



KANTAR

INCLUSION & *DIVERSITY*

2018

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Eric Salama,
Kantar CEO

"If you believe that quality of talent is the single biggest key to our success, as I do, then you must believe in building a culture of inclusion, where diverse perspectives can come together and flourish. It is crucial to be interventionist to create the changes we need to see in our business as we strive for equality and a sense of belonging for everyone."

INCLUSION & DIVERSITY AT KANTAR

Our purpose is to inspire our clients, our people and society to create and flourish in an extraordinary world. Inclusion and diversity is a core part of how we deliver on this. To face accelerating transformation pressure, we require strong, agile leaders to foster inclusive behaviours where a wide range of backgrounds, styles and thinking can come together to inspire our clients.

Diversity drives innovation and creativity, enabling us to better serve the needs of our clients. Inclusion creates a culture of belonging, where everyone is empowered to succeed. It's about more than just 'doing the right thing': creating an inclusive and diverse workplace drives performance and profitability.

Our approach to inclusion and diversity is underpinned by three strategic pillars:

1. TALENT

Attract, Retain and Develop a diverse mix of talented individuals and create an Inclusive Culture.

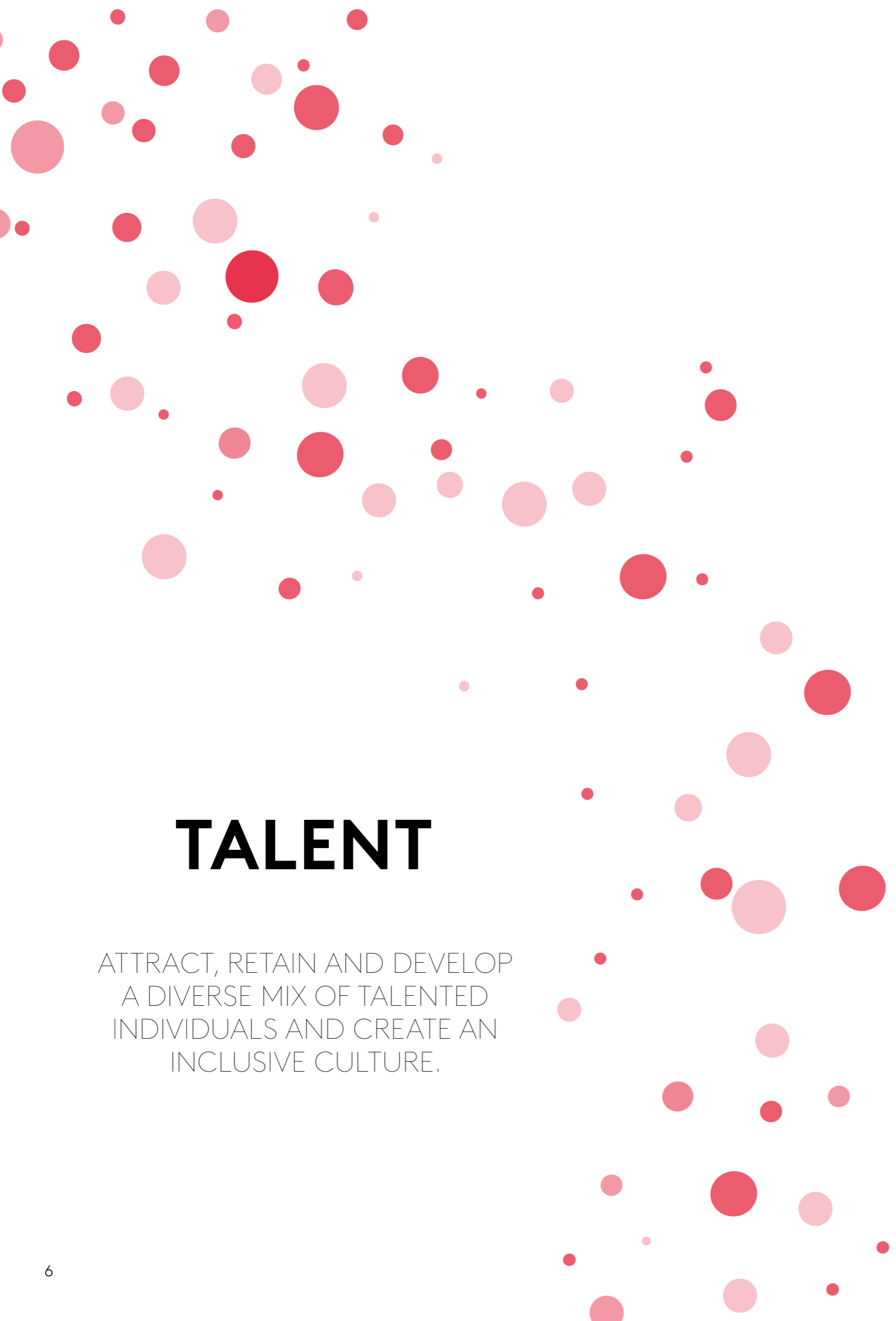
2. LEADERSHIP

Enable Kantar leaders to build and foster a diverse workplace, be aware of leading and behaving inclusively, really care about inclusion, and dare to be different.

3. CLIENTS

Stimulate our clients' thinking by bringing diverse perspectives to opportunities and challenges across markets.

Throughout this report, we will be sharing some of the actions we are taking across the globe to bring our inclusion and diversity strategy to life.

















TALENT

ATTRACT, RETAIN AND DEVELOP
A DIVERSE MIX OF TALENTED
INDIVIDUALS AND CREATE AN
INCLUSIVE CULTURE.

KANTAR

At the heart of our strategy for our own people has been the formation of I&D Steering Committees, which have now been formed in 22 countries around the world. To ensure that we made the biggest possible impact in every market, each I&D Steering Committee formulated their own list of top priorities for 2018.

In addition to the local I&D focus, we are clear on our global priorities, which is driving gender balance and inclusive behaviour.

Inclusion & Diversity GLOBAL Priorities		
GENDER	KANTAR	INCLUSIVE BEHAVIOUR
Inclusion & Diversity LOCAL Priorities		
 AUSTRALIA 1. Flexible working 2. Behaviour change	 INDONESIA 1. Flexible working 2. Local talent progression	 SPAIN 1. Flexible working 2. Gender
 BRAZIL 1. Disability 2. Behaviour change 3. LGBT	 MEXICO 1. Flexible working 2. Gender	 UNITED KINGDOM 1. Flexible working 2. Behaviour change 3. Ethnicity 4. LGBT
 CHINA 1. Flexible working 2. Gender	 NORTH AMERICA 1. Flexible working 2. Cultural differences 3. ERG's 4. LGBT	 SINGAPORE 1. Flexibility 2. Opportunities for all 3. Local talent progression
 FRANCE 1. Flexible working 2. Gender	 POLAND 1. Flexible working 2. Generational 3. Disability	 SOUTH AFRICA 1. Benefit harmonisation 2. Ethnicity 3. Learning and leadership
 GERMANY 1. Gender		 INDIA 1. Gender

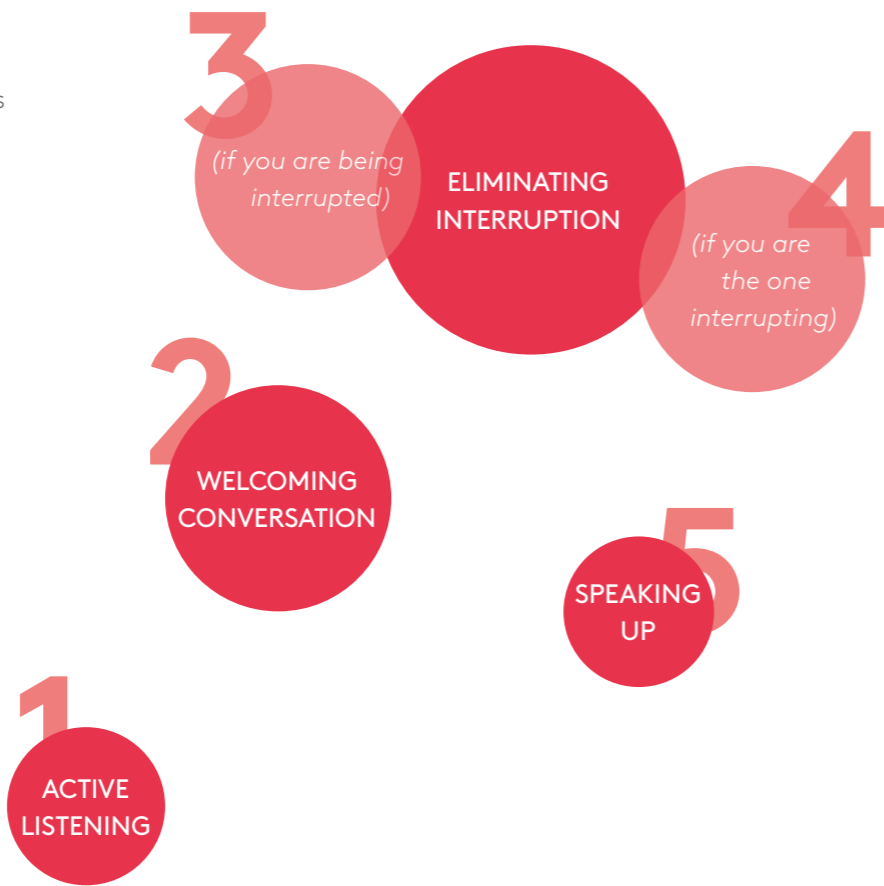
There has been a huge amount of hard work, engagement and enthusiasm being displayed by the I&D Steering Committees around the world but some shared themes and activities have emerged.

BEHAVIOUR CHANGE

Creating a culture of inclusion is everyone's responsibility and requires changes in behaviour, both big and small, to help everyone be their best at work. In **Australia**, Kantar has developed the **"Having a Voice"** campaign to spark behaviour change by encouraging small actions across

5 key areas:

1. Active listening
2. Welcoming conversation
3. Eliminating interruption
(if you are being interrupted)
4. Eliminating interruption
(if you are the one interrupting)
5. Speaking up



The highly visible poster campaign and more detailed workshops on the five topics created opportunities for colleagues to reflect on their own behaviours whilst offering potential solutions to improve how everyone communicates with one another.



Preeti Reddy,
CEO, South Asia Insights, Kantar

"New initiatives orchestrated by employee groups are evidence that we are trying to build an inclusive, people-centric culture in Kantar South Asia. Our HiPo (high-potential) score went up from 64 to 67, with an improvement on all success factors but particularly on leadership and engagement. The conversation on further strengthening I&D will not be complete without noting that there exists no difference between men and women in their experiences at work at Kantar South Asia. We are a gender-equal company and we intend to stay that way."

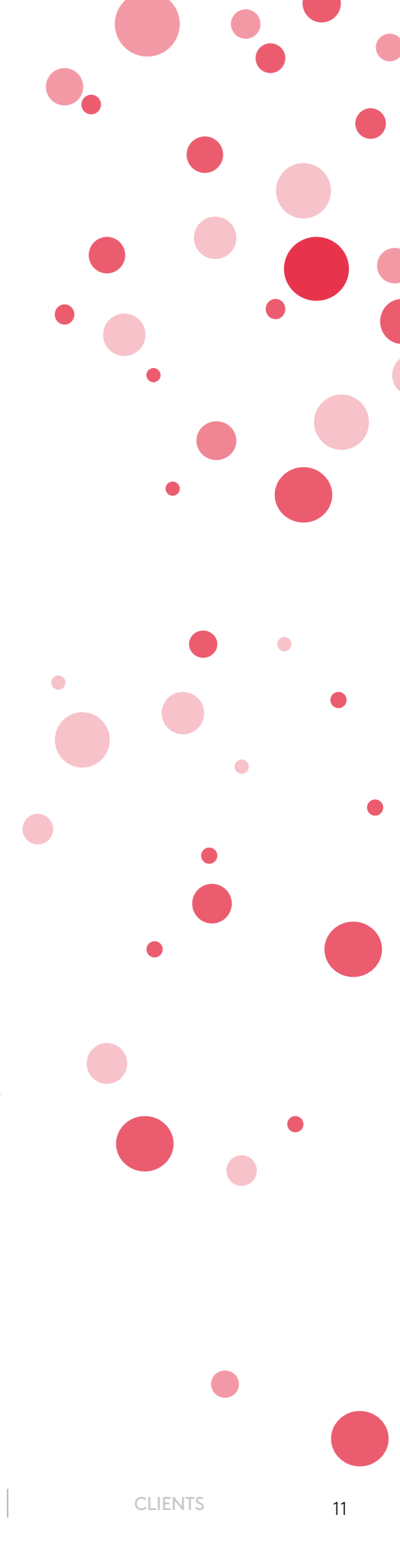


BUILDING BRIDGES - SOUTH AFRICA

Across **South Africa**, Kantar has been running **'Building Bridges'** workshops to break down barriers to inclusion in the workplace, by helping people to understand each other better. More than 400 employees attended these workshops across the year, to learn about the unconscious biases that could be affecting their decision making or ability to work with others effectively. These workshops established a greater awareness of not only the image that individuals project of themselves in the workplace but also the biases that they may hold. Increasing individuals' awareness of their own behaviour and the impact it can have helps to foster a more inclusive culture.

"What an enlightening experience! This is especially relevant considering the divisions that South Africa is currently dealing with. If every organisation in South Africa was to go through this training, with the initiative implemented across the broader society, I think South Africa would be in a much better position towards becoming the dream rainbow nation. Commendable efforts by Kantar and Heartlines Consulting."

'Building Bridges' attendee



ATTRACTING A DIVERSE RANGE OF TALENT

A big focus area for Kantar in the **United Kingdom** has been attracting more diverse talent into the business, to increase the diversity of their pipeline. To this end, they have established creative partnerships with agencies to help them reach underrepresented groups. One such partnership is with **Exceptional Individuals**, an agency that specialises in recruiting neurodiverse individuals – individuals with Dyslexia, Dyspraxia, ADHD (Attention Deficit Hyperactivity Disorder) or Autism.



Bart Michels,
Country Leader, UK, Kantar

“It’s so important to the total business that we take inclusion and diversity seriously. Of course, it’s the right thing to do as a socially responsible, modern, people-driven company, but more than that, it’s now become a business, employee, and client-led imperative. In the UK we have willingly and positively engaged in inclusion and diversity and formed an engaged and diverse steering committee from the very start. We started with the mantra that everyone was welcome(!) and at one point had nearly 20 members. With Eve Dixon, my I&D partner-in-crime, we’ve co-chaired our group to develop and deliver several in-market initiatives to support and add momentum to 5 critical change areas. Most impactful has been the focus on rolling out inclusive behaviour training, female mentoring and support, flexible working policy awareness, and diversity in recruitment. We have junior colleagues in rotational places on the team – this has been a revelation, and it’s great to have their input. We’ve lots more to achieve and are looking to create even more visibility and, importantly, impact in 2019.”

To unlock the benefits of diversity, you must create a culture of inclusion where everyone feels a sense of belonging. This is why the partnership goes much further than recruitment. **Exceptional Individuals** has run training sessions with hiring managers at Kantar to both educate them and challenge stereotypes that exist about people with neurodiverse conditions. Exceptional Individuals focuses on the unique strengths that neurodiverse individuals can bring to the business, and the small things businesses can do to help those individuals flourish in the workplace. Exceptional Individuals also provides ongoing support and resources to help attract, develop and retain neurodiverse talent in the business. They even help in diagnosing existing employees who come forward as neurodiverse and identify the practical adaptations that Kantar can make to help their employees be more productive and happier at work. Beyond this, Kantar has created a Neurodiversity Champion network to raise awareness across the business through training and highlighting neurodiverse role models.

“The neurodiversity workshop was a fantastic session. I was engaged throughout and particularly enjoyed the quiz which challenged stereotypes around neurodiversity, some of which I didn't realise I had!”

Neurodiversity Workshop attendee

FLEXIBLE WORKING - SINGAPORE

Having flexibility in the workplace is good for business. It enables people to realise their full potential, in an environment that values productivity. Flexibility allows for a better work/life balance and encourages diversity by enabling different working patterns to suit individual needs.

In **Singapore**, Kantar has introduced a flexible working policy, showing all employees the various options available. The policy covers 'Flexi-Time'; the ability to be flexible with start and finish times around core working hours, working from home and part-time options; reducing the hours worked to accommodate for life events and changes in circumstances. There has been a real emphasis on part-time working, as this brings people back into the workplace who may previously have been excluded due to commitments outside of work.

On top of introducing a flexible working policy, Kantar has partnered with an external agency to provide support to mothers returning to the workplace, as well as introducing nursing rooms and developing a network for working mothers to share experiences with one another.



Tim Kelsall,
Chief Client Officer, Asia, Kantar



"We achieved a lot in Singapore in 2018 especially with the fantastic I&D steering committee that I chair. A recruitment policy to increase the number of women in senior roles; partnerships with specific agencies such as Hopscotch to support mums returning to work; Town Halls to celebrate local talent stories; the introduction of a flexible working policy for all; developing Multi-Faith and Nursing Rooms; a working mom's support group; LGBT Voice & Group, and finally the alignment of HR policies for all. For 2019, my goal is to further champion all aspects of diversity. In Singapore, we are doing this under the themes of 'flexibility' and 'opportunities for all'. We plan to use these to support the priorities that we have heard from our people – local talent, LGBT, flexibility/well-being for all, and all aspects of supporting families. We are finalizing our targets and have in place a calendar of activities and initiatives to support them."

Kantar **Indonesia** is helping women return to work, particularly for women who are often impacted the most from extended career breaks. Returning to work after an extended period can be an extremely challenging prospect: in a fast-moving industry, colleagues can feel left behind and lack confidence in return. For those who just started a family, the question of how to balance work and family commitments adds additional pressure.

Kantar **Indonesia** is piloting **Kantar Mom**, a flexible internship programme to help women return to the workplace after taking career breaks to start a family. The programme gives women the opportunity to develop their experience in market research, re-building confidence and experience after their career break, whilst giving them the flexibility they need to manage their family commitments. This programme is still in the pilot stage, with Kantar's first intern joining in 2018, with Kantar Indonesia aiming to grow this in the future – offering more placements and permanent opportunities.

Patty Moningga,
Kantar Mom Intern



"Kantar has created an innovative programme to accommodate the needs of mothers who miss their time working in the office. Here I can learn about new developments in Indonesia's markets that enhance my knowledge to help me become more confident in the working environment. It means I can grow as a person whilst simultaneously focusing on my family."



North American initiatives include **The Parents' Network**, created to support the needs of new, expecting and active parents, and ensure that we have a workplace culture that allows them to flourish.



MAKING COMMITMENTS

Our steering committees have also been instrumental in ensuring Kantar has made commitments and pledges with external organisations, dedicated to the support and development of inclusion and diversity in the workplace.

In 2018, Kantar in **France** signed a public commitment and proactive approach to driving the inclusion and diversity agenda by becoming signatories of the **French Diversity Charter** – going further than their legal obligations, to tackle discrimination and achieve equality for all.

The French Diversity Charter is underpinned by six commitments:

1. Raising awareness and training managers
2. Promoting equality in decision making
3. Promoting diversity in French society
4. Communicating diversity commitments
5. Developing and implementing a diversity policy
6. Regularly evaluating the progress made

As part of fulfilling these commitments, members of the leadership teams across all Kantar brands in France attended a workshop on purposeful collaboration to start the development of an Inclusion & Diversity policy for the business. Furthermore, the workshop was used to define approaches to the three key focus areas Kantar has identified for progressing the Inclusion & Diversity agenda in France: professional equality for women and men, boosting the employability of older workers, and attracting more diverse talent beyond gender... with plans put in place to drive activity in these areas for 2019.





In 2018, all Kantar brands in **Germany** became signatories of the **German Diversity Charter**, an initiative that promotes the recognition, appreciation and integration of diversity in Germany's business culture. Organisations that voluntarily commit to the charter all aim to foster a working environment free from bias, where all employees are valued.

Kantar threw its support behind one of The German Diversity Charter's largest projects, **Diversity Day**, a national day of activities to champion the benefits of diversity. Kantar Germany used this opportunity to raise awareness of the impact that unconscious biases can have on creating a diverse and inclusive workplace. As well as round table discussions, Implicit Association Tests (IAT) and inclusion quizzes, Kantar Germany created a video campaign called **#mybiasmoment**, where employees across the country shared some of their own biases; the moment they realised they had them and what they did to overcome them. The campaign demonstrated that everyone has unconscious biases, but through communication and challenging your own assumptions, you can help to eliminate them, and make better, more objective decisions.



Lynn Zhang

Inclusion & Diversity Executive Sponsor for China

"Inclusion & Diversity in China is not only about gender equality, it is also about flexible working, local talent progression, engagement and behaviour change. We have constantly stretched ourselves outside of the comfort zones through fantastic people programmes to accelerate growth, e.g. LAP (Leadership Acceleration Programme). In 2018 KES result (employee engagement survey), our HiPo (high-potential) score went up from 69 to 74 with an improvement across all factors. We will focus our priority on Opportunity, Benefit and Growth in 2019 to develop our talent capability and help them to flourish at Kantar. Improving I&D awareness and amplifying its impact are the key missions that China I&D steering committee is currently working on. We are proud of all I&D programmes in China and together to build a "people help people" culture to make Kantar a best place to work in China."

CELEBRATION EVENTS

Another equally important, and fun, role for the I&D steering committees is the organisation of celebration events within teams and businesses.

In **China**, Kantar has been focusing on improving employee awareness and engagement in its inclusion and diversity approach. By organising celebration events for International Women's Day and International Men's Day, Kantar has provided opportunities for employees to come together to learn from and better understand each other. These events have provided a platform for women and men to discuss equality and the barriers to achieving this. Partly due to events such as these, awareness of inclusion and diversity at Kantar in China has risen amongst employees from 32% to 68%.

In **North America**, since introducing Employment Resource Groups, there has been a significant increase in celebrations of diversity through networking and educational events in support of Pride, Black Heritage Month, Asian Pacific Heritage month, and much more across the year. This has helped to promote a sense of belonging amongst employees, both current and prospective.



At Kantar, a global priority is to create more diversity in our leadership positions, starting with gender. We have seen a positive in the past two years of reporting, with our current position 67% men and 33% women. We believe in putting subtle targets in place to ensure we are considering diversity at all touchpoints along the way. We have set targets on our succession plans, talent grids, high potential lists so we ensure we have a fair process throughout, bringing both men and women equally through the pipeline. We invest in our senior women through mentoring and leadership programmes, to help them navigate their career to be as successful as they wish to be.

INCLUSIVE LEADERSHIP PROGRAMMES

Building an inclusive and diverse workplace requires a bold statement from across the business. Whilst inclusion is everyone's responsibility, leaders need to set a positive example to foster inclusive behaviours across the whole organisation. In 2018, Kantar developed two inclusive leadership programmes; **Empowering Growth for Women (EGFW)** and **Empowering Growth for Men (EGFM)**. Both programmes saw senior leaders from across Kantar coming together to focus on the behaviour changes needed to create a culture of inclusion – one that enables the business and our employees to flourish.

The Empowering Growth for Women (EGFW) programme engaged women in leadership across the business, providing opportunities for self-development through interactive sessions, involving activities, discussions and self-reflection. The programme focused on the leadership behaviours exhibited across the business that could positively or negatively impact the experiences of women (and other groups).

The programme is designed to offer ongoing support for women, through mentorship, learning and networking opportunities, to maximise their development as inclusive leaders. Each region has a board-level Executive Sponsor to help drive this.

“The workshop highlighted how behaviours affect the way we are perceived and impact on our potential. We need to call out when behaviours are not what they should be, explain how those behaviours make others feel and the impact they have, and bring to life what the expected behaviours are. Fairness must be core to how we all behave. We must challenge ourselves and others.”

EGFW delegate, 2018

LEADERSHIP

ENABLE KANTAR LEADERS TO BUILD AND FOSTER A DIVERSE WORKPLACE, TO BE AWARE OF LEADING AND BEHAVING INCLUSIVELY, TO REALLY CARE ABOUT INCLUSION, AND TO DARE TO BE DIFFERENT.



Manish Bhattia
CEO, North America

“Working on the internet side as the head of the service responsible for all aspects of the service, clients would often times assume I was the computer guy. They would look at my head of sales and assume that that person was the head of service. I had to often remind them that some questions that were directed to who they thought was heading the service should be coming to me, not the sales person!

My first manager felt that I had a thick accent and spoke too fast making it hard for clients to understand me. So she asked me to enroll in ‘accent correction’ classes – which I did – to speak with a more American accent. Some people think it was racist but I feel it helped me overall.

Adjusting to corporate life in the US was hard at first. Coming from a Catholic school education in India, where we were used to standing up when the teacher entered the class, I would stand up every time my US manager would come to me. She would keep telling me to not stand but I could not help myself. That took a while to get used to. 😊

Kantar is one of the more diverse and welcoming company I have found. We have celebrated Diwali in the office and danced to Bollywood music at our NY x-mas party last year. Hard to beat that!”

The Empowering Growth for Men (EGFM) programme engages men in the gender equality movement. The programme is the first of its kind at Kantar. EGFM brought 200 male leaders together across five locations to gain a greater understanding of the need for inclusion and the barriers that currently exist to achieving it. Through a series of activities, group discussions and self-reflection, the delegates were challenged to question the behaviours that they exhibit or witness across the business, as well as the perceptions and biases they hold, which could impact inclusion. This culminated in every individual making three personal commitments to create sustained behaviour change to lead in a more inclusive way.

As part of an ongoing programme, all EGFM delegates regularly report on the progress they are making against their three personal commitments.



Some of the personal commitments that have been made as a result of the EGFM programme include:

1. Set ground rules at meetings and role model inclusive behaviours
2. Call out negative behaviours that I observe in others and support my team
3. Continue to fight for pay equality

CLIENTS

CLIENT COMMITMENT –
STIMULATE OUR CLIENTS’
THINKING BY BRINGING
DIVERSE PERSPECTIVES
TO OPPORTUNITIES AND
CHALLENGES ACROSS MARKETS.

We have undertaken a number of projects to bring our I&D commitments into our clients' organisations, in order to make positive changes.

THE INCLUSION INDEX

The Inclusion Index was designed to help companies assess their performance on issues of Equality, Inclusion and Diversity (EID), and to support them enacting positive change.

The world has never been more aware of the fact that equal opportunities and a diverse workplace lead to better business. With an unbiased window on the world, with unrivalled expertise and experience in understanding people and behaviours, Kantar is uniquely positioned to address the issue.

We have had success in this field already, developing an approach for quantifying, classifying and advising on EID. Originally created for the Market Research Society (MRS) to allow them to better understand the industry, the first results were reported to the House of Commons. Combined with our unique consultancy offer, the creation of a bespoke solution in this space is now simple to make a reality.

Not only are we uniquely positioned to help support companies with rigorous and automated methodologies, but we are also in a position of knowledge unavailable to traditional consultancy offers. Our unrivalled knowledge of data collection makes us uniquely positioned to benchmark across the relevant factors, creating a comparative index invaluable to any company hoping to make positive steps in the field of EID.

THE OFFER:

- An automated, anonymous survey that any company may immediately distribute across their organisation.
- Automated reporting dashboard of the company's results
- Benchmarking across sectors
- Added levels of customisation, consultation and research offers
- Change consultancy offer based on the results





WINNING OVER WOMEN

In 2018, Kantar UK released Winning Over Women, a report suggesting that UK financial institutions are failing to connect with female customers at every stage of the buying journey, from advertising to offerings. Advertising failed to communicate core tenets of 'trustworthiness', 'understanding', 'dependability', and 'accessibility' to women, and solicited positive responses from women less often than from men – according to an analysis by Kantar's facial recognition technology 'Intuitive Association'. This has led to lower rates of savings among women... but presents a significant business opportunity for banks (£130bn). The study included social media analysis of over 600,000 online conversations and over 30,000 interviews with women. The report and event were extended for a North American audience in late 2018.

WHAT WOMEN WANT

Kantar created the "What Women Want?" programme in 2018 to mark the centenary of votes for women in the UK. There was an exhibition and several events in London that explored the post 100 years of marketing to women, to celebrate this ongoing journey of emancipation, engagement and empowerment. Accompanying this was proprietary research from across Kantar to analyse the role of self-esteem and gender, and how this might impact brand perception. The report showed that brands are risking their customer relationships and impacting their brand value by failing to correctly reflect, represent and champion women in their marketing and advertising efforts.



Kim Ruyten

Engagement Director, Australia, Kantar

"I&D at Kantar Australia means different things for different employees. It can mean respecting and valuing every person in our business, making Kantar a better and fairer place to work, and taking all of our differences and delivering them as an asset. The feedback we get from our clients is that in most instances we are further advanced than they are, which shows our global advances and forward thinking. For me, it has been a more personal growth experience. As an executive sponsor in Australia I have learnt more about how to lead and work collaboratively with people than I have from other leadership roles I have held. This is because I&D is deeply personal and steeped in strongly held individual values, which is why it has huge meaning and is important to us, our people and our clients."



ADREACTION – GETTING GENDER RIGHT

Early 2019 saw the launch of AdReaction: Getting Gender Right, delivering new insights into the role of gender in brand strategy, creative response and media targeting. Aimed at helping brands to flourish in this evolving environment, the report includes analysis of consumer responses to tens of thousands of brands, campaigns and ads, as well as a global survey of marketers. It showed that while the ad industry believes both women and men are being depicted as positive role models, women, in particular, are portrayed in outdated ways while targeting in many categories is still skewed towards gender stereotypes.



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THE REYKJAVIK INDEX

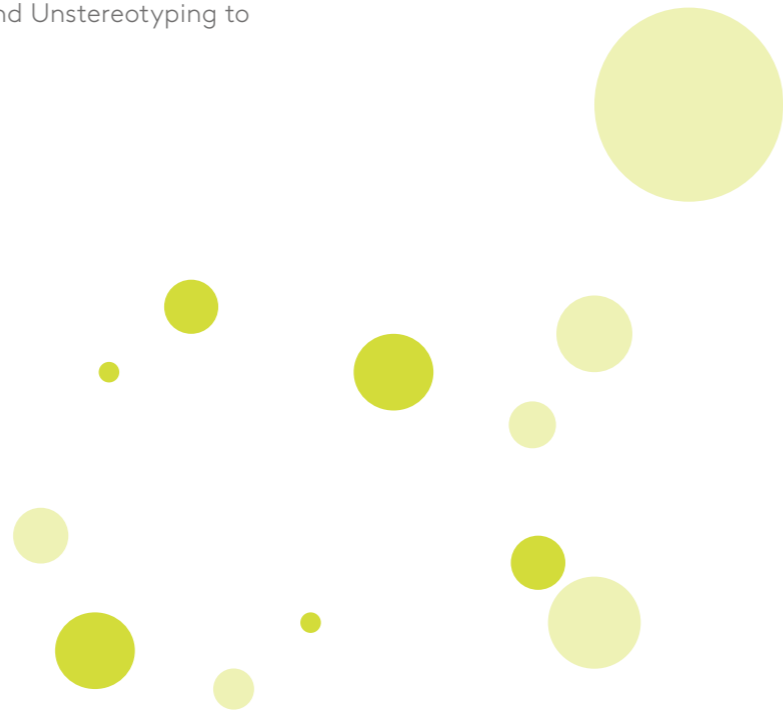
The Reykjavik Index for Leadership measures the extent to which society is comfortable with women in leadership as compared to men in leadership. The Index – the first of its kind – illuminates the extent to which being a woman, or being a man, is a ‘non-issue’ when debating how suitable someone is to lead. It was a collaboration between Kantar and Women Political Leaders (the global network of female politicians) and was launched at their annual summit, the Women Leaders Global Forum in Reykjavik, Iceland, in November 2018. It was subsequently presented throughout events at the World Economic Forum’s annual meeting in January 2019 and awarded Best Of Davos by WEF. The Index and wider study give insight into the opinions of men and women across the G7 nations, and twenty economic sectors including government and politics, tech, healthcare and media. As well as measuring the perceived legitimacy of women or men in positions of leadership in politics and professions, it also provides a measure of how women and men differ in their views, highlighting some of the tensions and barriers to equality in homes, workplaces and communities. The Index will be published again in Autumn 2019.



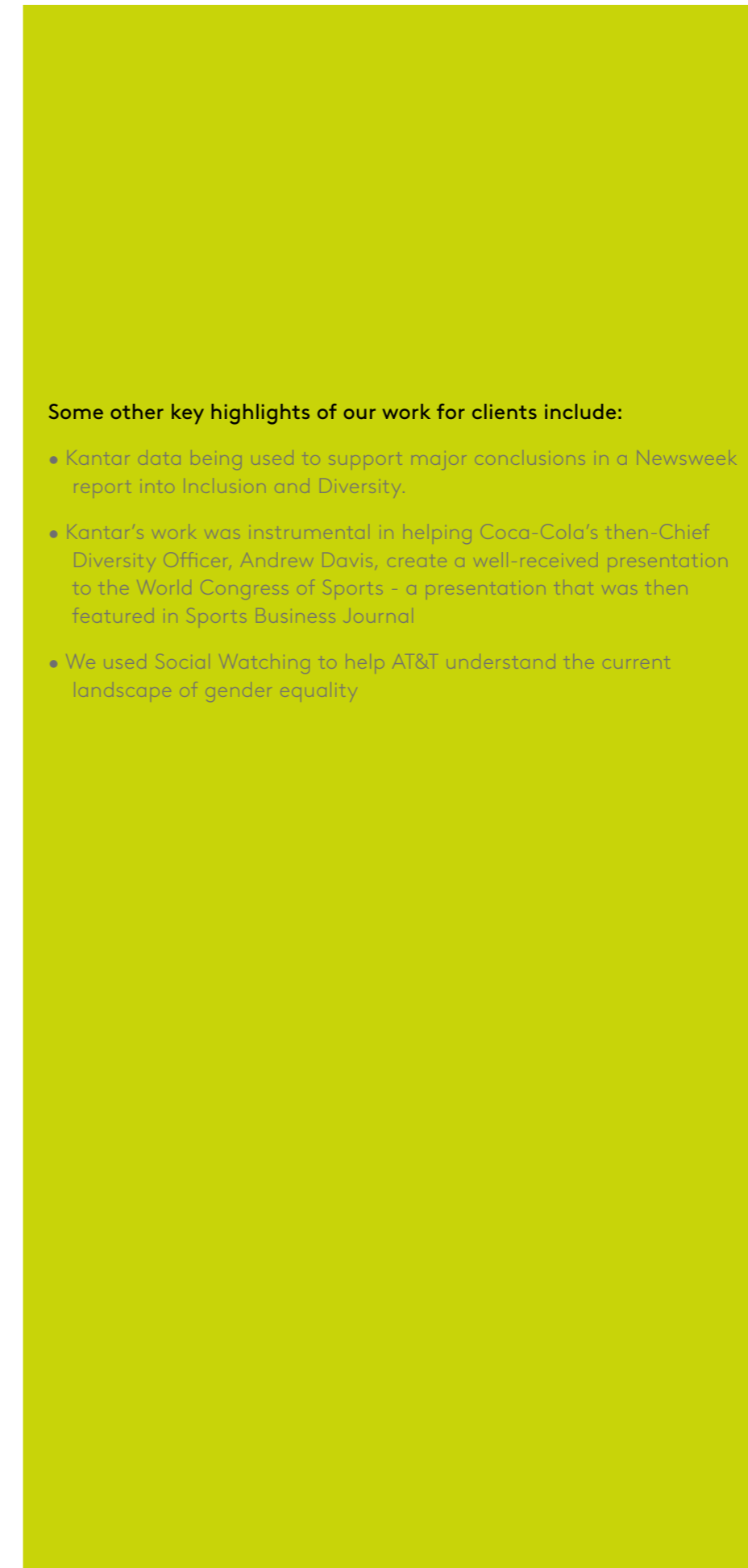


UNILEVER'S UNSTEREOTYPE ALLIANCE

The Unstereotype Alliance is Unilever's commitment to creating more progressive content for its advertising around the world. The challenge is to create this progressive content in compelling and creative ways. Kantar worked to explore the cultural conversations around Unstereotyping to uncover the creative inspiration around them.

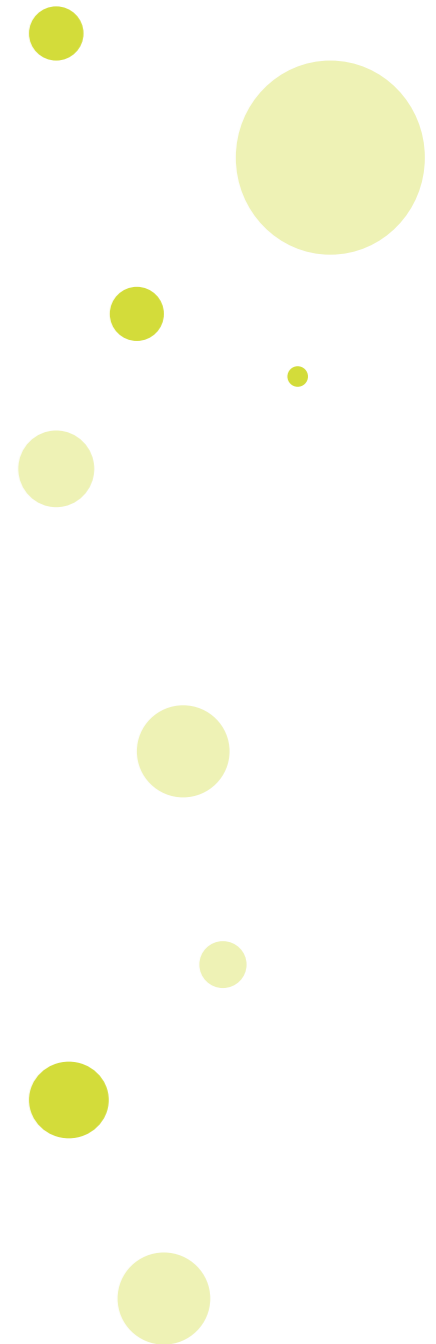


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Some other key highlights of our work for clients include:

- Kantar data being used to support major conclusions in a Newsweek report into Inclusion and Diversity.
- Kantar's work was instrumental in helping Coca-Cola's then-Chief Diversity Officer, Andrew Davis, create a well-received presentation to the World Congress of Sports - a presentation that was then featured in Sports Business Journal
- We used Social Watching to help AT&T understand the current landscape of gender equality



EXTERNAL COMMITMENTS

Along with this fabulous range of internal initiatives and client work, Kantar has made a series of commitments with external organisation in 2018 and plans for 2019.

We partnered with Exceptional Individuals to provide workshops for employees across Kantar Worldpanel to better understand and learn more about neurodiversity (dyspraxia, autism, dyslexia).

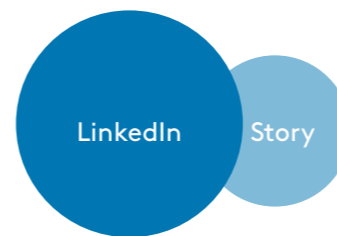


Nat Hawley

Exceptional Individuals

“Our partnership has been going from strength to strength this year, we have delivered expert training on neurodiversity with one director stating it was “Without a doubt, up there as one of the most insightful workshops I’ve attended in close to 20 years of working”. We have also supported a number of talented Kantar staff with one to one support and even had some fantastic Kantar Worldpanel employees represent at our first ever neurodiversity employment conference as well.”

KANTAR



Ashley Anzie ·1st

Business Unit Director at Kantar Worldpanel

Without a doubt, up there are one of the most insightful workshops I've ever attended in close to 20 years of working. Thanks very much **Exceptional Individuals!**

Like Reply | 2 Likes 1 Reply



Nathaniel W Hawley ·1st

Partnership And Community Leader at Exceptional Individuals

Thank you so much Ashley, this made our day - Nat

Like Reply | 1 Likes

Kantar is a sponsor of **WIRE (Women in Research)** and Eric Salama, our global CEO sits on their board. WIRE's mission is "to arm women in the marketing research industry with the tools to develop professionally, build connections and stay inspired".

www.womeninresearch.org

We have signed the Paradigm for Parity® coalition's pledge, committing to achieve gender parity.

www.paradigm4parity.com

We have also signed up for the MRS's MANIFESTO FOR OPPORTUNITY CEO PLEDGE, which states that "insight and evidence need to be representative of the world it serves, and we are committed to creating an environment where the only barriers to progress are a personal choice and professional competence".

www.mrs.org.uk

NEXT STEPS FOR 2019

We have made great progress in 2018 but the work continues.

In 2019 we will:

Continue to focus on **gender diversity**, building more targets underpinned with initiatives to bring more women into leadership positions.

Set 2019 targets for **ethnic diversity**, underpinned with initiatives to bring more people from ethnic backgrounds into Kantar and progress through the pipeline. Examples are our partnership with RARE Recruitment (who are leaders in diversity graduate recruitment), apprenticeship schemes in addition to graduate schemes, and generally focusing on a different recruitment strategy to drive diversity through our organisation.

Develop and evolve our **Empowering Growth** programme (our behaviour change programme for leaders), focusing on leading and behaving in an inclusive way.





WE ARE KANTAR



Vikki Leach,
Global Head of Inclusion & Diversity, Kantar

“Inclusion and diversity is a business imperative. The more diverse and inclusive organisations are the higher performing and more profitable they are. Everyone has a talent; it’s about unleashing it. The talent is more likely to be unleashed in a supportive, inclusive and equal environment. Teams that work well together outperform those that don’t. Success feels better when it’s shared with others.”

