

The interconnectivity of different data sets allows us to find new consumer insights for clients. Since 2020, we have been migrating our solutions to one unified Enterprise Data Platform (EDP) to ensure this, as well as optimise costs and enhance scalability. On a daily basis, we add more than 1.5 million data points into the platform.

Analytics & AI capability

We have been an industry leader in advanced analytics since the early 80s, when we first deployed multivariate statistical analysis. Today, we are deploying AI to enhance our analytical capabilities within existing solutions and imagining new applications of AI that fundamentally transform the relationships between brands and consumers. As of 2023, we use AI capabilities within every solution area of the business.

Fraud prevention

Combatting panel fraud is an increasingly important element in assuring data quality. Our Qubed AI fraud-prevention technology processes over 300 features for each survey session and catches 84.5% of all fraud attempts pre-survey compared with the industry average 32.2%.

Overall, we prevent four times more fraud than the industry as a whole through our comprehensive portfolio of identity-validation methods and proprietary pre-, in- and post-survey tools.

4 Client relationships

Long-term partnerships

At the heart of our client relationships is our strategy to become their indispensable brand partners. Our strategy is built on our commitment to long-term relationships, deep industry understanding, trust and independence.

As of 2023 we started measuring ourselves against this KPI. With a score of 3.8 out of 5.0, we have already set a healthy benchmark, upon which we are committed to improve.

Client satisfaction

Our client satisfaction scores prove to us the health of these relationships. Since 2020, our 'preference' score with clients has improved almost 10 percentage points to 82.1, 15 points above the industry benchmark, while our overall TRI*M score is now more than 15 points above the industry norm (see page 26).

Our business model

What we offer



Who we work with



How we operate



What makes us different



Our divisions



Insights

With expertise covering brand, innovation, creative, media, customer experience and advanced analytics, our Insights division informs business and marketing strategies for the world's biggest brands.

Our solutions help clients define what brands should stand for, how to disrupt and renew their offer and how to connect with and win customers. The combination of expertise, data and advanced marketing technology results in solutions that help brands adapt in order to thrive.

[Divisional review page 34 >](#)

Gross revenue

\$1,948.1m

Statutory revenue: \$1,744.1m

56.4%
of total gross revenue

Year-on-year growth in gross revenue

2.3%



Worldpanel

Our Worldpanel division decodes shopper behaviour to shape brand futures. It is the currency in consumer and shopper insight, helping brands harness the power of our behavioural data to set bold strategies and drive sustainable business impact.

With the largest consumer panel in the world, the division understands brand and retail dynamics through the choices of six billion people. Its experts and solutions provide a multi-dimensional view of how people think, shop and consume, empowering brands and retailers to evolve with shopper behaviour.

[Divisional review page 44 >](#)

Gross revenue

\$378.0m

Statutory revenue: \$376.6m

10.9%
of total gross revenue

Year-on-year growth in gross revenue

5.8%



Profiles

Our Profiles division connects brands with people and enables a rich understanding of target audiences. It offers the world's highest quality, privacy-compliant and representative access panels, including exclusive access to Kantar's LifePoints panel.

It combines award-winning expertise for survey design and innovation with Kantar's Profiles Network, the industry's largest network of programmatic sample supply, to meet all sampling, profiling, data integration and activation needs.

[Divisional review page 50 >](#)

Gross revenue

\$337.9m

Statutory revenue: \$124.8m

9.8%
of total gross revenue

Year-on-year growth in gross revenue

1.2%



Our business model

What we offer



Who we work with



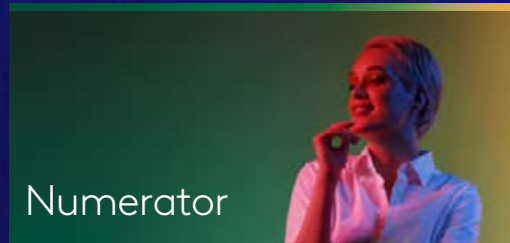
How we operate



What makes us different



Our divisions



Numerator

Our Numerator business is expert in verified first-party shopper-behaviour data across North America. Numerator's proprietary data brings together rich consumer profiles, easy access to consumer sentiment and the detailed shopping behaviour of more than one million households, in an on-demand platform, to help companies understand their consumers and identify growth opportunities.

[Divisional review page 55 >](#)

Gross revenue

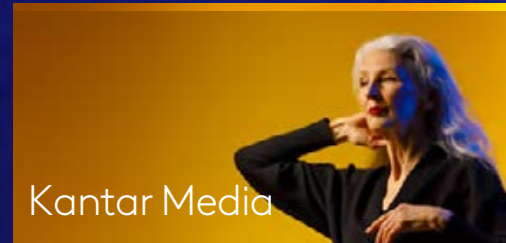
\$224.1m

Statutory revenue: \$221.8m



Year-on-year growth in gross revenue

14.9%



Kantar Media

As people increasingly move across channels and platforms, Kantar Media's data and audience measurement, targeting, analytics and advertising intelligence services unlock insights to inform powerful advertising and content decision-making.

Working with panel and first-party data in over 80 countries, it is the world's fastest growing cross-media measurement footprint, underpinned by versatility, scale, technology and expertise, to drive long-term business growth for our clients and partners.

Kantar Media has been operating as an independent entity with the Kantar Group since January 2023.

[Divisional review page 61 >](#)

Gross revenue

\$477.5m

Statutory revenue: \$425.6m



Year-on-year growth in gross revenue

7.7%

Gross revenue includes intercompany revenue between divisions, see page 17 in Annual Report and Accounts 2023. The 2022 figures have been adjusted to include the results of TNS Media Vietnam for 12 months (see note 23 in Annual Report and Accounts 2023) and to exclude the results of Profiles and Media Health for six months, and to exclude the results of Vivvix (ad intel) for two months (see note 24 in Annual Report and Accounts 2023). This is presented at constant currency exchange rates.

In 2023, our North American advertising intelligence (ad intel) business is reported as a separate division under the brand name Vivvix, which combines elements of the Kantar Media and Numerator ad intel businesses. Gross revenue for our Vivvix (ad intel) division was \$87.4 million. Statutory revenue was \$86.8 million.

Strategic Drivers

Our Spark



Our Strategic Drivers

Our Strategic Drivers are the critical things we must do over the next three to five years to achieve our purpose.

They guide our decision-making and where we invest our time and energy. They differentiate us in the market and create competitive advantage. They are the 'must wins' that support our commercial growth.

Indispensable Brand Partner

We will use the power of our teams, tools and data to become the partner that clients need by their side for the day-to-day decisions and the big leaps forward.

Most Meaningful Data

We will innovate how we collect and interpret human data to deliver the most impactful recommendations in the market.

Expertise Amplified by Technology

We will amplify our expertise by building platforms, solutions and tools that will power us to go further, faster and better.

Simpler and Stronger

We will release time, energy and cash, and deliver better work, by standardising processes where it makes sense and building capabilities where it makes a difference.

Customer satisfaction

Our route to Indispensable Brand Partner

Achieving Indispensable Brand Partner status is one of four Strategic Drivers within the our *Spark* framework. We use our Engage client satisfaction programme to measure our progress towards this goal.

The Engage programme has three areas of focus:

- 1 Helps us to better understand clients' business needs and identify opportunities to improve our solutions, service and proposition to them. This allows us to deliver greater value for clients as a means of increasing the distance and differentiation from our nearest competitors, and encouraging more existing clients to promote us.
- 2 Gives us a 'close the loop' system that allows us to follow up on specific client feedback, which helps us improve client engagement, intimacy and ultimately loyalty, and grow the business.
- 3 Engage a significant number of prospective clients who do not yet see us as their chosen service provider. We see a strong opportunity to turn these into clients and advocates.

We use a combination of our own TRI*M Index for a strategic measurement of customer retention, and Net Promoter Score (NPS) to measure relationship health in a transactional approach. Each provides a different and valuable perspective.



"Clients are at the heart of our business. Our focus on improving client satisfaction is delivering stronger business outcomes. Our benchmark for Indispensable Brand Partner status has been set, and we have a clear plan for delivering more integrated solutions to answer their most important questions."

Wayne Levings
Chief Client Officer

Customer satisfaction

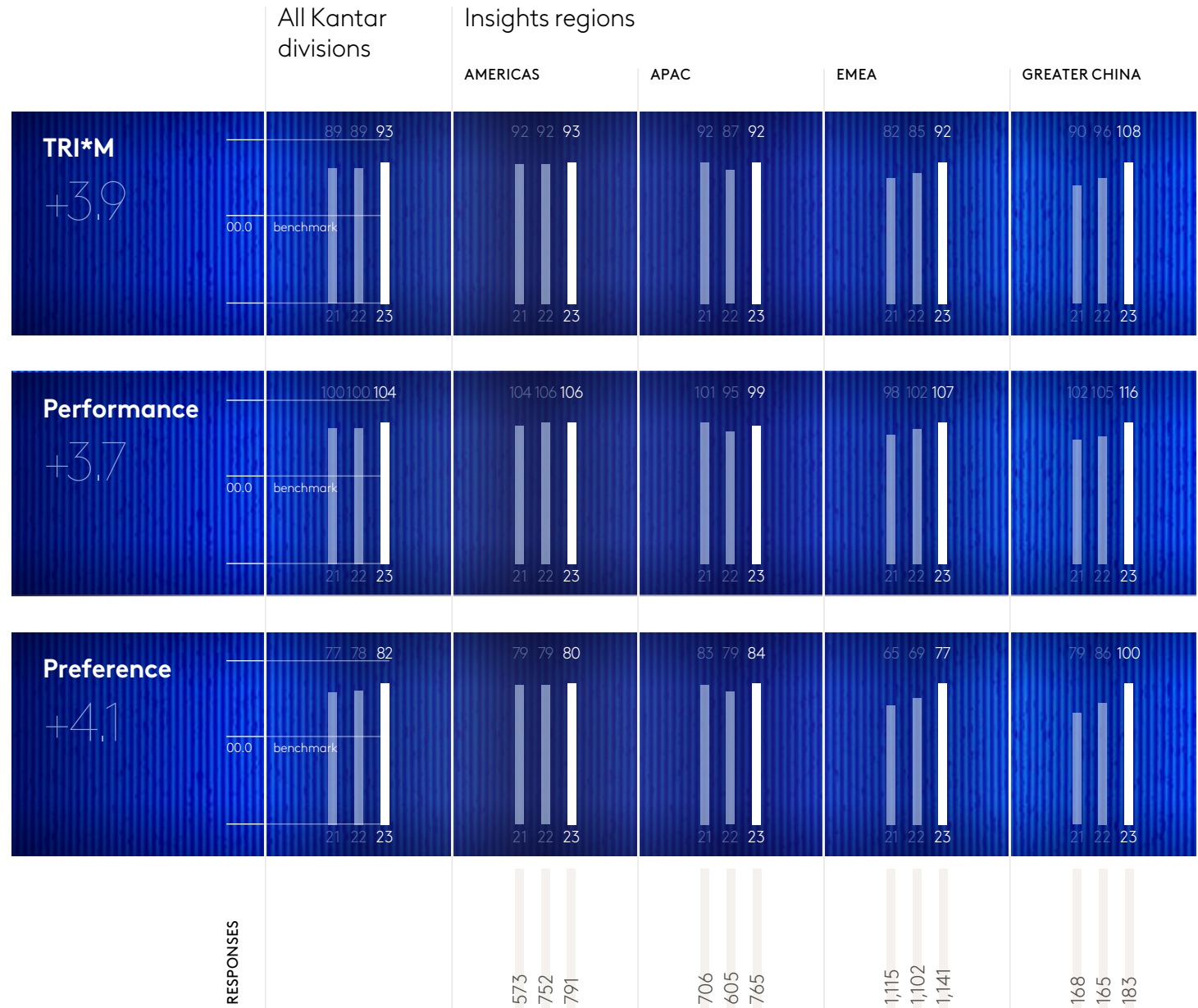
2023 performance

All KPIs are significantly up across the business.

Each year, we use Engage, our client satisfaction survey to measure our performance, client sentiment and the strength of our relationships. For the third consecutive year we improved our TRI*M Index. Our score was 93.1, a 3.9% pts improvement on 2022, and a 15% pts lead against our industry benchmark. This was thanks to improvements in how our clients rate our performance and how strongly they prefer our services over our competitors' – across all our divisions and regions. Our global clients rated satisfaction at record-high levels, illustrating our ability to deliver at a global scale; a key differentiator.

We use our own, commercially available, TRI*M Index methodology. The TRI*M Index is a strategic measurement of customer retention. With a score range of -50 to +150, TRI*M measures the quality of work (Performance) and how much we are preferred over competitors (Preference). Scores over 100 represent an excellent performance.

All metrics improved, indicating relationships with our clients remain strong. The 'value for money' KPI increased, having remained static for four years. 'Closing the loop' and 'response rate' improved significantly, demonstrating increased engagement internally.



Customer satisfaction

2023 performance

Our NPS score is notably higher in 2023 than in 2022, increasing 6.9 percentage points to reach 44.4.

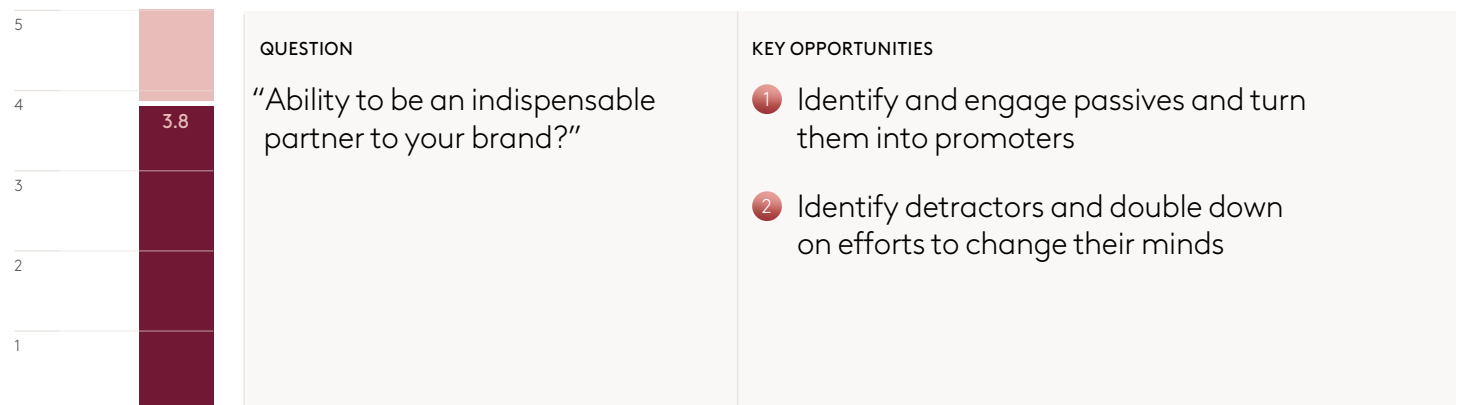
This is at the top end of the good-to-high performing range. Our objective is to reach 60+ in the next few years. A score of over 51 implies your firm is loved by its clients and is an industry leader in client satisfaction. Our improvement was reflected in both our Insights and Worldpanel divisions, while our Profiles division score was unchanged from 2022.

For the first time, we asked our clients specifically about our ability to be an indispensable partner to their brand. With a score of 3.8 out of 5 we have set a healthy benchmark. Regarding the key characteristics that matter here, we importantly improved our performance in 'Responding to business needs', 'Leveraging Kantar's portfolio on behalf of the client' and our 'Collaboration' levels with clients. Our objective now is to focus on achieving a rating of 4 (Very Good) or above.

NPS breakdown



Indispensable brand partner



Product innovation

Karlene O'Hara
Chief Product Officer, Worldpanel division

Ted Prince
Chief Product Officer

Harnessing
the power and
opportunity
of artificial
intelligence.

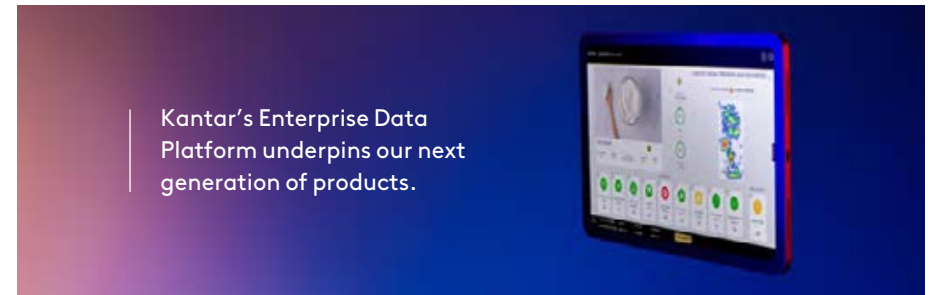
Product innovation

Product innovation

We made a prodigious amount of progress as a product organisation in 2023. We continued to build on the progress of past years; our Katalyst innovation methodology, our Enterprise Data Platform and the improved ways of working in our strong team of strategists and engineers.

This showed in the financial performance of the products we build. We saw 35.4% growth in Kantar Marketplace, 10.9% revenue growth for our Brand Guidance business, and 7.1% growth for our Innovation business, and we continued the turnaround in our Customer Experience (CX) business, ending the year with a decline of just 1.2% compared with a decline of more than 8.3% the year before. Both our Media solutions and Creative solutions experienced a low single digits decline in a very challenging advertising macro environment.

More than 75 products were launched or upgraded during the year. Of note, we launched new forecasting capabilities within our Worldpanel and Numerator divisions, alongside Brand Snapshot and Brandy Dynamics, which launched in the first quarter of 2023. Available in the UK and USA, these allow any brand to understand its competitive positioning. Designed to complement the in-depth brand trackers Kantar manages for around 1,800 companies globally, the new subscription products allow current clients to enrich their ongoing tracking activities, while offering a first step for organisations starting their brand tracking journey.



35.4%
growth in Kantar Marketplace

10.9%
revenue growth for our Brand Guidance business

7.1%
growth for our Innovation business

75+
product launches and upgrades in 2023

Our launch of Integrated Insights Engine (IIE) was a rich example of our excellence in connecting data and the growing importance of our advanced analytics capabilities. The IIE platform works with any data format, and is capable of ingesting brand tracking, advertising and sales performance data, to create a complete view of brand growth drivers, to help brands optimise their current marketing performance as well as identify future opportunities.

Similarly, the roll-out of Brand Lift Insights with creative insights, powered by Link AI, in North America, was an excellent example of our client-led innovation and brought best-in-class creative insights to our media portfolio. The solution combines human-led storytelling with data-driven decision-making, from early stage creative efforts through to content optimisation, campaign targeting, brand impact and ROI performance. This unification creates an unprecedented opportunity for advertisers, agencies and media companies to connect their early-stage and in-market journeys.

Unlocking the business value of AI

Nowhere has our progress and innovation been more readily apparent than in the application of artificial intelligence (AI) to our portfolio. Kantar's comprehensive access to high-quality, meaningful proprietary data sets, coupled with our brand expertise and deep knowledge of the consumer, has made us an indispensable brand partner for those brands applying a more analytical approach to their marketing.

Through our years of experience with advanced analytics and machine learning, and more recently our industry-leading AI expertise, we are unlocking the tremendous business value of AI. Our three core use cases are enabling new scales of efficiency, being better at solving old problems, and imagining inspiring new solutions.

The way we see AI

Innovation in AI is opening new frontiers in collecting, interpreting and applying human data. It enables an even deeper understanding of how people everywhere think and act, allowing us to generate brand-defining insights at ever greater speed and scale. Through our AI portfolio, we can offer profound new possibilities to shape brands and their future, fuelled by real answers from real people.

Through our comprehensive data ecosystem, we are the global authority for sourcing the most trusted, highly permissioned and meaningful data from the highest quality panels and other sources of proprietary research. This fundamental ingredient, with our expertise and technology, will make our AI one of a kind, giving us confidence we will remain an indispensable brand partner in a world being reimaged by AI.

Kantar's AI advantage

The most meaningful data +

Uniquely deep insights: Our comprehensive data ecosystem is the most fertile ground for AI to learn and generate machine-led insights.

Transformative technology +

Transformative technology: Rapid insights throughout the marketing cycle, at brands' fingertips.

Unrivalled expertise =

Unrivalled expertise: Insights identified by machine, and refined by humans utilising Kantar's unique IP.

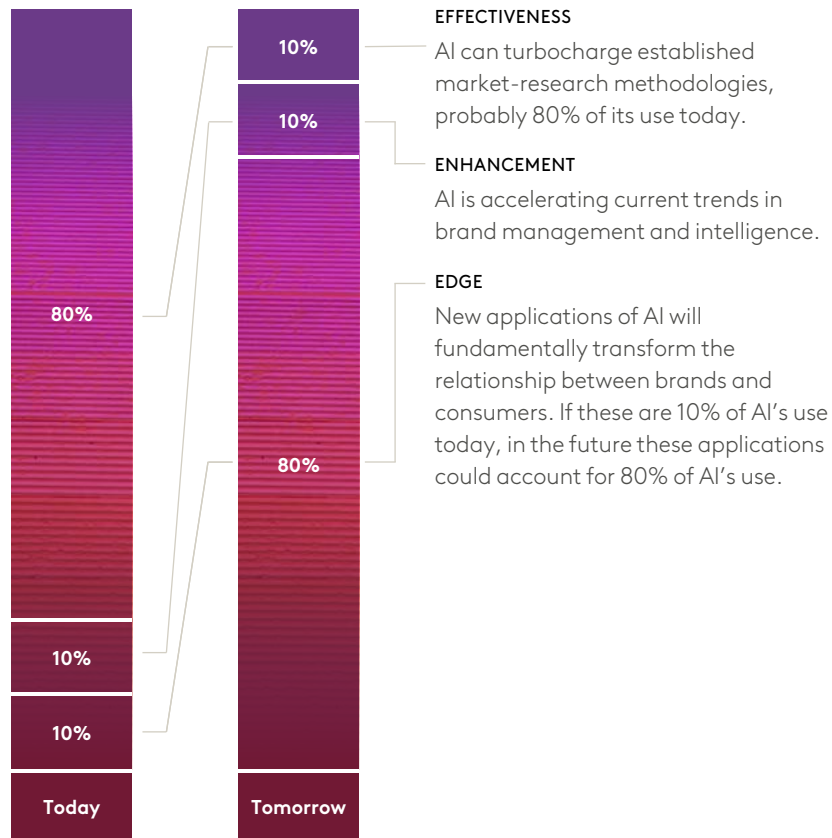
Indispensable AI to shape your brand future

Responsible, resilient, trusted: The trusted custodian of client data across industries and regions.

Product innovation > Kantar's indispensable AI

A future that differentiates us

Our world-class behavioural and attitudinal data and data engineering expertise are the bedrock on which we are building our next generation of AI-powered products. Catalyst, our product-development process, is making these possibilities a reality today, accelerating our time to market and allowing us to stay ahead in a field that is constantly changing. Yet, as the market evolves and technology matures, we foresee a new emphasis on the role of AI in our industry, and we are infusing AI into our core offering to reimagine the future.



Streamlining how we serve our clients

Today, AI enables us to go further and faster for our clients. Offering new ways of thinking and innovating that are redefining the relationship between business and consumers. The areas of focus where we are using AI to elevate the Kantar advantage include:

DATA

We are using AI to expand the coverage, quality and insights available from our data and data partnerships, ensuring the full connectivity of our data assets to maximise their potential.

EXPERTISE

We make the most of the analytical power of human talent by adopting new technologies at scale, recruiting, upskilling and fostering a culture of continuous learning in AI, and developing client products and solutions that are easy to use.

TECHNOLOGY

AI is helping us increase the speed, coverage and tech-led depth of insights, and to work with consumer brands and tech industry leaders for open innovation.

Enhancing our product offering

Kantar is ideally placed to shape the brands of tomorrow. Some of the selected AI enhancements in development that will come to fruition in 2024 include:

- Generating relevant nuanced summaries from the quantitative brand performance metrics we collect, capturing key insights, differences and benchmarks for the analysts working with the data.
- Natural language-based interrogation of qualitative and quantitative databases across our collection of proprietary data sets.
- Automating text summarisation of open-ended data collected from consumers, identifying topics and themes, creating summaries and analysing complex unstructured text data.
- Automating summarisation, tagging, categorisation and analysis of video and image content.
- Prompting panellists to provide richer answers and insights to enhance the insights we collect.



A history of advanced analytics and AI at Kantar

1980s

Multivariate statistics

Machine-learning precursor deployed by Millward Brown (Kantar legacy brand).

2000s

Machine learning at scale

Machine-learning models including neural networks run through our proprietary MDS framework and Beast platform, as well as on ad hoc brand strategies.

2019

Link AI

AI-based end-to-end automated video analytics tool that quickly tests large volumes of TV advertising creative.

2021

Hamilton AI

AI-based always-on assessments and optimisation of marketing ROI.

1990s

Algorithmic forecasting

Regressions, classification algorithms and various computerised forecasting techniques adopted.

2018

Text AI

Bespoke AI solutions to measure and diagnose brand performance and sentiment, identify trends and similar, based on NLP and machine learning.

2020

Trend AI

AI-enabled analysis of brand-tracker data to enable more accurate diagnosis and prediction.

2022

Gen AI

Experimentation of the possibilities of Gen AI in marketing research.

Today

Strong AI capability

A strong AI backbone, well equipped to embrace the next phase of the AI revolution.

Divisional review

Divisional review

34	Insights
44	Worldpanel
50	Profiles
55	Numerator
61	Kantar Media

Insights

With expertise covering brand, innovation, creative, media, customer experience and advanced analytics, our Insights division informs business and marketing strategies for the world's biggest brands.

Gross revenue

\$1,948.1m



Statutory revenue

\$1,744.1m

22: \$1,769.7m

Divisional review > Insights

Shaping our clients' growth strategies

We blend data and analytics with technology and deep human expertise to address clients' key business challenges, and help them adapt and thrive.

Our solutions help clients define what brands should stand for, how to disrupt and renew their offer, and how to connect with customers.

BRAND

Our solutions and expert teams help position brand portfolios to continually grow their value by ensuring they are meaningful, different and salient and continue to evolve.

CREATIVE

We help brands maximise creative effectiveness and engage consumers across channels and markets, enabling creative executions that support strategy.

MEDIA

Across new and traditional channels, we help brands understand which media touchpoints will engage their target audiences, how to maximise ROI and how to align messaging effectively across these channels.

CUSTOMER EXPERIENCE (CX)

We help brands create meaningfully different customer moments and measure the impact and ROI of customer-experience initiatives.

INNOVATION

We use the latest thinking in forecasting, segmentation, behavioural economics and cognitive science to help brands identify opportunities and launch new solutions.

11,000

innovations tested each year

260,000+

ads in the world's largest creative-effectiveness normative database

25,000+

digital and 2,500 cross-media campaigns measured

44m

panellists providing ad exposure data

1.8m+

data points added to our enterprise data platform daily

1,000+

innovation experts

700

Customer Experience experts

85

direct integration partners, enabling campaign measurement

Supporting technology and enablers




KANTAR MARKETPLACE

Our automated market-research platform that combines research, powerful analytics and deep brand-building expertise to accelerate consumer insights and unlock growth for brands.

It offers solutions in ad-testing and development, innovation and product development, media planning and effectiveness and brand insights to marketers and agencies who want to test and learn.

In 2023, more than 23,000 assets were tested for more than 1,000 clients. 28 new products and features were launched, while revenue grew by 35.4%.



ANALYTICS PRACTICE

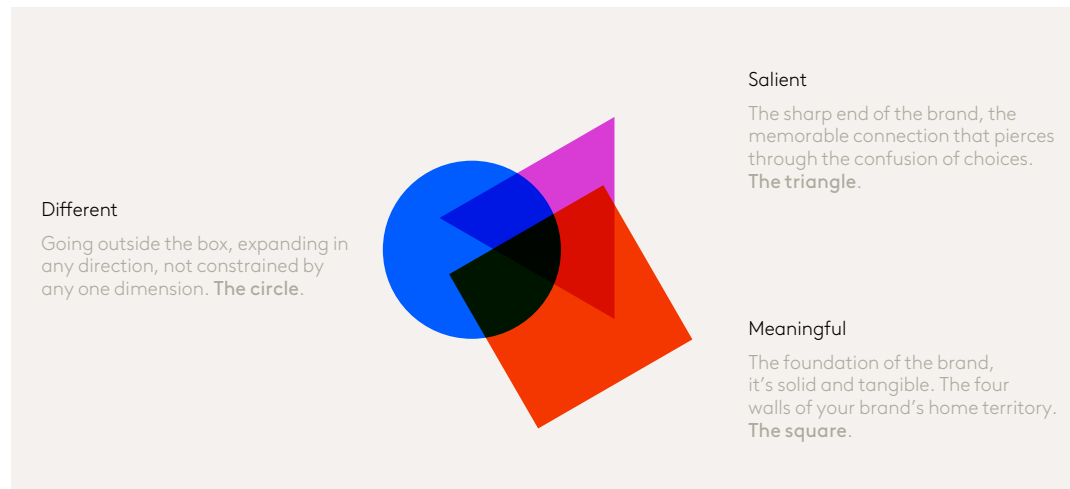
We combine unique human understanding, business expertise and AI-powered analytics and technology to predict consumer behaviour and optimise opportunities for growth. Leaning deeply on AI and machine learning across the portfolio, the practice specialises in digital-acceleration analytics, data strategy, engineering and customer analytics.

Divisional review > Insights

MEANINGFUL, DIFFERENT, SALIENT (MDS) FRAMEWORK

MDS is our proprietary framework that acts as a methodological thread across all our insights. It is designed to help marketers understand the impact their next campaign or innovation will have on sales and brand equity.

Our MDS framework has been independently validated by The Marketing Accountability Standards Board (MASB) to accurately correlate to commercial outcomes (profitability, short-term sales and long-term equity increases).



CONSULTING PRACTICE

Our network of multi-disciplinary experts works with the largest blue-chip businesses to build on our data and insights assets and develop growth and brand strategies. The Futures and Innovation offer helps clients use longer-term insights to identify what they need to do today to future-proof their business. GrowthFinder identifies the potential for growth in a given category, while the organisational-performance team helps change behaviour to bring new levels of performance.

QUALITATIVE

With unparalleled access to global cross-cultural insight and specialist expertise, our qualitative team uncovers deep human and cultural insights to forge meaningful connections between brands and people where it matters. We use technology to talk to more people, in more ways. It is the most integrated way to develop insights and assess key business issues from different perspectives.

“Our solutions help clients define what brands should stand for, how to disrupt and renew their offer, and how to connect with and win customers.”

Gonzalo Fuentes
Chief Executive Officer,
Insights, EMEA



“We blend data and analytics with technology and deep human expertise to address clients’ key business challenges and help them flourish.”

Cheong Tai Leung
Chief Executive Officer,
Insights, APAC



Divisional review > Insights

Performance update

Progress: Indispensable Brand Partner

BRAND LIFT INSIGHTS+ (BLI+)

The effectiveness of media, in part, depends on creative quality. Our research shows that creative contributes 49% to prominence and to four times the return on marketing investment. Given the importance of the context and interplay of media and creative, in North America we launched Brand Lift Insights+ (BLI+), which combines media-effectiveness measurements with creative insights powered by Link AI. This provides creative scores – for impact, persuasion and power – to provide brands and advertisers with insights into digital and video creative.

BRAND SNAPSHOT AND BRAND DYNAMICS

Brand Snapshot and Brand Dynamics represented an important moment in our portfolio. Brand Snapshot uses our BrandZ research to offer a deeper understanding of a brand's competitive positioning. This 'freemium' model has proved highly attractive to clients, with more than 20,000 reports downloaded during the year. Brand Dynamics builds on the static view of Brand Snapshot, offering real-time brand monitoring capabilities based on the ongoing analysis of consumer insights collected daily.

BRANDZ

BrandZ is our headline thought-leadership campaign. 2023 was our biggest year ever, with market reports and events in 17 countries. This supports our client relationships, satisfaction scores and wider portfolio-level discussions.

Progress: Most Meaningful Data

LINK+

In May 2023, we launched LINK+, a major upgrade to our industry-leading creative survey. LINK+ offers a new level of automation, so clients can tailor their ad testing to campaign needs without compromising on speed. LINK+ tested almost 2,000 assets in the year.

LINK AI

We continued to invest in enhancing and scaling Link AI, for example with the addition of a new celebrity-recognition feature. Link AI almost doubled revenue in 2023, with advertiser, agency and publisher clients appreciating the speed of insight and validation to survey outcomes.

CONCEPT EVALUATE AND PACK EVALUATE

Our Innovation domain grew 8% in the year. In large part, this was built on enhancing the offer available on Kantar Marketplace. During 2023, we added price sensitivity and expanded diagnostics to our Concept eValue product and launched a beta test for an AI version of Concept eValue. Within our Pack eValue offer, we provided greater depth and flexibility in analysis, as well as a new brand-equity measurement for the impact of packaging.

BLUEPRINT FOR BRAND GROWTH

Our most senior analysts and experts collaborated to develop our Blueprint for Brand Growth. Using advanced analytics to interrogate almost seven billion attitudinal and behaviour data points, this ground-breaking thought research guides CMOs on the growth accelerators they need to focus on. The research will be fully launched in 2024.

"Our research shows that creative contributes 49% to prominence and to four times the return on marketing investment."

Doreen Wang
Chief Executive Officer,
Insights, Greater China



"Around the globe, our most senior analysts and experts collaborated to develop our Blueprint for Brand Growth."

Wayne Levings
Global Chief Client Officer,
Insights, Americas



Divisional review > Insights

Progress: Expertise Amplified by Technology

LINK+

In November, as part of our LINK+ roadmap, we launched our new proprietary attention framework. This uses facial coding to uncover how well an advert's content captures the attention of viewers second by second. It provides advertisers with a comparison with norms and diagnostics for where attention is retained and lost, helping creative optimisation. The norms and benchmarks are built using our expertise in measuring attention and a database of 50,000 attention ad tests.

Lift ROI

Lift ROI is our AI-powered, always-on unified measurement platform. Powered by the Hamilton AI platform, it helps marketers optimise their media budget in near-real time. Initially acquired through our purchase of Blackwood 7, we scaled it to global availability in 2023, leading to double the revenue. It was shortlisted for Innovation of the Year at the Market Research Society Awards, as well as a finalist in the AURA Awards. With a monthly recurring revenue model, it is an important growth driver in 2024.

ANALYTICS PRACTICE

AI plays an important role across our portfolio. Our Analytics Practice serves as our centre of expertise in developing AI solutions. AI-driven products have grown to represent ~30% of overall practice revenue in just five years.

KANTAR MARKETPLACE

Kantar Marketplace onboarded approximately 600 new clients and doubled the number of monthly active users, leading to more than 30% revenue growth for the platform. Growth from EMEA and Greater China was particularly strong. With self-service offerings across brand, creative, media and innovation, the platform represents a significant incremental revenue opportunity for our business.

Progress: Simpler and Stronger

CUSTOMER EXPERIENCE (CX)

With new leadership appointed in 2022, our Customer Experience (CX) staged a strong recovery in 2023, moving from double-digit revenue fall in 2022 to a decline of just 1.2%. Key to the turnaround was our new Meaningfully Different Experience strategy that placed our MDS framework at its heart, alongside repositioning us as a CX transformation firm rather than just measurement. Of note, professionalising our relationships with partners Qualtrics and Medallia brought 3% growth in our transactional business.

EXPERIENCESTRENGTH

In November, we launched ExperienceStrength Advisory, a packaged solution aiming to transform strategic CX, while in December we relaunched ExperienceStrength, a benchmarking tool to help clients understand customers' needs throughout the customer journey. We expect CX to return to growth in 2024.

LINK

We launched a new Link subscriptions commercial model in September. Clients have been quick to adopt packages that enable them to access our most competitive survey and AI pricing, and to scale their testing to cover much greater ad volumes than before.

Data Strategy & Engineering

Dashboards and simulators help tell critical stories with data. Our data strategy and engineering team re-engineered our visualisation offering, helping us to a 10x performance improvement and an up to 15% reduction in client delivery times.

Portfolio Simplification'

In Q4 2023, we simplified our division's portfolio, with a plan to reduce our solutions from 64 to 32 without reducing the breadth and depth of client challenges we address. These changes, which will be complete by Q1 2024, will allow us to present our clients with a clearer value proposition; one that highlights our unique IP, including our MDS framework and our AI capabilities.

Divisional review > Insights

Case study

Speedy growth for quick-service restaurants

Challenge

In 2020, when Popeyes fried chicken restaurants launched in Spain, the brand needed to stand out in the highly mature and competitive quick-service restaurant (QSR) category. In 2023, the specific challenge was to increase brand awareness and connect with consumers through a new campaign.

Insight

To achieve these objectives, Popeyes needed to build its own communication territory. Our strategic conclusions and recommendations inspired the brand's team, and its agency, to work on a new campaign concept: 'Joy, optimism is transformative'. Qualitative and quantitative research showed the concept was a relevant, differentiating line of communication with great potential.

Impact

With its new campaign, Popeyes has taken the lead in the QSR category. Research shows how audiences enjoy the concept and strongly associate it with the brand. Our Brand Health Tracker study showed an extraordinary impact on the brand, with significant increases in awareness, consideration, purchase, loyalty and advocacy. Sales figures from the client and Kantar's Worldpanel tracking confirmed these results, with a gain in market share and increases in penetration and purchase.

Division
Insights, EMEA

Sector
Quick-service restaurant

Client
Popeyes

"I am so proud to have worked as a team with you, and to have refined every insight, every idea, throughout the process."

Head of Consumer Insights BK
Spain & Portugal

Divisional review > Insights

Case study

Understanding emotion to revive a much-loved brand

Challenge

Since 2016, the once much-loved household brand Cadbury was losing market share and penetration. It had lost its competitive edge and needed a strategic reset to win back hearts, minds and share.

Insight

We used our NeedScope framework to analyse past creative work and improve understanding of the emotions inspired by the brand. This highlighted that Cadbury's positioning, 'Joy', was a category fundamental – instead of making the brand more famous, it was making it more generic. Working with Cadbury and its agencies, we uncovered a new emotive territory that met people's expectations of the brand – we identified this as 'Generosity'. Cadbury then worked with VCCP to create the award-winning Generous Instinct campaign, and we helped with cultural understanding and creative testing.

Impact

The new positioning and campaign clearly helped Cadbury achieve its aims. Overall value sales increased by 22% from 2017 to 2021, and Kantar BrandZ valuation showed brand value growing by 51% from 2017 to 2022.

Division
Insights, EMEA

Client
Cadbury

Sector
FMCG

Product
Needscope

"The NeedScope team and their insights have been fundamental in guiding our brand strategy. Through your understanding of consumer tensions, the work you have done goes beyond the specific results or simple execution to deliver higher-level insights, which enable us to consistently and authentically bring to life Cadbury's Generosity."

Cadbury's Global Consumer Insights Manager





Divisional review > Insights

Case study

Testing concepts to support a major launch

Challenge

Active Living is Fonterra's functional-nutrition business unit, responsible mainly for B2B sales and marketing of dairy ingredients. To support a brand launch, the business needed help with regular concept testing, where the results would inform concept development – as well as providing insights for customers, which could support sales.

Insight

We tested several nutrition and wellbeing concepts to understand consumer interest and learn how Fonterra Active Living could maximise the concept potential (42 concepts) across five key markets: USA, China, Japan, Korea and the UK. Concept eValueate on Kantar Marketplace offered the required consistent approach, and provided our clients with the insights they needed in time to develop the concepts before launch.

Impact

The concepts were successfully brought to market, and have now been launched under the Nutiani brand. As the test results are accessible to our clients' local, regional and global teams on Kantar Marketplace, we have made it easy for Fonterra Active Living to use the insights when working with B2B customers.

Division
Insights, APAC

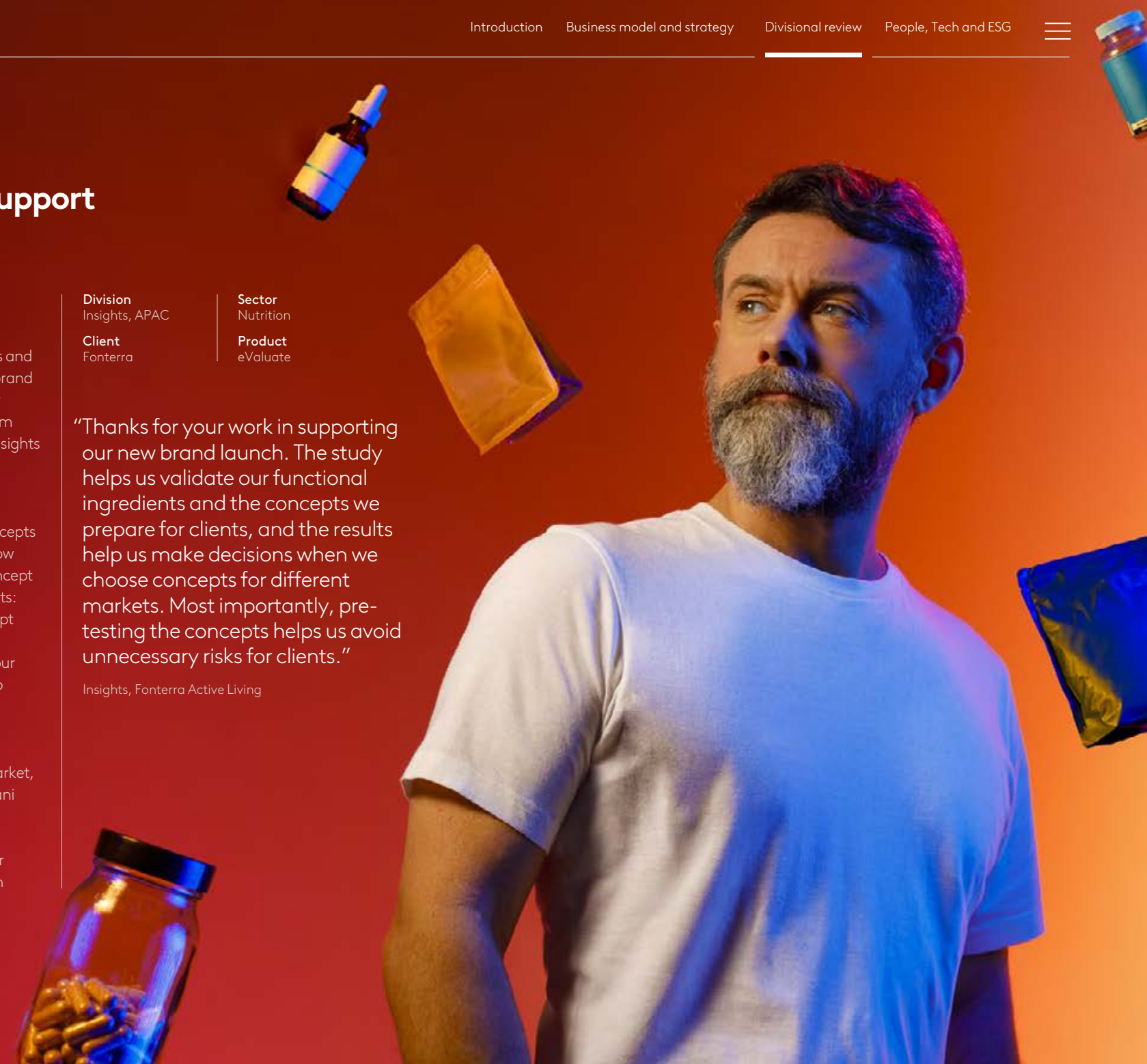
Client
Fonterra

Sector
Nutrition

Product
eValueate

“Thanks for your work in supporting our new brand launch. The study helps us validate our functional ingredients and the concepts we prepare for clients, and the results help us make decisions when we choose concepts for different markets. Most importantly, pre-testing the concepts helps us avoid unnecessary risks for clients.”

Insights, Fonterra Active Living



Divisional review > Insights

Case study

Ensuring product launches make an impact

Challenge

One of the leaders in its category, Argentina-based Banco Galicia has been increasing the number of ways its customers can experience the brand. When launching new products, it aims to create original, impactful communications, conveying features and benefits in a clear and appealing way. In this context, our task was to pre-test the creative concepts launching a new retailer payment-collection system.

Insight

We used the LINK+ ad-testing solution to examine concepts across a range of factors, including branding diagnosis, brand predisposition, engagement and persuasion. Through this, we determined which features of the creative work potential customers would value most. In particular, we learned that they increasingly expect to see something different and innovative in Banco Galicia's advertising.

Impact

The launch advertising for the new product scored high on creativity, standing out as unique, original and involving the audience – and all developed from insights into the ways customers responded emotionally to the tested concepts.

Division
Insights, Americas

Client
Banco Galicia

Sector
Financial services

Product
Link+

“The results of Kantar’s studies gave us the insights and information we needed to develop our communications. The team’s approach is very professional, and adds significant value to our marketing efforts. These processes are now indispensable when making strategic decisions.”

Content Manager,
Banco Galicia

Divisional review > Insights

Case study

Creative recommendations support differentiation

Challenge

Twinings was embarking on a new communication platform – Wellbeing Down to a Tea – to create a meaningful, differentiating positioning in a highly competitive market. The KPIs for the campaign were both short- and long-term impact on the brand, as well as being seen as the leading brand for wellbeing.

Insight

By using the relevant diagnostics available in LINK+, and facial coding to understand the power of emotions, we made recommendations on creative optimisation. These were to ensure high-quality execution of the transformative effects of the brand and to integrate the brand in the most memorable moments.

Impact

Implementing our recommendations resulted in high branding, emotions and brand power scores (all sit in the top 30). The campaign was fully endorsed for launch into the market by both the local and the global management teams.

Division
Insights, APAC

Sector
FMCG

Client
R. Twinings and Co

Product
Link+

“Kantar has been an amazing partner for us, from idea evaluation to animatic and finished film optimisation. Their well-thought-out recommendations ensure we had a strong, powerful and well-branded ad that is authentic to the Twinings brand and meets our strategic objectives. This pre-testing process has been praised by the global Twinings business.”

Insights Manager,
Twinings & Co

Worldpanel

Our Worldpanel division is expert at decoding shopper behaviour. Our behavioural data is the currency in consumer and shopper insight. We help brands harness the power of this data to set bold strategies and drive a sustainable business impact.

Gross revenue

\$378.0m



Statutory revenue

\$376.6m

22: \$355.2m

Divisional review > Worldpanel

Our expertise

With the largest consumer panel in the world, we understand brand and retail dynamics through the choices of six billion people. Our data, expertise and solutions provide a multi-dimensional view of how people think, shop and consume, helping brands and retailers evolve with shopper behaviour.

We go beyond retail measurement. We capture the most-detailed picture of what consumers really do, to better inform our clients' strategies and tactics. With the strongest team of shopper experts in the world, we use our continuous insights to spot growth opportunities early and identify gaps in our clients' markets.

Core markets tracked**FMCG PURCHASE AND USAGE**

The largest network of consumer panels, tracking purchase and usage behaviour in more than one million households across the globe.

AWAY-FROM-HOME

Our well-established panels monitor consumers across every outlet for food and drinks away from home, as well as prepared food delivery for immediate consumption.

BEAUTY PURCHASE AND USAGE

Combining beauty purchase data with beauty usage data, we demonstrate the complete consumer journey and latest trends across skin and body care, hair, cosmetics, fragrance and male grooming.

TECHNOLOGY CONSUMER PANELS

Global longitudinal panels track consumer dynamics for smartphones, tablets, laptops, wearables, TVs and smart speakers. We also deliver detailed insights on video and music streaming services.

FASHION PANELS

Purchase panels and monitoring of global market trends and industry dynamics.



“We capture the most detailed picture of what consumers really do, so retailers and brands can evolve with their consumers.”

Guillaume Bacuvier
Chief Executive Officer,
Worldpanel

Divisional review > Worldpanel

Measure and explain

We capture the most detailed picture of what consumers really do, to better inform our clients' strategy and tactics.

PURCHASE/SHOPPING

Monitoring shopping and usage patterns continuously to help brands adapt their strategies to what consumers actually do.

OUT-OF-HOME

Offering insights and trend data from our consumer panels for food and beverage consumption and usage outside the home, whether on the go, at the place of purchase, at the workplace or elsewhere.

IN-HOME

By combining our panels and purchase records, we identify the retailers, people, occasions, categories and trends that will generate sustainable growth for clients.

USAGE

Only by understanding how a product is used can brands understand how to market it. Our unique usage occasion-based panel tracks millions of records: every snack, beverage and meal consumed.

Predict and advise

By more deeply investigating eight marketing and trade dynamics we find more shoppers to drive growth.

SEGMENTATION

Identify the people who will help brands grow significantly in the medium term.

BEHAVIOURAL CHANGE

Define the goals for new product development (NPD) and the strategies to maximise clients' chances of growing a category, customer base or brand's penetration.

NPD IN-MARKET EFFECTIVENESS

Plan to overcome the attitudinal and behavioural barriers that stop specific target buyers buying the brand in future.

MEDIA AND MARKETING EFFECTIVENESS

Understand the role a brand's advertising plays in attracting specific people and growing sales.

MEDIA TARGETING

Identify the target audience for a campaign to maximise the efficiency of advertising.

ASSORTMENT PLANNING

Design the category fixture in a store that maximises conversion while minimising the number of stock keeping units (SKUs) on the shelf.

PRICE AND PROMOTION EFFECTIVENESS

Identify trends and activities to which a retail store needs to respond to improve its ability to retain and attract more shoppers.

CHANNEL AND CUSTOMER STORIES

Structure the price architecture that will maximise shopper attraction and grow the category, retailer and brand.

69
countries

75%
of the world's population
(representative sample)

1,500
retailers and channels
analysed daily

500+
product categories

40,000+
brands tracked

Divisional review > Worldpanel

Performance update**Progress: Indispensable Brand Partner****THOUGHT LEADERSHIP**

We expanded the scope of our thought-leadership publications, including a deeper understanding of usage patterns and market-share trends. Applying our own MDS framework to ourselves, we see this leads to greater prominence and differentiation with our client base.

AWARD-WINNING RESEARCH

Awards garnered during the year include Market Research Society Awards for Media Research, the P&G Insights Award, Unilever Agency Excellence Awards and the Market Research Society of India (MRSI) Golden Key Award.

Progress: Most Meaningful Data**COVERAGE EXPANSION**

Developing a holistic worldwide view is key to global clients, so panel expansion is an important differentiator. In 2023, we launched the first consumer panel in the Dominican Republic. We established new food usage panels in Germany and Italy, and expanded our panels in China, Thailand, Indonesia, Saudi Arabia, Mexico, Brazil, Ecuador and the Central America region.

KAUZA ACQUISITION

With the acquisition of Kauza, we opened new markets in Denmark and Norway. Kauza's unique Whatibuy app retrieves digital receipts from its panel of 8,000 Danish shoppers and is representative of 95% of the Danish FMCG market. Shoppers receive budgeting dashboards, as well as insights into their behaviour and shopping patterns, while we deliver aggregated insights to our clients. The Norwegian app launched in June 2023 with a panel of 3,000 shoppers, and provided first data in Q4 2023. With budgeting insights for shoppers, panel recruitment through social media is significantly simpler and cheaper.

Progress: Expertise Amplified by Technology**WORLD PANEL SIMULATORS**

In October, we launched a new set of advanced analytical predictive tools to help clients model and predict outcomes, for example the impact of pricing and assortment decisions or inflation trends within a category. These models further embed our data in clients' tactical and strategic decision-making.

73%

of continental GDP now represents expanded coverage in Africa

61

FMCG brands chosen, on average, by consumers per year

DEMAND MOMENTS

Launched in April and built on our usage panels, Demand Moments allows clients to identify new usage opportunities for their brands, supporting product innovation.

Progress: Simpler and Stronger**INFLATION MANAGEMENT**

Pricing management was a challenge in 2023. We focused on enhancing the value we offer clients, enabling us to offset much of the impact of inflation on our own costs.

EMPLOYEE ENGAGEMENT

The expertise of our people is key to our business, so ensuring the employee experience is as positive as possible is critical to our ongoing success. In 2023, we continued our trend of being identified as Great Place to Work winners, including in China, Thailand, Indonesia, Ecuador, Central America, Brazil and Mexico.



Divisional review > Worldpanel

Case study

Growing an online business

Challenge

With the pandemic having accelerated the growth of ecommerce in Brazil, food-processing company Seara became one of the five most-chosen online brands. From this position, the company wanted to explore online shopping dynamics, identifying what shoppers are looking for and spotting opportunities for developing the brand.

Insight

Our research found Seara needed to restructure its promotional calendar to suit online shopping. In particular, it needed to spread promotions throughout each month, intensifying activities towards the end. We also saw the importance of adding WhatsApp to our client's digital channels.

Impact

Our work helped the brand achieve impressive results, growing the online revenue from zero to more than \$300,000, particularly in chicken and hamburgers, and together with the impact of social media, increasing overall revenue by more than \$600,000. We were also held up as a benchmark for partnerships across the entire company.

Division
Worldpanel

Client
JBS/Seara

Sector
ecommerce/FMCG

Product
Shopper analytics

"Your presentation generated many actionable insights for us, in addition to the data that already shows evolution. We have started several new conversations with suppliers. We now have partnership plans to make e-commerce grow even more within our sector, thanks to Kantar's recommendations."

E-commerce Sr Analyst,
Seara

Divisional review > Worldpanel

Case study

Understanding campaign impact

Challenge

Meta wanted to find a way of helping CPG brands understand whether their digital ad campaigns will provide return on investment and drive future growth.

Insight

We integrated ad campaign exposure from Facebook, Instagram and TV with real purchase data from our shopper panels. This unique approach, enabled by our ability to analyse the ad exposure and purchase behaviour for the same people, allowed us to identify who went on to buy, after seeing adverts.

Digital channels were shown to perform highly, delivering an above average RoAS (return on ad spend) 80% of the time.

Impact

The study provides a fresh, consumer-centric way of determining advertising's contribution to sales on any channel, helping brands to optimise their investments. The results not only confirmed the potential effectiveness and efficiency of digital campaigns but showed that digital and TV are complementary.

Division
Worldpanel

Client
Meta

Sector
Social media

Product
Media effectiveness

“Our approach is not just about confirming that large digital advertising platforms can drive incremental sales very efficiently. It brings highly actionable insights that advertisers can use to optimise their planning and creative strategies.”

EMEA Third Party Measurement Lead,
Meta

Profiles

Our Profiles division enables a richer understanding of people everywhere, enabling connections between brands and consumers.

Gross revenue

\$337.9m



Statutory revenue

\$124.8m

22: \$127.2m

Divisional review > Profiles

Our expertise

Our Profiles division is our centre of expertise for panel management and sample delivery. We are global leaders in building and maintaining the highest-quality panels of real consumers ready to provide details of their opinions and activities.

We offer the most meaningful data at speed and scale, thanks to the industry's largest, highest-quality source of online respondents, further strengthened by survey design and scripting expertise, and custom research for enterprises.

Across our entire company, our clients use our data and advice to inform often multi-million dollar decisions. The expertise within our Profiles division ensures these decisions are based on the most meaningful data. We prevent four times more survey fraud than any other panel provider, thanks to our advanced AI-powered proprietary quality systems. Our unique panel platform and sampling technologies help us meet all sampling, profiling, data integration and activation needs, compliantly.

Key to our differentiation is a deep capability in recruiting, retaining and engaging diverse panellists, and maintaining the highest-quality data by maximising response quality and minimising 'bad actors'. Our proprietary programmatic technologies for access and sampling serve panellists only surveys where their experience or demographic characteristics are most relevant. This maximises their opportunity to earn rewards by successfully completing a survey. Qubed, our anti-fraud technology, uses advanced AI at various points in panellists' recruitment and response, to identify potential bad-actor behaviour that may damage the quality of data collected.

Our clients receive a deeper understanding of consumers thanks to the comprehensive profiles we build of each person in our proprietary panel portfolio and Kantar Profiles Network, our extensive private network of sample suppliers. Using industry-leading survey design and sampling methodologies, we collect data through self-reported answers (on any device) and offer a full range of solutions to meet clients' specific research requirements and budgets.

Our winning formula for quality

We ensure our data generates trusted, actionable insights by being built on a foundation of three key components:

1 INDUSTRY-LEADING FRAUD PREVENTION

Qubed, our proprietary anti-fraud technology, uses AI (including three deep neural networks) to identify and block bad participants and poor-quality responses. Qubed runs in real time and processes over 300 features for each survey session to determine whether a panellist is fraudulent and needs removing.

2 LARGEST PANEL REACH

Our Profiles Network is the industry's largest source of programmatic sample supply, providing compliant access to more than 170 million panellists in 100+ countries, with 44 million panellists registered for data connectivity and ad-exposure measurement. Our panel reach includes six proprietary panel brands (LifePoints, Qmee, WeChat, Qantas, ORU, Mobiworkx) and a private network of preferred third-party panel suppliers around the world.



"We prevent four times more survey fraud than any other panel provider, thanks to our advanced AI-powered proprietary quality systems."

Caroline Frankum
Chief Executive Officer,
Profiles

Divisional review > Profiles

3 MOST-ENGAGED PANELLISTS

The fight for consumer attention and data is intensifying, so an engaging panel experience is at the heart of everything we do. Our proprietary panel platform matches the right panellist to the right survey at the right time, generating industry-leading panellist engagement and satisfaction levels. Our panellists rate their experience with us as excellent, giving us a 4.4 Trustpilot score, compared with industry scores ranging from 1.5 to 3.8.

The importance of permission

We respect the privacy of our respondents and how we collect, transfer, store, manage and use their data. Highly 'permissioned' data is one of our most important differentiators. We maintain a consistent consent-based model across our entire network, asking panellists to consent to specific surveys and uses of data, giving them the ability to manage permissions for each different case and each participating partner. We store these consents as time-stamped flags in our database.

Performance update

Progress: Indispensable Brand Partner

ENTERPRISE RESEARCH

Our Enterprise Research offering is an important element of Kantar's overall portfolio, where clients choose to bring their research capabilities 'in house' or execute their own research methodologies. Our ability to offer survey design through data-delivery research solutions creates incremental growth opportunities. In 2023, enterprise client

170m

access to 170 million highly permissioned research-ready panellists in 100 countries

44m

panellists opting in for data connectivity and advertising-exposure measurement

6

proprietary panel brands

66m

online surveys completed during 2023

24.4%

higher survey completion rate than market average

revenues within the division grew by over 15%. In particular, we saw accelerated momentum with leading technology firms.

Progress: Most Meaningful Data

QUBED

Qubed is the neural-network-driven, ten-layer, anti-fraud capability acquired as part of our Qmee acquisition in 2022. In 2023, we scaled and implemented the Qubed anti-fraud capability in more than 40 countries, ensuring we lead on data quality wherever our clients need us.

PERSONAL INFORMATION PROTECTION IN CHINA

In 2021, China implemented a new data-privacy standard: Personal Information Protection Law (PIPL). This had profound implications for how panellist data could be managed and used. In March 2023, Kantar introduced a new PIPL-compliant platform for our seven million Chinese panellists. This is the first panel hosted within China by any international company. With its data integrations with WeChat and Red Packet Rewards, we now uniquely support international and domestic clients in China with a panel fully compliant with local data privacy regulations.

Progress: Expertise Amplified by Technology

KANTAR PANEL PLATFORM

In 2023, we launched the Kantar Panel Platform, our new proprietary panel-hosting platform. Building on the Qurated panel management system acquired with Qmee, we have built an integrated platform that improves panellist attraction, retention and productivity. It uses a proprietary sampling algorithm and predictive matching to enhance the quality, reach and depth of sample from our proprietary panel

brands. It additionally reduces our dependence on third-party technology to manage our panels. By the end of 2023, we had activated the platform in Canada, USA, Spain and Ireland. In 2024, we will roll it out to other markets.

Progress: Simpler and Stronger

QMEE

In 2023, we completed the integration of Qmee into our business. Of note, we have completed an organisational integration, with integrated technology, panel and data-science teams operating across Profiles. In addition, we have integrated Qmee panel supply into our end-client projects, alongside the LifePoints, WeChat, Mobiworkx, Qantas and ORU panel brands.

HEALTH DIVESTMENT

In July, the Group completed the sale of its Profiles Health and Media Health Research business to M3 USA Inc. and M3 Medical Holdings Ltd, to bring more focus to our business.



Divisional review > Profiles

Case study

Custom survey templates speed up testing

Challenge

A large home improvement retailer needed to run regular concept tests for new products, together with ad tests, naming tests, and packaging tests. And it needed to do them faster and more cost-effectively than with traditional survey methods.

Insight

Due to the repeat nature of the work, we recommended a customised solution, and worked with the retailer to build survey templates and question libraries. These let the retailer reuse questions while updating screening criteria, dropping in new concepts, and adding custom questions as needed. We also created a templated dashboard for use in any project.

Impact

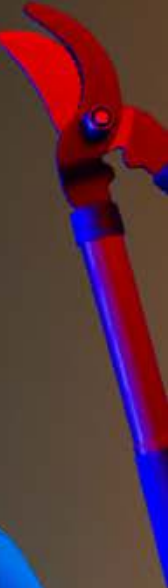
These customised research studies could be launched and fielded in a few days – much faster than traditional commissioning, reducing the client’s overall project completion time by 60%. With these efficiencies, the retailer was able to enlarge its research programmes within consumer insights, product development, and marketing departments.

Division
Profiles

Client
Home improvement retailer

Sector
Retail

Product
Custom research services



Divisional review > Profiles

Case study

Custom tracker improves understanding of market size

Challenge

Having relied on third-party syndicated sources to track market growth, market share and competitive positioning, a large sports-apparel retailer needed a new approach. It was looking for: better geographic coverage; more relevance to its customers, products and emerging competitors; and greater accuracy.

Insight

Using our targeted questions, we first produced the survey design for a custom tracker, and developed an analytical plan to support the research. Then, using a blend of sources within all desired global markets, we created a custom market-sizing sample plan, to provide consistent analysis each month – all on time and within monthly budgets.

Impact

The results gave the apparel company the unique insights they needed across all product categories, and the data has been stable and reliable for ongoing analysis. With the survey creating interest across the business and helping to identify additional knowledge gaps, our client is continuing to expand the research to improve their market understanding yet further.

Division
Profiles

Client
Apparel company

Sector
Apparel

Product
Custom research services



Numerator

Our Numerator business is an expert in verified first-party shopper-behaviour data across North America, helping companies understand their consumers and identify growth opportunities.

Gross revenue

\$224.1m



Statutory revenue

\$221.8m

22: \$198.9m

Divisional review > Numerator

Our expertise

Our Numerator business is expert in verified first-party shopper-behaviour data across North America. Numerator's proprietary data brings together rich consumer profiles, easy access to consumer sentiment and the detailed shopping behaviour of more than one million households, in an on-demand platform, to help companies understand their consumers and identify growth opportunities.

Numerator extends our shopper-insights capability to the world's biggest grocery market, the USA, where 80+ of the top 100 CPG brands' manufacturers are Numerator clients. During the year, we made progress on several strategic initiatives.

Performance update

Progress: Indispensable Brand Partner

IN-THE-MOMENT INSIGHTS

We excel at strategic insights that help brands adapt to market dynamics as they unfold. This was more essential than ever in 2023, as consumer shopping behaviour adapted to the new economic realities of sustained inflation, the end of SNAP and WIC Emergency Allotment programmes, and the restart of student loan payments after a Covid-19 pandemic pause. We were the first to market with scaled insights into the impact on consumer purchasing behaviour of the mass marketing of GLP-1 medications for weight loss. We provided insights to inform key decisions as the events themselves were unfolding.

DEMOCRATISED INSIGHTS

We continue to expand our data use cases beyond insights for organisation-wide and executive-level decision-making. In 2023, we announced a comprehensive ecosystem through direct integration with panel data made available through leading data platforms such as Snowflake, AWS, Azure and Google Cloud. This partner ecosystem increases the accessibility of our single-sourced consumer data beyond our own platform. This broadens use cases into audience creation, data modelling, supporting business intelligence tools and more, ultimately allowing brands to get more utility and value from their data investments.

NUMERATOR DASHBOARDS

In Q2 2023, we launched Numerator Dashboards, a new business-intelligence solution to help all levels of an organisation access and monitor consumer panel metrics on demand. Dashboards provide trended views by summarising thousands of reports within seconds, providing visualised data for easy understanding, and can be aligned to a client's internal hierarchies, simplifying how data is distributed and used. As panel data creates opportunities for brands, Numerator Dashboards make it more accessible through quick, easy-to-digest views of brand and category insights.



"We are changing the way brands drive growth with first-party consumer purchasing and sentiment data."

Eric Belcher
Chief Executive Officer,
Numerator

Divisional review > Numerator

Progress: Most Meaningful Data

PANEL EXPANSION

Following a multi-year investment, in March 2023 we launched the new Total Commerce Panel, expanding our existing static panel (already the largest in the USA) by 43%, to 150,000 households, providing a greater sample for deeper analysis and offering new views and possibilities for every commerce channel. We made the change in scale retroactive back to 2019, preserving over four full years of data at the larger panel size. We made these changes while also improving alignment with USA census data.

In addition, we expanded our Canadian Consumer Purchase Panel, growing by 25%, to 15,000 static panellists. This brought greater e-commerce coverage, as well as brand, category and retailer combinations for Canadian clients.

NEW QUALITY STANDARDS

With our new Total Commerce Panel, we also set new quality standards for panellists, with minimum requirements of two trips a month for 12 consecutive months and five retailers shopped each year, yielding 30+ trips a month and 50+ banners shopped a year for an average panellist. This doubled our already industry-leading standards.

OMNICHANNEL CAPABILITIES

In 2023, we expanded our item-level coverage to 78%, with most sectors above 90%. This expansion set a new precedent for omni data that allows for item-level analysis across all channels, for deeper consumer understanding. In addition, we launched a new Omni Calibration

1bn+

shopper trips analysed

150,000

static panellists

1m+

measurement panellists

500,000

survey panellists

2,500

demographic, psychographic and media-consumption attributes

100m

promotions ad blocks coded annually (+25% vs 2022)

220m+

online and in-store shopping trips tracked in 2023

86%

of static panellists have enabled digital-purchase sharing with Numerator

Engine to process brand- and category-level data across 21 fast-moving consumer retail channels. This omni calibration preserves natural consumer behaviour by using benchmark sources that represent the total market, as well as adding new levels of calibration at category and brand levels. The engine optimises over 35 trillion data permutations across retailer levels, product levels and time periods.

Progress: Expertise Amplified by Technology

ASKWHY SURVEYS

In early 2023, we launched AskWhy, a new survey capability that allows platform users to launch surveys directly from their Numerator Insights reports. Custom report profiles trigger corresponding survey-respondent profiles, automatically generating simple, in-context answers. Through AskWhy surveys, brands can reach verified buyers directly, get results within hours, and incorporate the voice of the consumer in their analysis.

DYNAMIC USER EXPERIENCE

Our Receipt Hog app supports our purchase panels through user-submitted receipt data, links to retail accounts, and consumer surveys. In 2023, we applied our expertise in consumer apps to create a more dynamic user experience to improve engagement and participation rates. We built a new recommendation engine into the app, creating a more personalised experience based on a user's most-recent activity within the app. The new experience has increased participation rates, with a 28% rise in monthly active users and a 15% increase in total purchase transactions – up to 219 million in 2023.

More than 80% of Receipt Hog users are now electing to provide Amazon and other e-commerce purchase data directly to us.

LEADING INDICATORS REPORTS

In Q2 2023, we moved beyond historical-based measures of past performance and, for the first time, launched in-platform reporting that provides leading indicators of future performance. By using modern metrics such as consecutive repeat rate and customer lifetime value, brands gain valuable insights into how loyalty shapes market-share performance and customer value over time. The new reports are based on deep methodology expertise and speedy calibration capabilities.

Progress: Simpler and Stronger

INCREASING AUTOMATION

We continue to refine our receipt-processing capabilities to make efficiencies and cost savings. In 2023, we identified an opportunity to build a partial extraction process for new items and products, that hit its attribution system for the first time. By intervening and correcting data early in the process, we moved effort from a higher-cost area (attribution) to a lower-cost area (transcription), leading to a 40% reduction in new-item processing costs.

We also continue to increase its automated extraction rates for processing consumer purchase data. Auto extraction rates for physical receipts climbed from 72% in January 2023 to 81% in December 2023.

Divisional review > Numerator

Case study

Brand becomes sole supplier for a retailer that previously did not stock it

Challenge

A leading brand in the produce category had yet to be stocked by a grocery retailer that was both underperforming in the brand's category and losing market share to retail competitors. The retailer requested a meeting with the brand to better understand growth opportunities within the category, leaving the brand with limited time to prepare a strategic recommendation.

Insight

Our Insights platform quickly analysed the retailer's shopper demographics by age, household income and diversity, and discovered that their shoppers preferred to purchase the category at Walmart, Costco and Aldi. Our AskWhy capability allowed the brand to go a level deeper, and within just a few hours, more than 100 survey responses revealed that shoppers were purchasing elsewhere largely due to price and the convenience of already shopping at the competitors. It also surfaced an unexpected insight that the shoppers also preferred smaller-sized produce of this particular category, which was more often on shelves at competitors.

Impact

Armed with these new insights, we made a recommendation to inform the retailer's assortment, messaging, merchandising and promotion strategies, which resulted in the produce brand becoming the sole supplier of the category for the retailer.

Division
Numerator

Client
Produce brand

Sector
FMCG

Product
AskWhy

"AskWhy has given us the ability to quickly survey and glean valuable insights from verified purchasers – directly within our reports."

Director of Consumer Insights

Divisional review > Numerator

Case study

Wide-ranging insights, all from one source

Challenge

Due to limited volume and maturity, finding representative data can often be difficult for emerging brands such as Lone River Ranch Water, a challenger brand in Diageo's portfolio. Diageo needed to understand who the Lone River shopper was across three key target markets, and gauge awareness of the product proposition outside of its primary market, Texas, to uncover purchase drivers and barriers, brand perceptions and growth opportunities.

Insight

They used Numerator to combine a full-service quantitative survey, qualitative video responses and behavioural panel data to get the answers they needed. By adding NuQual Media video responses to their quantitative research, they were able to put faces to the data and uncover even deeper insights, brought to life in a new way. It showed that consumers appreciate variety, and word of mouth is a big awareness driver for the brand.

Impact

Integration with behavioural panel data highlighted insights they could quickly act on to maintain their category-leading position in the market. Through the right combination of quantitative research, qualitative research and purchase behaviour, they built better connections with Lone River buyers to inform their brand strategy.

Division
Numerator

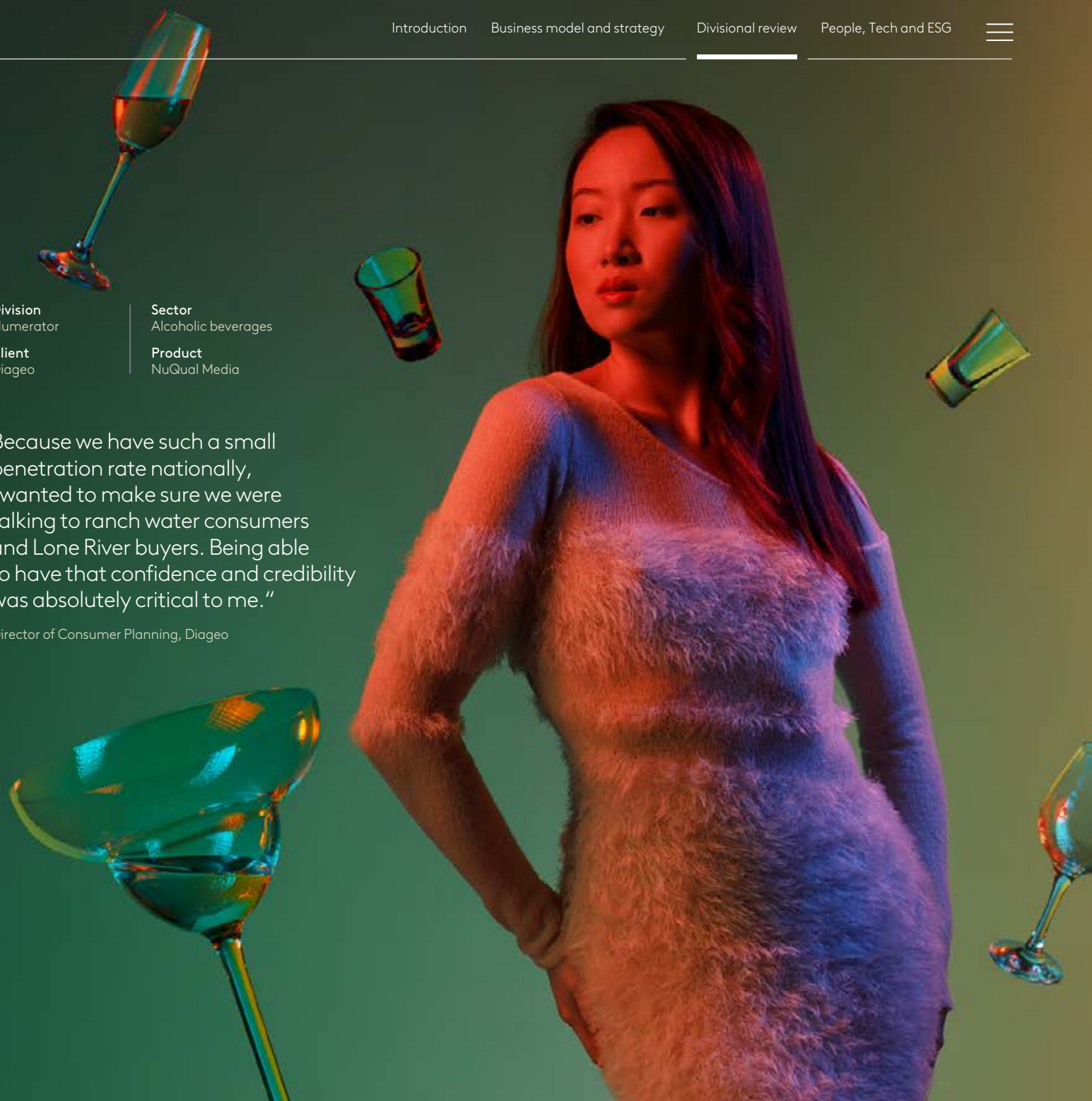
Client
Diageo

Sector
Alcoholic beverages

Product
NuQual Media

"Because we have such a small penetration rate nationally, I wanted to make sure we were talking to ranch water consumers and Lone River buyers. Being able to have that confidence and credibility was absolutely critical to me."

Director of Consumer Planning, Diageo



Divisional review > Numerator

Case study

Understanding changing buyer behaviour

Challenge

With the growth of online coffee purchasing, Nestlé Coffee Partners had been noticing differences in the dynamics of their online and offline sales, and wanted to know exactly why consumers were choosing to buy coffee online. They also knew people were shifting channel as a result of inflation, and needed to validate their assumptions of how this was affecting shopper behaviour.

Insight

Using multiple reports and our Inflation Segments from the Insights platform, Nestlé Coffee Partners were able to see who was shopping in both channels, who was moving from one channel to the other, and who was leaving the category altogether. They also used Numerator Surveys to take a closer look at consumer motivations and sentiments affecting this behaviour, and how it differed across shoppers in five inflation-based segments. Interestingly, demographic factors, closely tied to inflation, were highly indicative of where consumers would shop and how their behaviour was changing.

Impact

Nestlé Coffee Partners were able to assess and optimise their e-commerce strategy. They gained unparalleled clarity into how they could better meet consumer needs and retain shopper loyalty.

Division
Numerator

Client
Nestlé Coffee Partners

Sector
Non-alcoholic beverages

Product
Numerator Surveys

“This unlocked both short-term and long-term growth for us, ultimately influencing our e-commerce business trajectory.”

Market Insights, Nestlé



Kantar Media

As people increasingly move across channels and platforms, Kantar Media's data and audience measurement, targeting, analytics and advertising intelligence services unlock insights to inform powerful decision-making in advertising and content strategies.

Gross revenue

\$477.5m



Statutory revenue

\$425.6m

22: \$384.7m

Fulfilling the full potential of Kantar Media

Working with panel and first-party data in 85 countries, we have the world's fastest-growing cross-media measurement footprint, underpinned by versatility, scale, technology and expertise, to support long-term business growth for our clients and partners.

Since I joined Kantar Media in September 2023, I have been energised and inspired by meeting our teams, clients and partners across the world. The strength and depth of these relationships and our shared momentum in building enduring partnerships is core to our enduring success. Our client base is facing the strongest headwinds in a decade, while also seeing more opportunities than ever, making it ever-more essential to understand audiences. We are uniquely positioned to help with these challenges, unlocking more value for all and serving as a positive force in the ecosystem.

Success in 2023

Thanks to our team of more than 4,000 dedicated and passionate colleagues, we delivered a strong performance in 2023. At the heart of our success is a commitment to continually expand and enrich our services to serve the evolving needs of our clients and the industry.

Our fast-growing cross-media measurement footprint continues to expand, with active deployments or live data in 15 markets. We see exciting progress in the new industry-sponsored services like Origin, led by ISBA, the UK advertisers' association, where we are building a single-source household audience-measurement panel, integrating with different platforms. That will go into beta phase in 2024 ahead of full production in 2025.



“Since I joined Kantar Media in September 2023, I have been energised and inspired by meeting our teams, clients and partners.”

Patrick Béhar
Global Chief Executive,
Kantar Media

Divisional review > Kantar Media > Chief Executive's statement

Our Cross-Platform View™ solution, which complements our panel data, is providing essential insights into platform-viewing share in markets such as Brazil and Spain to a growing client roster, including broadcasters, networks and streamers like Netflix. Our Campaign Audience Validation™ solution, offering a deduplicated view of campaign audiences across screens, is now available in six countries, including Brazil, Colombia, Chile and Spain, with more to follow.

Our solutions continue to be used as the reference point for audience profiling and targeting worldwide. Our renewed focus on serving advertisers with Target Group Index (TGI) is enabling more brands to base their targeting, profiling and activation on bespoke insights. New contracts in 2023 included Procter & Gamble and Red Bull.

Beyond enriching our existing services, we continue to expand into new markets. In 2023, we returned to Australia, working with Foxtel to provide a proprietary audience-measurement service, processing data from more than one million set-top boxes through our return-path data capabilities. Meanwhile, agreements in Bosnia-Herzegovina, Georgia and Azerbaijan will see our metering technology and applications used to power local audience measurement services.

2023 also saw extensive progress in our fulfilling service set-ups and expansions in two of the world's most advanced audience measurement services. In the UK, we continued to expand the BARB panel to more than 7,000 homes. In the Netherlands, reaching the latest cross-media measurement milestones means the viewing (TV and video) and online readership data sets are now available to the wider market. In 2023, we signed a number of multi-year contracts with networks, agencies and media groups, including in Romania and Denmark, where we renewed TV and radio contracts until at least 2027 and 2028 respectively. Our world-leading TechEdge software unit, which enables our clients to analyse audience viewing data, continues to grow, as clients seek to maximise their analytics capabilities and generate more value from their data sets.

Our people are at the heart of our success. We continue to invest in learning and development for all our employees. Programmes include Lean Six Sigma training and presentation coaching across a variety of levels. We are developing the next generation of talent at Kantar Media, with over 120 interns and apprentices graduating from Kantar Media schemes in 2023, in seven countries, including the UK, Brazil and Turkey. Beyond development, as 2023 drew to a close, I was pleased to present the 2023 client impact awards at a virtual gathering of our entire team. These global awards, complemented by local initiatives, recognise the outstanding contribution our teams make as we strive to serve the ecosystem with passion and humility.

4,500
people

85
markets where we work with data

380,000
VoD assets referenced every day in our secure site

Looking forward

Our data is valued across the industry as the basis upon which to trade, and optimise media investments, and this trusted role is not something we take lightly. Trust is earned and retained through the expertise of our people and technology, and through our values.

Our operational independence within the Kantar Group has enabled us to have greater agility and flexibility to invest in our future and innovate faster. We have shown great progress in our first full year operating independently, and that will continue in 2024. I firmly believe Kantar Media can be a positive force for change to propel the industry forward, and an evangelist for better data use – insights and foresights – to help our clients grow. We will achieve this in no small part through the power of partnership – we all do better when we collaborate in support of a common purpose, and build enduring relationships across the industry.

I am passionate about helping the eco-system continue to transform, and look forward to broadening and deepening our client relationships in the service of these goals in 2024 and beyond.

Patrick Béhar
Global Chief Executive,
Kantar Media

Divisional review > Kantar Media > Leadership team

Leading the media agenda



Patrick Béhar
Global Chief Executive

Patrick joined Kantar Media in September 2023. He was previously Sky Group's Chief Business Officer, managing and expanding Sky's relationships with content and distribution partners and driving Sky Media's advertising revenues across Europe. This followed a 20-year consulting career in Europe, the US and Asia, latterly leading McKinsey's European Consumer Tech and Media Practice.



Chris Allen
Chief Finance Officer

Chris joined Kantar Media in 2020 as CFO, from Worldpay, the world's largest payments processor, where he was CFO for UK & Europe. Between 2021 and 2023, he served as Kantar Media's Interim MD. He previously held senior finance roles at Amazon and LOVEfilm before becoming CFO for NOW TV.



Fulvia Lopes Goncalves
Interim Chief People Officer

Fulvia has over 20 years' HR experience in the service, luxury retail, biotechnology, and research and market intelligence industries in Latin America, EMEA and North America. Creating and implementing global and regional HR strategies, she has worked with a focus on talent management, talent acquisition, compensation and strategic performance, benefits, change management and service delivery.



Zuber Nosimohomed
Chief Product & Business Officer & President, TechEdge

Zuber joined Kantar Media in January 2024 from Sky Group, where he was Deputy Chief Business Officer, driving Sky Media's advertising revenues across Europe and managing and expanding Sky's relationships with its content and distribution partners. He started his career with PwC and holds a Mathematics degree from Queens' College, University of Cambridge.



Phil Eames
Chief Operations Officer

Phil leads the operations teams globally; shaping and implementing the global operational strategy. Prior to joining Kantar Media, he led global operations for consumer loyalty data management company Aimia. He is an advisory board member of both UST Global and Queen Mary University of London's School of Business and Management.



Antonio Wanderley
CEO, Americas, Spain, APAC & Africa

Antonio joined Kantar as an intern in 2000, rising to Business Development Director for Latin America in 2008, Chief Marketing Officer in 2012 and Chief Operations Officer in 2014. He led the subsequent Kantar buyout and successful integration of IBOPE and Kantar Media, creating Kantar IBOPE Media, and now leads a diverse team across multiple continents.

Divisional review > Kantar Media > Leadership team



Louise Ainsworth
CEO, Europe

Louise has worked across the advertising and media industry for over 18 years, holding leadership roles in research, digital publishing, advertising and digital advertising agencies, including at WARC, OgilvyOne and the BBC. She joined Kantar Media in 2018 from Kantar Millward Brown where she was UK CEO. She chairs Warwick Business School's Advisory Board and sits on Warwick University's governing council.



Mesut Sakal
Managing Director, CEE, APAC & Africa

Mesut joined Kantar Media in 2015 as MD for Turkey. He was appointed CEO for Eastern Europe & Middle East before taking on his current role. He previously held a number of senior international management leadership positions and has served in a variety of sales, marketing and line management roles throughout his career.



Melissa Vogel
CEO, Brazil

Melissa is CEO of Kantar IBOPE Media in Brazil and current President of IAB Brasil. With over 20 years' experience in research and media intelligence, she has held numerous leadership positions in the company both in Brazil and Latin America, including Global Agency Director, Executive Director of Multimedia and Country Manager in Panama.



John McCarthy
Chief Marketing Officer

John joined the business as an intern in 2003 and now leads an award-winning team of marketers, designers and communication professionals and is closely involved in key account development. He led the team that created the World Audiences Summit, the pre-eminent international audience measurement conference, and has led some of Kantar Group's most successful thought leadership programmes.



Peter Foot
Chief Technology Officer

Peter has worked in IT for 23 years, including at Shell UK and Brazil, and Schlumberger UK, France and Brazil. With a wealth of experience in senior executive IT roles, he is at ease with highly complex global matrix organisations, and practised in directing large systems integration, mergers and acquisitions, organisational transformations and cost-savings programmes.



Keld Nielsen
Business Development Director & CEO, TechEdge

Keld joined the global Kantar Media management team in 2008, and has worked as Global Commercial Director, Global Business Development Director and CEO for EMEA. Currently Business Development Director and also CEO for the TechEdge business. Keld has over 30 years' media research experience, including the creation of Denmark's first television audience measurement service.

Divisional review > Kantar Media

Our portfolio

UNLOCKING THE POWER OF AUDIENCES

For advertisers, agencies and media companies to succeed during disruptive times, understanding audiences is key. We serve the content and advertising ecosystems, providing the insights needed to reach, engage, target and monetise audiences. Our audience measurement, targeting, analytics and advertising intelligence services provide the accuracy and reliability businesses need to make informed decisions and to grow.

AUDIENCE MEASUREMENT AND INSIGHT

Our TV ratings and audience-measurement services deliver a consistent source of accurate data that drives informed decisions. We work with a broad range of clients across the media ecosystem – from established players to new challengers – in over 60 markets worldwide. This scale means we understand that everyone uses audience data in different ways to service different business outcomes and different models. Accordingly, we have built flexibility into our solutions from the ground up.

Our integrated cross-platform viewing data now fuels strategies for monetising content, growing audiences and increasing advertising sales by showcasing the reach of services across devices and platforms. As advertising becomes increasingly targeted, our growing cross-media measurement services give advertisers a unified view of campaign performance, generating deduplicated and highly accurate measurements of advertising exposure.

TECHEDGE AUDIENCE ANALYTICS

We serve the ecosystem with a range of software and applications to analyse audience viewing data and help businesses improve media planning and buying. TechEdge software helps clients maximise their ROI by providing the tools to plan and analyse complex data sets by showcasing the reach of services across devices and platforms.

TGI AUDIENCE PROFILING AND TARGETING

Our TGI data and insights help media buyers and sellers identify target segments, plan cross-media campaigns and activate audiences. TGI data encompasses all aspects of audience behaviour – from product use, to leisure activities, to attitudes and media engagement – and is trusted by hundreds of agencies, media owners and brands every day.

ADVERTISING INTELLIGENCE

We deliver comprehensive ad intelligence across media forms. Advertisers and agencies rely on us for the comprehensive research they need to optimise their media plans and increase their share of voice. Media companies can see their competitive position and maximise their share of budget.

SPORTS ANALYTICS AND RESEARCH

We help brands, agencies and rights holders understand the power of sport in reaching audiences and influencing consumers across the world.

Our differentiation

Trust, precision, privacy

We are building on five decades of innovation with significant investment for the future. Trust, precision and privacy are hardwired into all we do, making us the chosen audience-measurement partner in more than 60 markets worldwide. Our mission is to create value for all.

Scale and versatility

Few markets have exactly the same needs. Our global footprint combined with our innovation-first approach, means we have the versatility to address unique market circumstances we see around the world.

Divisional review > Kantar Media

62

markets using our tech and solutions to measure audiences

145,000

connected devices for measuring and reporting online viewing

25bn

data points across all TGI surveys in all markets

20,000+

TechEdge software users

28,000

'focal meters' already deployed across the world

700,000

annual TGI respondents globally

5,600

TV channels referenced in our secure site daily

2,200

TV channels watermarked for TV ratings

“Every client who partners with us finds unique value aligned with their business strategy through our data. We are committed to unlocking value for media and entertainment brands.”

Antonio Wanderley
Regional CEO

“Our team’s innovation-first approach has led thousands of media companies to trust us to help them achieve growth.”

Fulvia Lopes Goncalves
Interim Chief People Officer

Performance update

Progress: Indispensable brand partner

MALAYSIA: ADDRESSABLE ADVERTISING

Astro delivers media services to 70% of TV homes in Malaysia and Brunei. We have partnered with them since 2015, providing deeper audience insights that enable more-effective subscriber targeting. In 2023, we added two significant developments to the service. Firstly, data from Astro’s streaming app, Astro GO, was integrated into the audience-measurement service, resulting in an expanded data set integrating panel and personal-device data. Secondly, the integration of Astro’s addressable advertising solution, OneAstroCampaign, into the measurement services. Advertisers are now able to report reach and frequency performance across platforms, furthering their ability to report on addressable advertising both as a standalone data set and for cross-platform campaigns.

NETHERLANDS: NEW FRONTIERS IN CROSS-MEDIA MEASUREMENT

NMO Online provides insights into the use and reach of all tagged IP content in the Netherlands, paving the way for total cross-media audience measurement. The new standard is powered by our Focal Meter. Once tagged, viewing on personal devices is tracked and measured both in and out of home. The launch of NMO Online is the first of three phases, leading ultimately to the roll out of a total cross-media audience-measurement solution.

We have been commissioned to provide online viewing data in addition to the linear television audience measurement already provided through People Meter 7. To do so, we have installed Focal Meters in 1,900 panel households. Our data-science services also enable NMO to generate value from its entire data set. Combining data science, panel data and census data makes it possible to report reach figures for the long tail of all tagged IP content with small audiences, without the need for panel expansion.

ROMANIA: LONG-TERM PARTNERSHIPS RENEWED AND EXPANDED

In October, we signed our latest four-year contract with ARMA, the Romanian industry body to provide broadcast TV ratings, which we have managed since 2012. The new contract includes installing People Meter 7 in all 1,430 panel homes. A new pilot project is also being commissioned to fulfil ARMA’s long-term plan for cross-platform measurement, with a subset of the panel equipped with our Focal Meter to measure online viewing.

Divisional review > Kantar Media

THOUGHT LEADERSHIP

In 2023, we published three global flagship reports that explain our innovative approaches to measurement, profiling and targeting. These include:

Unlocking Value

Two complementary guides for advertisers and media owners to help contextualise the importance of cross-media measurement.

Beyond Bias

A guide for marketers looking to avoid bias through more sophisticated people-based segmentation and targeting.

Media Trends & Predictions

Our annual report illuminating the many opportunities and challenges confronting the content and advertising ecosystems.

WORLD AUDIENCES SUMMIT

In June, we held our annual gathering of 150 clients and partners from 40+ countries in Buenos Aires. It focused on the theme of 'pivotal positions', as stakeholders across the media, entertainment and advertising landscape seek to better understand the size and composition of their audiences – across all platforms – in order to grow. The event achieved record client feedback with substantial year-on-year improvements in the rating of our cross-platform and campaign-measurement content.

Progress: Most meaningful data

AUSTRALIA: PAY-TV SUBSCRIBER MEASUREMENT

The granularity of subscriber data delivers new insight into audiences to aid media planning. In October, we were appointed by Foxtel, who have access to data from over one million set-top boxes and over three million streaming customers, to do exactly that. We are working with Foxtel initially to process data from set-top boxes in Australian homes, with a view to scaling this service in the future.

SPAIN: CONNECTED-TV MEASUREMENT

As viewing formats and devices expand, so do the data sources available. In 2023, we completed a pilot project integrating connected-TV data from Konodrac with our panel data. The integrated data set, combined with our data-science expertise, allowed us to reduce ratings volatility by reporting long-tail viewing and smaller linear channels in more detail. This ground-breaking innovation was awarded the best innovation award at AEDEMO, Spain's largest TV industry event.

FRANCE: ENHANCING ADVERTISING INTELLIGENCE SERVICES

In 2023, we enriched our Paid Social advertising tool with data from Instagram, TikTok and Snapchat augmenting the existing Meta and YouTube monitoring. The measurement represents the number of impressions and estimated net investment. For 2023, we have identified and categorised 30,000 brands.

We also integrated IP TV Replay into our advertising database. This enabled us to capture advertising in linear TV programmes when broadcast via catch-up TV and VoD. To date, we have identified and categorised 2,000 brands. Since the launch of our Digital Display tool in 2002, we have complemented our digital ad-monitoring offer with Paid Search, Digital Audio, Paid Social and IP TV Replay.

UK: TGI GEO AFFINITIES

We are developing new solutions and approaches to support clients' advertising strategies through the phase out of cookies. Responding to the resurgent value of geographic-based audiences for media targeting, we launched TGI Geo Affinities, a combination of rich audience data, neighbourhood composition data and advanced predictive techniques to identify and activate audiences based on similar postcodes.

FRANCE AND UK: SPEED TO INSIGHT

At an aggregate level, marketers can access up to 25 billion data points across all TGI surveys – providing them with consumer insights of unparalleled detail. In France and the UK, new pre-coded segmentations in TGI allow users to understand what influences consumer behaviour in FMCG, sustainability and travel categories. This both enhances the value clients extract from the service and accelerates time to value.

Divisional review > Kantar Media

Progress: Expertise amplified by technology

PANEL EXPANSIONS

Our panels offer deep and actionable data across the totality of viewing. They map the future of the media ecosystem and are a focal point for our technology development. In 2023, we commenced the expansion of the BARB panel in the UK to 7,000 households, up from 5,100. This comprises approximately 16,000 people, providing daily insight into who is watching what, when, on which device, and for how long.

AUDIENCE MEASUREMENT TECHNOLOGY

Our People Meter 7 measures viewing on TV sets and is used as the source for integrating other data sets. It includes a personalised user interface to increase engagement and enhance panel management. It is already used to provide measurement systems around the world, including in the UK, Netherlands, Slovakia, Georgia and Israel. In 2023, we started to deploy the technology in Azerbaijan, Turkey, Chile and Romania for the new contracts that have been previously awarded.

Our Focal Meter is the most widely used router meter globally, fast becoming the de facto measurement technology for cross-platform measurement services around the world. In 2023, Focal Meter deployments started or continued in Brazil, Canada, Finland, Norway, Switzerland, the UK, Chile, Israel, Italy, the Netherlands, Spain and Turkey.

INTEGRATING LARGE DATA SETS

Our audience-measurement technology captures viewing across all platforms and devices by integrating TV data from people meters with home-network traffic from router meters. These are the foundation of our cross-platform and cross-media measurement systems.

We continued to advance our methodologies and expertise, integrating larger-scale data sets to ensure we are constantly improving our offerings, and preparing for new channels or behaviour. While panel data plays an essential role in data calibration and integration, we see our hybrid data sets combining panel data with other rich data sets – such as streaming, connected TV and operator data – enabling enriched planning, trading and evaluation capabilities.

In 2023, we implemented Virtual ID modelling (VID) in the UK Origin cross-media measurement project commissioned by ISBA, the UK advertisers association. VID models are trained using the richness of our panel data, and are used to label other data sets. While these data sets are a representation of a real-life system or situation, the VID model enriches them using rules derived from our analysis of real behaviour. Our VID models, already used by Google and Meta, are applied to campaign impression data using a probabilistic modelling process to map existing user identifiers, profiles and other impression data to a new, common, anonymised ID.



Divisional review > Kantar Media

Case study

Strengthening the audience signal

Challenge

Alpina is a highly successful Colombian food and beverage company with a leading health food brand, Finesse. The company invested in a campaign to establish Finesse in the low-calorie dairy category and increase visibility among a target audience of 25 years+. Working with its agency Publicis, the brand wanted accurate data and insights to inform its advertising strategies and to optimise the campaign to ensure it reached its target audience.

Insight

Using our Campaign Audience Validation tool while the campaign aired, Publicis was able to gain a unified view of its deduplicated audience reach and frequency across media, reporting by channel and age group. It identified significant growth opportunities; for example, females based on product affinity, reinforcing Alpina's segmentation strategy.

Impact

We enabled Publicis to help Alpina validate its campaign performance and so maximise its investment and inform its current and future advertising strategy.

Division
Kantar Media

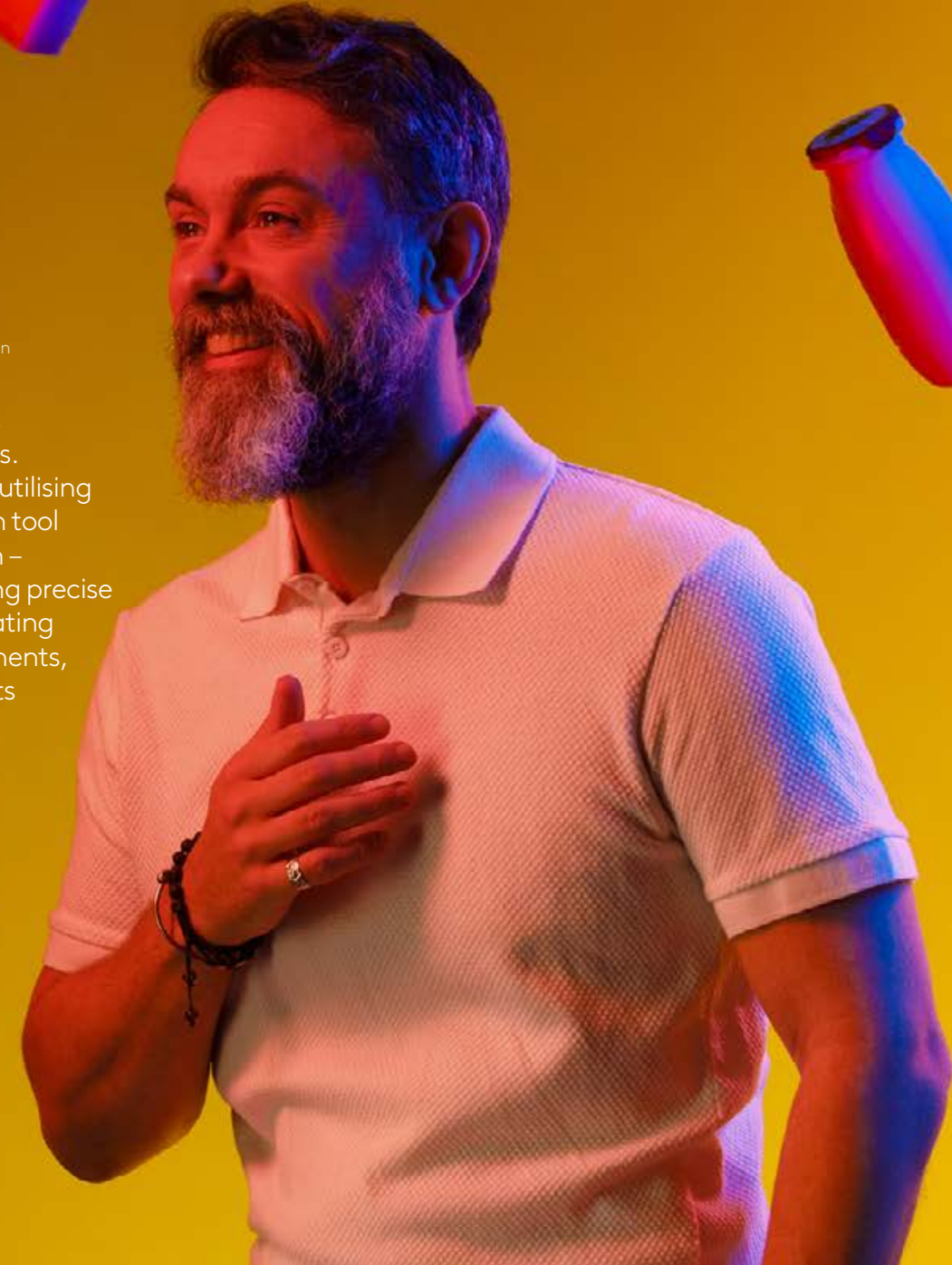
Client
Publicis

Sector
FMCG

Product
Audience measurement:
Campaign Audience Validation

"At Publicis Groupe, we blend people, data and technology to drive success. Our partnership with Kantar Media, utilising their Campaign Audience Validation tool for Alpina, exemplifies this approach – enhancing media strategies, ensuring precise performance monitoring, and validating impact with independent measurements, thereby delivering measurable results through data-driven insights."

Chief Strategy Officer,
Publicis Groupe Colombia



Divisional review > Kantar Media

Case study

A major step towards cross-media measurement in the Netherlands

Challenge

NMO represents the interests of Dutch media groups across TV, radio, digital and print as they work together on the world's first truly integrated audience-measurement programme. We were appointed to design a substantial part of the system, including measuring and reporting audiences across viewing (TV and video) and web visitors. The measurement service is based on a highly representative and substantially larger panel, as well as our data-science capabilities.

Insight

The television audience measurement service is the most important phase of NMO's total video and true cross-media audience measurement plans. It launched in 2023, in the next phase the total video audience-measurement set-up will include currency-grade video-measurement data from Smart TVs, tablets, smartphones and computers.

Impact

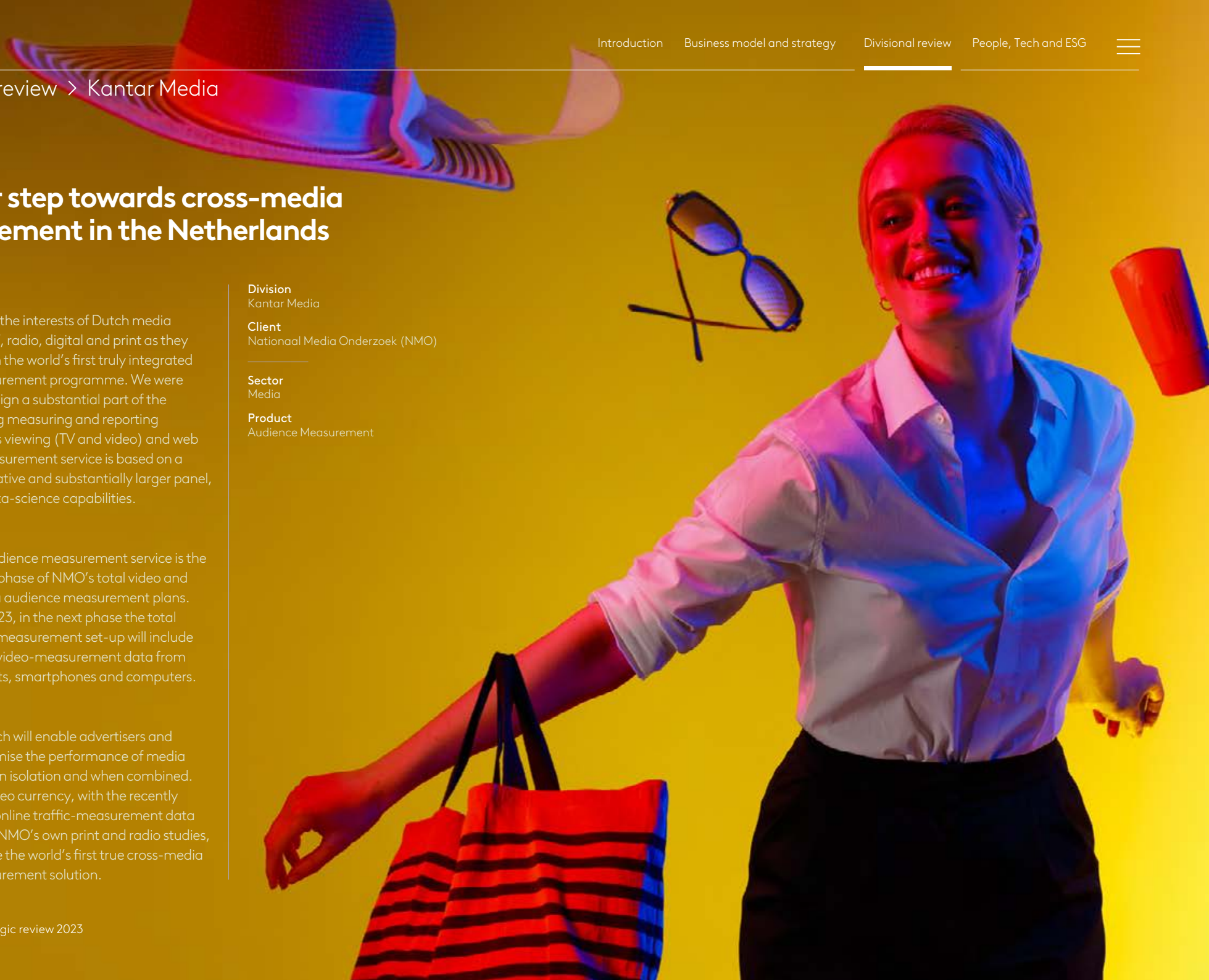
The new approach will enable advertisers and agencies to optimise the performance of media channels – both in isolation and when combined. On top of this video currency, with the recently launched NMO online traffic-measurement data we provide, and NMO's own print and radio studies, NMO will achieve the world's first true cross-media audience-measurement solution.

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Client
Nationaal Media Onderzoek (NMO)

Sector
Media

Product
Audience Measurement



Divisional review > Kantar Media

Case study

Unlocking audiences for Netflix

Challenge

As viewing habits change, it has never been more important for media companies to seek a consolidated and independent view of their audience's viewing behaviour. Netflix signed up for our Cross-Platform View™ in Brazil to understand audience share across platforms, as it offers a full picture of the viewing landscape with comparative metrics.

Insight

Since January 2023, we have been providing Netflix with detailed viewing data for its audiences and performance alongside linear and on-demand networks and platforms, including broadcast, pay-TV and streaming services.

Impact

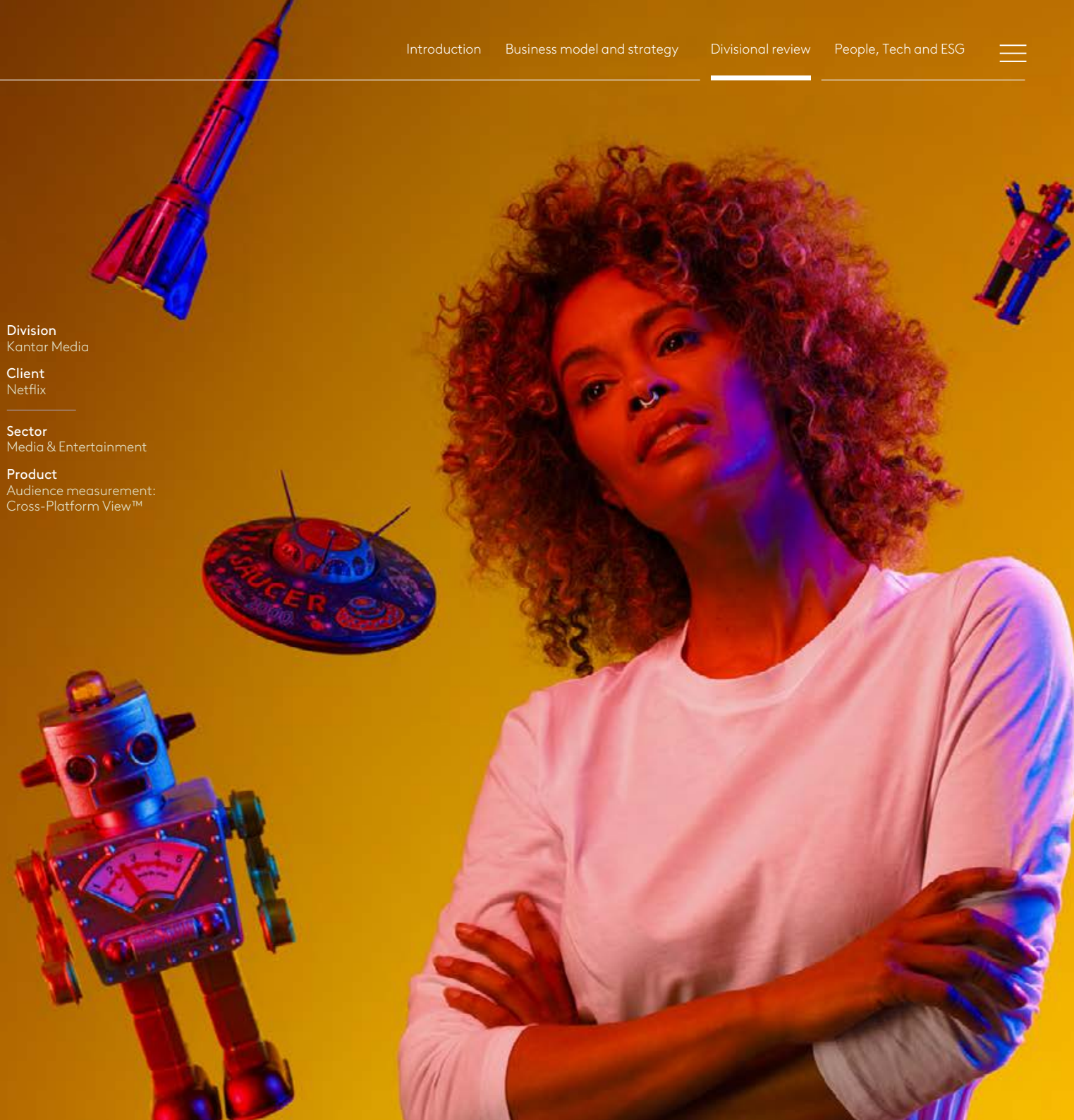
By providing a transparent view of its audience, Netflix can improve its understanding of audience behaviour, and provide advertisers with the insights they need to be confident about choosing Netflix.

Division
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Client
Netflix

Sector
Media & Entertainment

Product
Audience measurement:
Cross-Platform View™



Divisional review > Kantar Media

Case study

Empowering The Earthshot Prize to better understand its key audiences

Challenge

To create an effective audience strategy and communications plan, the Earthshot Prize needed to understand the views of the general public towards sustainability and environmental issues.

Insight

We helped The Earthshot Prize narrow down on a core strategic audience for them – the Considerers, who need some optimism to help them take some steps to live in a more sustainable way. We used the sustainability segmentation developed by Kantar’s Sustainable Transformation Practice, mapped into TGI Global Quick View. Kantar Profiles then created a larger lookalike audience from the sustainability ‘seed audience’ of ‘Considerers’.

Impact

The Earthshot Prize deepened their understanding of the Considerers, and pinpointed strategies to motivate them. This allowed The Earthshot Prize to:

- optimise media strategy.
- directly target their strategic audience.
- make changes to their local activation and create tailored communications that resonated more strongly.

Division
Kantar Media

Client
The Earthshot Prize

Sector
Community/Third sector

Product
Target Group Index (TGI)

“Support from Kantar has been invaluable in helping us understand and engage our target audience segment.”

Stephen Lavery,
The Earthshot Prize



Our people



Andy Doyle
Chief People Officer

Bringing our
Spark to life is
at the core of
our employee
experience.

Our people

Our team, here at Kantar, is focused on creating a really great company that is successful and growing. Together with the rest of the People team, I am focused on enabling and empowering them to do that.

Bringing our Spark to life

In 2023, we focused on bringing our *Spark* to life. For us that meant creating more opportunities for growth and personal development, further simplifying and strengthening our core capabilities and continuing to think and act holistically in how we support our people.

As I look to our plans for the year ahead, we will remain focused on our mission to build a high-performing, flexible and inclusive workplace, while responding to, and supporting our colleagues, through the challenges we see in our lives.

We continued to work towards the ambitious targets we set ourselves:

Increase our engagement scores

TARGET

83%

Increase the number of people in our leadership population who identify as women

TARGET

50%

Promote managers internally

TARGET

75%

Inspiring our people

We focus on ensuring everyone at Kantar understands the role they play in delivering on our ambition. In January 2023, we launched *our Spark* – our new purpose, strategic drivers and ‘best at’ behaviours to ensure clarity of focus as a company and that everyone knows how they contribute to our success. Throughout the year we have focused to bring our *Spark* to life around the world, both through global programmes and empowering local leaders to help colleagues make connections between our *Spark* and the work they do every day. 80% of our people agree they can see a direct link between their work and our Company objectives. 76% of colleagues agreed that we are aligned around a common purpose. In 2024, we are focused on embedding our *Spark* further.

We know that listening to and understanding the experiences of our people is critical in building a thriving culture and a key part of our commitment to be the best at Always Getting Better. We conduct both annual and ad hoc surveys to gain these insights. In our most recent Kantar Engagement Survey (February 2024, measuring 2023 performance), our Engagement Index (comprising three statements: “I am proud to work at Kantar”; “I would recommend Kantar as a great place to work”; and “I intend to stay at Kantar for the next 12 months”) was 73%. 79% of our people agree they are proud to work at Kantar.

Supporting colleague wellbeing

We continue to advance our holistic wellbeing framework that includes physical, mental, financial and social wellbeing.

In 2023, we introduced two new policies to support our colleagues in the moments that matter. With our new Life Leave policy; colleagues can take up to five days paid time off work for unexpected or urgent life events – for example, taking a family member to hospital or dealing with a sick pet. And, recognising that one of the most life-changing moments our colleagues experience is becoming a new parent, we also introduced new global minimum standards for parental leave to ensure our colleagues who are secondary caregivers are able to enjoy their roles as new parents or caregivers.

To prioritise and promote good mental health in the workplace, we offer a portfolio of support services and resources to our colleagues. In 2023, this included expanding our mental health first-aider programme in key markets and participating in events that recognise the importance of caring for mental health. To mark World Mental Health Day in October 2023, we held our annual Kantar Wellbeing Day, providing an additional day off for colleagues to focus on their own mental wellbeing. We also joined other leading companies in signing the *Better Workplace Mental Health Pledge* which commits us to taking proactive actions to support good mental health in all our regions. In our most recent Kantar Engagement Survey, 83% of colleagues agreed their manager supports their efforts to balance their work and personal life.

Our people

Promoting an inclusive and diverse culture

We want to recruit, retain and engage talented people by providing an environment that inspires everyone to work to the best of their abilities, by establishing a genuinely diverse and inclusive culture and mindset. We know this makes us a stronger business, more attractive to current and future employees and clients.

In our most recent Kantar Engagement Survey, 88% of colleagues agreed “My team has a climate in which diverse perspectives are valued” and 86% of colleagues agreed “I can be my authentic self at work”, unchanged year-on-year.

We had an increased focus on our core diversity targets. Representation of women in our senior leadership roles improved by 1.5% pts to 42.0%. Having the most meaningful data on the diversity of our colleagues is so important to building an equitable, diverse and inclusive organisation. This year, in nine major markets, we launched our *Be Counted* campaign to increase the demographic data our colleagues share about themselves. This helps us understand more about where barriers might exist, which identities might be underrepresented, and where, and to ensure that the targets we set ourselves have the desired impact.

We also increased the investment in our Employee Resource Groups with more focused support, funding and executive-level sponsors. In 2024, we will invest further into these groups to ensure we create communities of shared interests, experiences and allyship to help us make the Kantar culture ever-more inclusive.

Read more: I&D approach on page 90

“We continue to invest in building great leaders, through in-person and virtual leadership events.”

new appointments made internally

64%

59%

of colleagues accessing our training programmes and tools.

Developing our talent

At Kantar we are committed to helping our people grow their skills and develop their talents. In 2023, we introduced our new *Kantar Success Factors skills framework*, which underpins our approach to talent and development. Our Kantar Success Factors empower all our colleagues to understand their strengths and areas to develop, to achieve their career goals. The framework additionally forms the foundation for streamlined performance review processes.

We also launched our *Shape Your Success* approach to personal development and building a meaningful career at Kantar. This approach equips our colleagues with practical tools and inspires colleagues to take ownership of their career through campaigns and career stories. Through the Kantar Academy, colleagues have access to award winning learning content. In 2023, 59% of colleagues accessed these learning tools. More than 600 people took part in our global mentoring programme, providing them with a valuable opportunity to learn and develop from the diverse experience of other colleagues. 81% of colleagues agreed “My manager supports my efforts to develop my skills to help me grow professionally.”

We continue to invest in building great leaders, through leadership events, including *The Journey*, an immersive in-person personal discovery experience, virtual leadership masterclasses and assessments to develop new skills and help leaders identify their own strengths and opportunities for growth. In 2023, we made good progress toward our internal promotion goal: 64% of new appointments made were internal, compared with 49% in the prior year.

A focus for 2024 is building the skills of our people managers; helping them lead with impact and to drive team performance. Following a successful pilot in 2023, we are launching *Growing Exceptional Managers*; a development training programme with associated simplified tool kit for all Kantar managers, aligned to our Kantar Success Factors. We are also piloting AI-based tools to improve how our colleagues learn in the flow of work.

Recognising and rewarding our people

We continue to evolve our reward philosophy, focusing on ways to improve the link between reward and performance. This included revitalising our sales incentive plans around the world as well as the launch of a new Management Bonus plan. In 2023, we also addressed the challenges of inflation and cost of living rises with an incremental one-off payment to many non-management colleagues in many markets. We are working with local leaders to find bespoke responses in the most challenging markets.

We continue to build a culture of recognition to celebrate the contributions of our people with our peer-to-peer recognition platform, *Appreciate*. In 2024, we will supplement this with a new Kantar-wide awards scheme to celebrate those who are going above and beyond to help us deliver our *Spark*.

Our technology

Mark Kimber
Chief Technology Officer

Accelerating Kantar's transformation.



Our technology

Accelerating our transformation

As Chief Technology Officer at Kantar, I am focused on accelerating the transformation of Kantar, by unleashing our technological potential to support commercial growth.

Building a technology footprint fit for the next decade will ensure we achieve our goal of market disruptor at scale and maximise the opportunity that exists within our world-class data assets.

In 2023, we focused the technology organisation on four strategies that, over the next two to three years, will turn us into a truly technology-centric organisation.

Completing the build out of our foundational technology transformation.

Developing the tools and products that define the next generation of client service.

Building a cloud partnership that enables our other strategies and accelerates our ambition.

Making transformational bets in data connectivity and artificial intelligence, including Gen AI.

We established a great sense of momentum within the year and accelerated the execution of these strategies.

Performance update

Progress: Indispensable brand partner

ENTERPRISE DATA PLATFORM

Our new Enterprise Data Platform (EDP) hosts an ever-growing reservoir of proprietary data, and we currently add 1.8 million data points every day, expecting to surpass 1 billion data points in 2024. Through technology and innovation, we continue to unlock more value for clients from this 'data lake'. We further bolstered the EDP's suite of capabilities in August when we launched EDP ML as a strategic platform to run data science and analytics. This has now replaced our legacy 'Beast' machine-learning platform as our engine

room for AI. Cloud compute upgrades improved our compute performance by 60–80%.

In 2023, we engineered a new solution – Brand Dynamics – for making brand surveys accessible to clients in real time, creating the first reusable capabilities for our EDP and providing the technical building blocks for future products. The EDP now underpins our newest and most innovative products. Illustrating the importance of our EDP, we brought Brand Dynamics to production in just eight months, including building a host of new cloud-based capabilities that we can deploy rapidly in future products.

GEN AI USED FOR LINK+ DIGITAL AND TV

This year, working with our partners Boston Consulting Group and Microsoft, we created our first solutions using generative AI functionality (Gen AI) proof of concepts in marketing research. We identified two use cases to accelerate delivery of brand insights, which we will develop in-house as capabilities.

- The first of these is automated headline generation, interpreting data points to create intelligent insights that can explain precisely how complex metrics are influenced by their sub-metrics.
- The second streamlines open-ended survey responses by identifying underlying themes, providing an output that analysts can rapidly transform into useful insights.

Since Q4, both capabilities have been operational in Link+ Digital and TV on Kantar Marketplace. We are now working on integrating these capabilities to enhance other products and exploring entirely new applications for the technology.

Our technology

Progress: More meaningful data

INTEGRATING QMEE TO SUPPORT GROWTH

We are blending proprietary Qmee and Profiles technology to improve the quality and speed of survey data and reduce fraud.

In Q1 2023, we rolled out Qubed, the industry-leading, AI-driven, anti-fraud system developed by Qmee to our LifePoints panel. Qubed now protects our owned panels, resulting in 65% less fraud than our main competitors, and providing more meaningful data. In August 2023, we launched our new proprietary Kantar Panel Platform, built using the Qurated panel-management system from Qmee. It is now live in four markets, and we will migrate the remainder in 2024. We are already seeing improved panellist attraction, retention and productivity.

Progress: Expertise amplified by technology

MODERNISING OUR IT SERVICE AND DIGITAL WORKSPACE

In February 2023, we exited our legacy IT partnership with WPP Plc; for the first time, we independently own our IT infrastructure and services. This means we are now able to push the boundaries of our IT and digital workspace and colleague experience. This transformation has seen employee satisfaction scores soar by 37 percentage points.

37% pts

increase in tech support satisfaction levels

Back in Q1, we launched a new global IT Service Desk featuring multilingual chat, faster resolution of support and requests, and continuous improvements to the service we provide our colleagues. Throughout the year, we continued our transformation with modern workplace management, the introduction of Windows 11, and Self Service for Hardware set-up and software installation. We also opened new state-of-the-art office spaces in London, Sydney, Bangalore and Porto, adopting the latest in AV/VC technologies and creating a consistent user experience across our offices globally. Later in the year, we were invited to join early access for Microsoft 365 Copilot, a suite of AI tools designed for office productivity. We have been running extensive trials for dozens of potential use cases for these next-generation tools.

Progress: Simpler and stronger

SIMPLIFYING OUR APPLICATIONS AND VENDORS

In 2023, we kicked off several initiatives to consolidate and modernise our infrastructure. We are reducing the application footprint across our business so we can use standardised tools globally, realising benefits and making savings from a more strategic approach. In 2023, we decommissioned 15% of our application estate, moving teams onto common solutions.

As well as enhancing the financial health of the business, the move also helps us be more secure, quicker to deliver, and creates a better workplace experience for our people. We are also using fewer vendors for hardware and services, enabling us to negotiate deals at a global scale, and reducing the costs of maintaining duplicate supplier relationships.

“We are running extensive trials of Microsoft Gen AI tool, Copilot, to identify the most valuable use cases.”

1.8m

data points added to our Enterprise Data Platform every day

15%

reduction in enterprise application footprint

60%+

compute performance improvement from our cloud migration



James Brooks
Chief Operations Officer

Our understanding of how and where brands can act to reduce their environmental footprint will be a significant enabler of change.



ESG plays a positive role in creating value

Kantar will be a positive force in the transition to a low-carbon economy. Our understanding of how and where brands can act to reduce their environmental footprint, while maintaining, or more likely expanding, their competitiveness, will significantly support positive change. Beyond our broader societal obligations, our own commitment is based on the positive role sustainable business practices can play in creating value, enhancing competitiveness and mitigating risk.



Maturing our reporting

Since we started focusing on ESG, our commitments have been an integral part of our Objectives, Goals, Strategies and Plans (OGSPs) the business framework we use to run the Company. This ensures we bring the same operational rigour to achieving our goals. In this context, 2023 was important. We significantly matured our reporting infrastructure and capabilities, while also starting to more meaningfully map how we will achieve our environmental goals.

Of particular note, the reaccreditation of our EcoVadis Silver rating was an important affirmation that our strategy focuses on the right areas. Our score of 67 was a 16 percentage point improvement from our 2022 performance, and now places us in the 89% percentile of the 125,000 EcoVadis-rated companies and in the top 6% for our industry sector and companies with 1,000+ employees.

Similarly, our 'B' Carbon Disclosure Project (CDP) rating, which is ahead of the global average as well as the sector average, recognises that we are taking coordinated action on climate issues. CDP is an increasingly important commercial asset as clients more frequently ask for environmental credentials as part of their vendor-qualification processes. We also made our first formal submission to the UN Global Compact (UNGC) documenting our progress, in alignment with our UNGC obligations. These credentials in addition to SBTi are proving increasingly important with our clients.

Preparing for SBTi

Building on this momentum, in the third quarter of the year we kicked off the 'discovery' phase in preparation for our Science Based Targets initiative (SBTi) submission. Setting science-based targets aligns greenhouse gas emission-reduction goals with climate science. This rigorous approach ensures ambitious, credible targets in line with Paris Agreement goals to limit global warming to below 2°C above pre-industrial levels. Our ESG team has been working with SBTi specialists to conduct a thorough analysis of our emissions profile, identified reduction opportunities, and developed a roadmap for achieving our targets. This process is also helping us start to understand the implications ESG has on business decisions in both our direct emissions and those in our supply chain.

Progress on all fronts

We made advancements in other dimensions of our ESG goals. Our Sustainable Transformation Practice continued to go from strength to strength on all measures. Revenue more than doubled, exceeding \$100 million, reflecting a doubling of our client base and enhanced competitive positioning.

Beyond our environmental footprint, gender diversity improved by 1.6 percentage points during the year, meaning 42% of our senior leaders are now female. Supplier diversity increased by 50% to reach 9% on a goal of 12%. We also published an updated modern slavery and human rights policy. We will provide full details of our 2023 performance in our upcoming ESG report.

Data Positive > Our ESG strategy

Materiality analysis framework

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

Competitive advantage ‘swords’

Governance	Data Positive
Talent	Inclusion and diversity Health and wellbeing Learning and development
	Sustainable Transformation Practice

Fundamental ‘shields’

Governance	Data privacy Operational transparency Compliance
Talent	Engagement and feedback Reward and remuneration
Supply chain	Ethics and human rights
Environment	Air travel Office carbon emissions Energy management

Materiality

Our employees and wider stakeholder community informed our materiality assessment and helped define the most critical areas needing our attention.

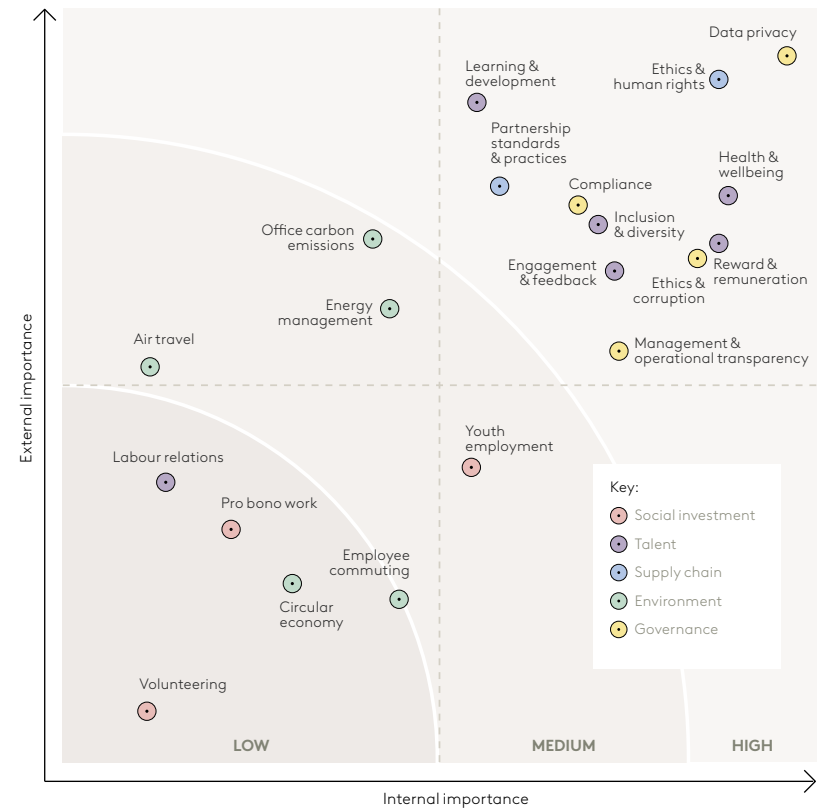
EXTERNAL STAKEHOLDERS

Peer and industry leaders	7
Finance	6
Clients	11

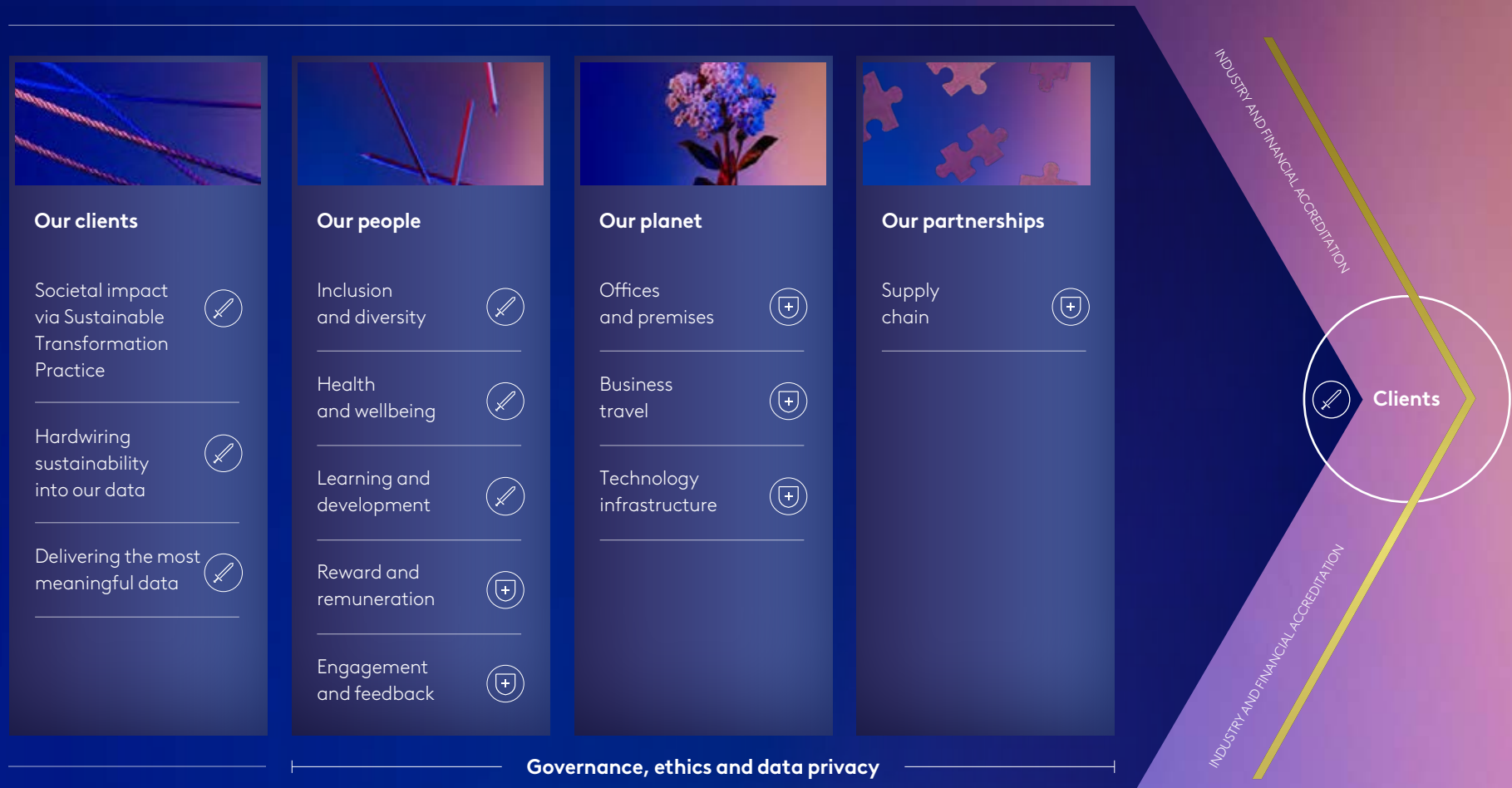
INTERNAL STAKEHOLDERS

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

From our employees, we heard our work has a genuine impact on broader society. From our wider stakeholder community, we heard we are regarded as a great partner and positive collaborator. We also heard that our approach to ESG needs to be rooted in commerce.



Our ESG strategy framework: five focus areas



Our ESG commitments > Our clients

Our clients

Kantar's strategy for growing our network effect

Our key commitments

SOCIETAL IMPACT	<p>By 2025 Our Sustainable Transformation Practice will have worked with all our global clients on a sustainability project. It will also run foundational sustainability training for all our employees.</p>
HARDWIRING SUSTAINABILITY INTO OUR DATA ASSETS	<p>We will offer all clients sustainability segmentation 'golden questions' on our primary data-collection panels.</p>
PROVIDING THE MOST MEANINGFUL DATA	<p>We will maintain an industry-leading position for CSAT scores on the metric of Quality of Work, as well as monitor responses for data quality .</p>

Our client strategy focuses on amplifying our impact by applying our expertise in human understanding to the most challenging societal problems our communities and clients face. We do this by developing data, methodologies and services that allow us to apply the power of our validated insights, evidence and advice for the development of sustainable futures.

Impact

Our Sustainable Transformation Practice offers a huge opportunity to amplify our impact across the consumer landscape by helping clients integrate sustainability into their brand, innovation, marketing and business decisions, and enabling them to innovate, communicate, track and invest in their societal impact. For more detail, see next page.

Sustainability data

For sustainable considerations to become business as usual, attitudinal data must become part of every-day decision-making. We aim to offer all clients sustainability segmentation 'golden questions' on our primary data-collection panels, including Worldpanel, Numerator and Kantar Marketplace.

Golden questions include:

- Sustainability Sector Index – #WCWD
- Holistic Brand Guidance
- Global Monitor
- Target Group Index (TGI)
- Global Issues Barometer

The most Meaningful Data

Our clients build and execute strategies based on the insights we offer. Ensuring they can trust the data we provide to be genuine and useable is, therefore, critical to our business. However, panel fraud is growing exponentially in the research industry. Ensuring insights and strategies are based on the most accurate data is our primary focus. Thanks to our industry-leading fraud prevention, we are the leader in providing real opinions from real people.

- We prevent four times more fraud than anyone else, using industry-leading identity-validation measures and anti-fraud technology.
- We use more than ten protection layers to defend against three common types of fraud in the survey industry.
- Our survey completion rates are 23% higher than the industry average.

Our ESG commitments > Our clients

Sustainable Transformation Practice

Kantar’s Sustainable Transformation Practice (STP) works at the intersection of brands, people, and social and environmental issues. We believe the brands of the future will succeed by embracing the risks and opportunities created by environmental and social disruption.

The Practice offers a huge opportunity to amplify our impact across the consumer landscape. By introducing our proprietary methodologies, clients can integrate sustainability into their brand, innovation, marketing and business decisions. They can then innovate, communicate, track and invest in positive societal impact.

The Practice continues to go from strength to strength across all metrics, reflected in our rating by Forbes Magazine as one of the world’s best sustainability consultancies. Through a unique combination of trusted insights and expertise, we are on the path to becoming the indispensable brand partner to the world’s biggest brands for creating, testing and measuring sustainable-consumption strategies. We worked with 800 clients across the world on sustainability issues in 2023 – double the number in 2022. Kantar’s roster of global clients – including Unilever, Toyota, Diageo, Google, Nestlé and Haleon – has seen particularly strong growth. Additionally, the increasing breadth and depth of our relationship with the STP client base enhances Kantar’s resilience in times of economic headwinds.



Strategic framing

Align ESG and marketing: develop your ‘sword and shield’ strategy, focusing on concerns that fit your category and brand portfolio. Define how your brands can achieve it in an authentic, unique and consistent way.

Sustainable innovation

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

Measuring impact

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

Engaging activation

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



“We are well on the path to becoming the indispensable brand partner for creating, testing and measuring sustainable consumption strategies.”

Jonathan Hall
Sustainable Transformation Practice Lead

Our ESG commitments > Our clients > Kantar Sustainable Transformation Practice

Case study

Spreading the word on sustainable innovation

Challenge

Unilever wanted to improve, and increase, its planet-positive innovation by making knowledge gathered around the world available across the business. The plan was to produce a playbook, containing a framework and principles for sustainable innovation in Beauty and Personal Care.

Insight

We created chapters for the playbook in the form of critical questions for brand, marketing and R&D users. Each chapter combined an understanding of why each question is important with key insights from previous projects, including links to relevant reports, tips and frameworks. To ensure people would engage with the playbook, we showed an understanding of the whole project and user cycle, including R&D, and included genuine project experiences, not just the positives. We also integrated the playbook into Unilever's existing innovation processes.

Impact

The playbook provides clear and inspiring guidance on sustainable innovation, with best-practice examples from around the business. Virtual events to introduce the initiative were attended by a record number of Unilever participants, from all levels, functions and divisions.

Division
Sustainable Transformation Practice

Client
Unilever

Sector
FMCG

Product
Diverse

"Kantar helped us avoid getting lost in the immensity of sustainability, and in the enormous number of studies used to make the playbook. They helped us arrive at a very rich, but simple and coherent, story. The design team took the visualisation to the next level, and the launch was brilliant, helping us land the content with impact."

Head of CMI Sustainability,
Digital Marketing and Commerce



Our ESG commitments > Our clients > Kantar Sustainable Transformation Practice

Case study

Sustainability storytelling for the dairy category

Challenge

Fonterra's strategy to become leaders in sustainability means they need to tell their sustainability story in line with consumers' expectations and values, while also tailoring it for the nuances of different global markets.

Insight

A combination of qualitative research and 'swords and shields' analysis enabled Fonterra and its Anchor brand to prioritise and optimise different creative executions for sustainability and provenance, at home and in territories such as China, the USA and Malaysia. New Zealand's nature-based farming systems allowed for articulation of more detail on the system's key pillars of grass-fed livestock, animal wellbeing and methane reduction.

Impact

The project led directly into developing a global creative platform that demonstrates Fonterra's unique link to New Zealand and its farming, and so reinforces its social licence to operate. This included creative execution across social-media assets, video scripts and content for Fonterra.com.

Division
Sustainable Transformation Practice

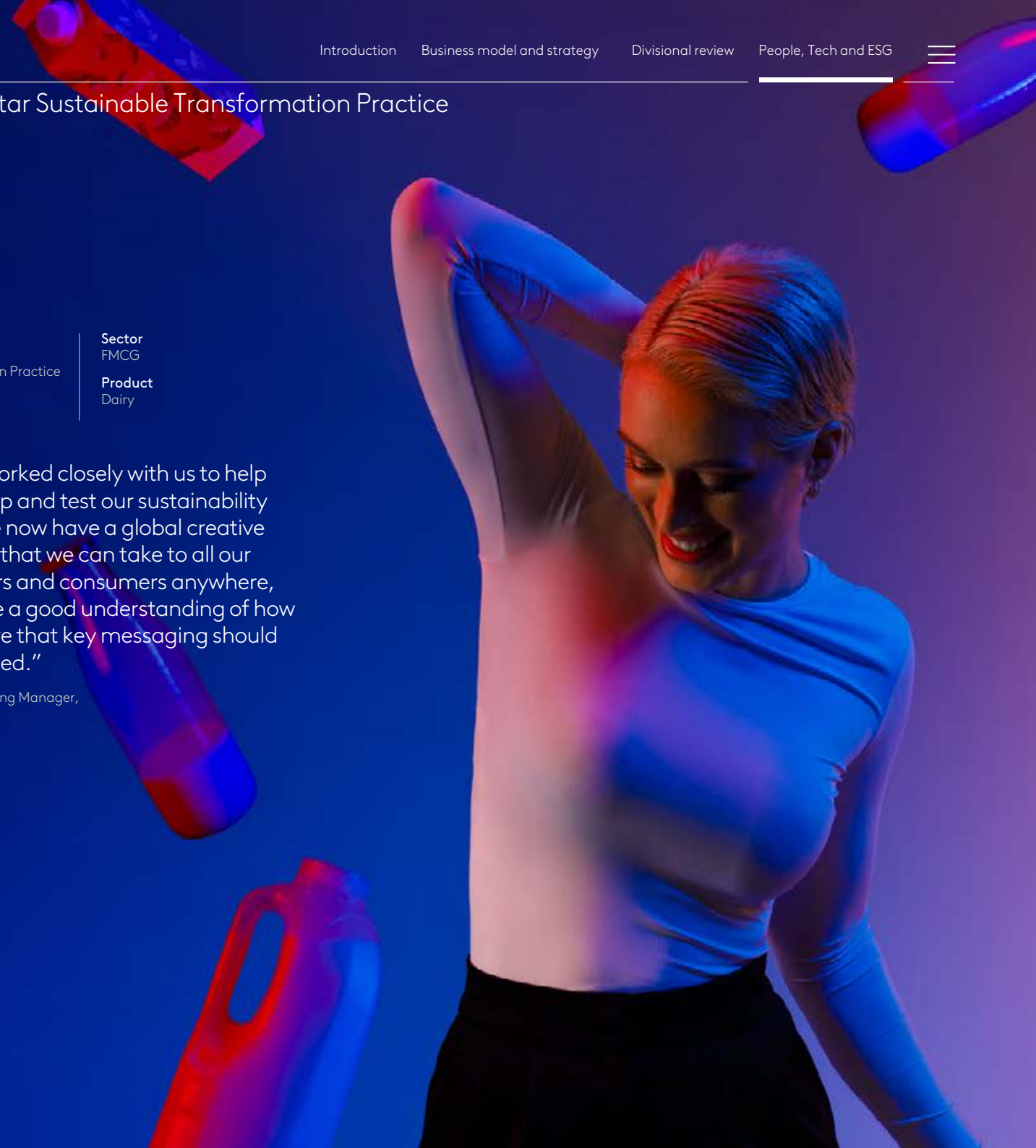
Sector
FMCG

Client
Fonterra

Product
Dairy

"Kantar worked closely with us to help us develop and test our sustainability story. We now have a global creative platform that we can take to all our customers and consumers anywhere, alongside a good understanding of how and where that key messaging should be nuanced."

Group Marketing Manager,
Sustainability



Our ESG commitments > Our clients > Kantar Sustainable Transformation Practice

Case study

Establishing sustainability in a ten-year brand strategy

Challenge

Australian salmon producer Tassal needed guidance on how to address sustainability, either as a strategic pillar within its consumer brand strategy, or as a corporate mission.

Insight

Shopper research uncovered the nuances of sustainability as a consumer concern, while our MDS framework and Brand Structure Analysis determined the contribution to preference of different sustainability aspects. We established that only some foundational claims – e.g. ‘sustainably sourced’ or ‘biodegradable packaging’ – have a big impact in the fresh protein category. Additionally, we found younger consumers (18–35) have the highest level of receptiveness. However, we identified that pricing barriers mean consumers still buy unsustainable brands at a lower price.

Impact

Our unique blend of research helped Tassal decide to include sustainability as one of five pillars in its ten-year consumer brand strategy. The company also decided to take a holistic approach to sustainability, with the support of all marketing mixes, acknowledging it has a role to play, although not at the expense of other important aspects like taste, health and convenience.

Division
Sustainable Transformation Practice

Client
Tassal

Sector
FMCG

Product
Fresh protein

“Kantar’s qualitative and quantitative brand insights informed our consumer brand focus areas for the long term. An ongoing partnership with Kantar will ensure real-time assessment of strategy.”

Senior Manager, Marketing

Our ESG commitments > Our clients > Kantar Sustainable Transformation Practice

Case study

Understanding Sustainability in Financial Services

Challenge

In its 2025 strategy, BNP Paribas has made several sustainability commitments, covering areas such as going carbon-neutral, the circular economy and sustainable finance. The team responsible for bringing the strategy to life needed to better understand people's expectations, particularly regarding the impact of the bank's different products and services.

Insight

In 2021, we ran a foundational study for the bank in five European countries, including discussions comparing people's expectations with internal assumptions. Building on this, we used our Sustainability Sector Index (SSI) to expand the study across nine European countries, helping the bank understand more clearly what sustainability means in the Financial Services sector.

Impact

With the understanding we provided, BNP Paribas has confirmed the role it wants to play in helping people adopt a more sustainable lifestyle. The SSI has become a key tool for the bank across Europe, especially in discussions about its 2025 strategy.

Division
Sustainable Transformation Practice

Client
BNP Paribas

Sector
Financial Services

Product
Banking



Our ESG commitments > Our people

Our people

Creating a thriving, positive environment

Our key commitments*

GENDER DIVERSITY IN LEADERSHIP	By 2025 50% of our Skale** 90+ population identify as women.
ETHNICITY EQUALITY	By 2025 we will have launched ethnicity disclosure campaigns in our top 20 largest markets.
GREATER SENSE OF INCLUSION FOR ALL	By 2025, we will maintain KES results for I&D questions at the high-performance norm (HPN) 2023†.

* Excludes USA-based Numerator division
 ** Skale is Kantar's employee seniority framework
 † Kantar Employee Survey

How we invest in and support our people protects and strengthens the whole of Kantar, because they are critical to our success. We are developing a community that inspires each other to work to the best of their abilities.

Diversity and inclusion

By improving gender diversity in leadership and ethnicity equality we are creating an inclusive environment for all. We aspire to reflect the diversity of the societies we operate in. We believe this is critical to providing quality and innovation for our clients and for our people to grow. We want to ensure everyone has equal opportunity to join, succeed and feel included at Kantar. We are creating an inclusive workplace where a diverse range of backgrounds, styles and thinking come together. Understanding people is at the heart of what we do, and that starts from within. In deepening our culture of belonging, we can create an environment where everyone can succeed. We therefore strive to create a diverse and inclusive workplace through our talent acquisition, local workplace policies, training programmes and positive company culture.

Investing in our people

We focus on developing a high-performing, highly engaged and inclusive organisation fit for the future, while working on growing the business today. We invest in:

HEALTH AND WELLBEING

By focusing on wellbeing, we create an environment where we can all be at our best. We want everyone here to understand how they can maintain their own good health and provide know-how to support each other. We strive to offer every employee the right support, when they need it.

LEARNING AND DEVELOPMENT

We want to develop a community that inspires everyone to work to the best of their abilities and influences the strategic direction of our teams. We created our leadership framework to give our leaders the skills they need to lead our people and clients effectively, to strengthen our capabilities and inspire the strategy, growth and transformation of Kantar, to position us as a world-class company.

REWARD AND REMUNERATION

We are creating a diverse and inclusive workplace and have long appreciated that we cannot do this if pay practices are not consistent and fair.

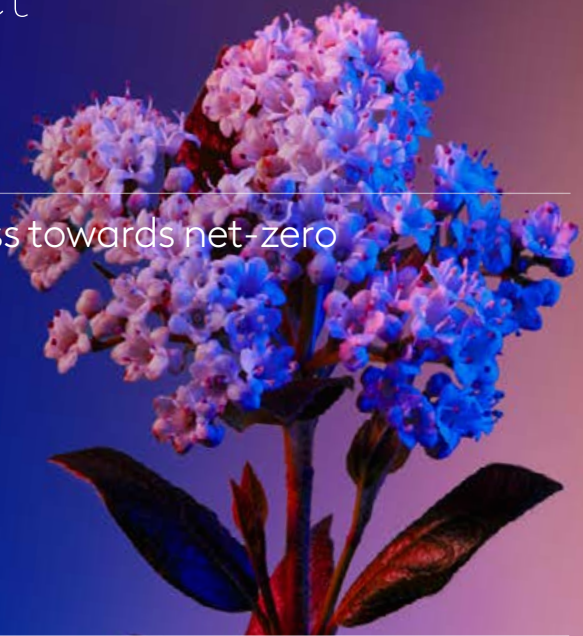
ENGAGEMENT AND FEEDBACK

Our colleague engagement strategy aims to provide opportunities for our people to express their views and for our leaders and managers to listen and respond.

Our ESG commitments > Our planet

Our planet

Making progress towards net-zero



Our key commitments

OFFICES AND PREMISES	<p>By 2030 We will halve our entire estate’s carbon footprint in our top 20 markets by the end of 2030.</p>
BUSINESS TRAVEL	<p>Our business travel will be carbon-neutral through reduction and offsetting by the end of 2023.</p>
TECHNOLOGY STRATEGY	<p>By 2025 Our strategic data centres will be powered 85% by renewable energy by the end of 2025.</p>

Our ambition is to become a net-zero company, in line with the Paris Climate Agreement. By implementing meaningful decarbonisation plans – including across our supply chain, which represents a major source of our carbon footprint – and continually improving the quality of our greenhouse gas emissions data, we will help our people take positive steps towards working and living more sustainably.

Our estate

By 2030, we will halve our entire estate’s carbon footprint in our top 20 markets. The plan for achieving this goal is already integral to the real-estate capital-expenditure plan. In reflecting the new reality of hybrid working across our property, we are:

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

Travel

As with most services companies, travel represents a significant element of our direct emissions. We started to monitor and manage our air and hotel emissions in 2020. Our business travel is carbon-neutral through reduction and offsetting. From 2022, we have included the cost of offsetting in all client proposals. For internal travel, we integrated offsetting costs into the cost of travel for each individual and their cost centre.

Technology

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

Our ESG commitments > Our partnerships

Our partnerships

Creating impact with our spending power

Our key commitments

ADDRESSING I&D WITHIN OUR SUPPLIERS	In 2025 We will reach 12% supplier diversity across all 18 markets deployed on the Coupa procurement platform.
SUPPLIER SOCIAL AUDITING	In 2025 We will have evaluated our top 15 strategic suppliers on their policies and commitments relating to social issues.

We want to improve standards across our existing supply chain and beyond, by making ESG data an integral part of our procurement decisions. We select partners that meet high standards of ethical business conduct, employment practices, human rights and the environment.

I&D

We will use the power of our spending to help create a more inclusive and diverse supplier base for our industry. Since 2021, we have included questions on sustainability, including diversity and inclusion, in all tender requirements. They have a minimum 20% weighting of the non-commercial proposal. Our commitment to these principles is reflected in our ambition for our Chief Procurement Officer to review all supplier responses relevant to the sustainability questions.

Social auditing

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

Our ESG commitments > Governance, ethics and data privacy

Governance, ethics and data privacy

Ensuring trust and protection

Our key commitments

ETHICS	By 2025 90% of employees will complete training on anti-bribery and corruption and ethics annually.
SUPPLIER SOCIAL AUDITING	By 2025 90% of employees will complete data privacy training annually.
CYBER SECURITY	By 2025 95% of employees and contingent workers will complete cyber security training.

Data privacy and security

How we manage data privacy and how security differentiates us

Ensuring stringent standards of data privacy and security is non-negotiable – both in how we advise and support clients and in managing our relationship with panellists. We maintain the highest possible level of secure, legal and ethical processing of data, including for the personal data we hold about our research and survey subjects, panellists, employees, clients and suppliers.

We manage this in three ways:

1 Ensuring the highest-quality data

INDUSTRY BODIES ESTIMATE:

Percentage of market research submitted with fraudulent user data or bogus feedback	20%
Percentage of surveys completed that are duplicate	11%
Percentage of surveys completed that are fraudulent	7%
Percentage of clients forced to remove survey responses in the analysis phase	40%

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

Thanks to our industry-leading fraud prevention, we are the leading authority for real opinions from real people.

- We prevent four times more panel fraud than anyone else, using industry-leading identity validation measures and anti-fraud technology.
- We use more than ten proprietary tools and techniques to validate sources, respondents and responses.
- Our survey completion rates are 23% higher than the industry average.
- In 2024, we continued to prioritise investment in fraud prevention and panel quality, through the acquisition of Qmee.



Our ESG commitments > Governance, ethics and data privacy

2 Proactively managing data privacy

Throughout our business globally, we process data relating to people. This data can come from our clients, our people, our survey participants, our partners and suppliers. This data is known as personal data or Personally Identifiable Information (PII). All businesses, including ours, are responsible for protecting PII relating to individuals.

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

The gathering, storage and processing of this PII is regulated by national and international data protection privacy laws. We are committed to protecting PII at all times and adhering to global privacy laws, and our policy outlines steps we take to ensure our people comply.

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

OUR GOLD STANDARD DATA PROTECTION FRAMEWORK

- Our data protection framework applies globally, ensuring consistency across the whole of Kantar.
- We update it periodically to comply with changes in global data protection and privacy laws and if necessary, we set up regional task forces and implementation teams – for example, to support when new legislation is introduced.
- All new starters receive data protection training, and all employees must complete further training, at least, annually.

Rigorous governance oversees how we operate the framework:

- Our Data Protection Officer ensures we process data in accordance with the various regulations across the globe.
- Business unit accountability heads are responsible for implementing the framework, supported by a network of champions who provide training and support.
- Our Data Governance Committee meets monthly.
- Our team of privacy lawyers, supported by external law firms, acts as an escalation point for queries.

MINIMISING PII

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

GLOBAL INITIATIVES ON PRIVACY

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



Our ESG commitments > Governance, ethics and data privacy

3 Data security

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

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

We ensure we have the foundational security controls in place, so we can build on them as necessary. We have a range of tools and services we use to communicate this around the company. These include, but are not limited to, policies and standards, risk management, education and awareness for all colleagues, processes to include security as part of product offerings, threat intelligence and incident-response planning. We also have cyber insurance to provide an extra layer of protection.

We have controls, designed to protect the confidentiality, integrity and availability of Kantar and client information, including PII. Our approach to managing our risk is documented in our Cyber and Technology Risk Framework and supported by the Cyber Security for Users Policy that applies to all employees.

Trusted data ecosystem

All suppliers and partners sign detailed security agreements, agreeing to the standards we require them to follow and Non-Disclosure Agreements. We also expect suppliers to abide by our Data Protection Agreement terms, which comply with the gold standard.

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

We hold various ISO accreditations across the business, on key systems and locations such as:

- ISO9001 – International Standard for Quality Management Systems (certificate number GB14/92035.00)
- ISO20252 – International Market Research Quality Standard (certificate number GB14/92036.00)
- Cyber Essentials (certificate number IASME-A-014072)
- MRS Company Partner

Data handling and classification

We follow our Data Handling Guidance to ensure we classify and process PII appropriately and securely at all times.

International transfers

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

Following the Schrems II Decision, we implemented new Standard Contractual Clauses for transfers of personal data between its EU entities and third-party suppliers. We also integrated the new EU SCCs into our intra-Group agreement.

We often conduct transfer impact assessments that consider all factors relevant to privacy protection when transferring data to the USA and other countries. These also take into account the legal regime in the destination country and the extent to which additional contractual, organisational or technical safeguards are needed before effecting the transfer.

Business principles

Rachel Clarke
Interim Group General Counsel

We treat good
governance as a
priority every day.



Business principles

As simple as it sounds, always aiming to do the right thing is central to how we operate. Consequently, good governance is a priority every day for us; in how we show up with our colleagues, clients, suppliers, panellists and communities with whom we engage.

Throughout the year, we worked to further embed our *Spark* and our Kantar Business Principles in our business. As the language of our *Spark* becomes part of our everyday vocabulary, so we strengthen our Company culture, and a strong culture is absolutely key to good governance. This shows across our employees' attitudes. 88% of our employees agree we are committed to ethical business practices, while 89% feel safe in being able to report concerns and wrongdoing. As a workforce, we feel empowered (80%) to make decisions that improve how we operate, and the vast majority (87% of us) see that where mistakes do happen, we use them as an opportunity to learn and improve.

We see too that our focus on inclusion and diversity is having an impact. Beyond our official policies the investments and advancements we have made in our ERGs further grow the sense of cohesion across our business.

80%

of our people see a direct link between their work and our Company objectives

76%

of colleagues agreed we are aligned around a common purpose

88% of our colleagues agree we have a climate where diverse perspectives are valued and 86% believe we can be our authentic selves at work.

I am confident our Kantar Business Principles, aligned to our *Spark* will continue to be our north star in setting the standards for our industry.

Respecting each other

We have zero tolerance for bullying or harassment of any kind within our own business or from those we work with. No exceptions, no excuses.

We respect difference

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

Acting sustainably and ethically

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

Respecting confidentiality

We ensure we process all data legally, ethically and securely. We protect our systems and use them appropriately because we know the data they contain is both sensitive and valuable.

Winning together in the right way

We are proud both of our business success and the way we achieve it. We never bend the rules to win: we tolerate no kind of bribery, corruption, tax evasion or any other illegal practice.

Playing by the rules

We are scrupulous about doing the right thing. We avoid conflicts of interest, and anti-competitive behaviour. We prevent fraud, comply with sanctions and act appropriately in giving and receiving gifts. We comply with the spirit and letter of the law.

We act legally and ethically in all markets where we operate. We comply with the ESOMAR Code of Conduct at all times.

Supporting you in doing the right thing

We address any business or personal behaviour that is not up to our standards – without fear or favour, regardless of role or level. We will support anyone who reports an issue with any business or personal conduct, as well as preventing any retaliation.

By publishing our Business Principles, we demonstrate we are building a culture of enabling people to do the right thing, in the right way. While principles alone will not guarantee our success, the absence of them would certainly endanger it.

KANTAR

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