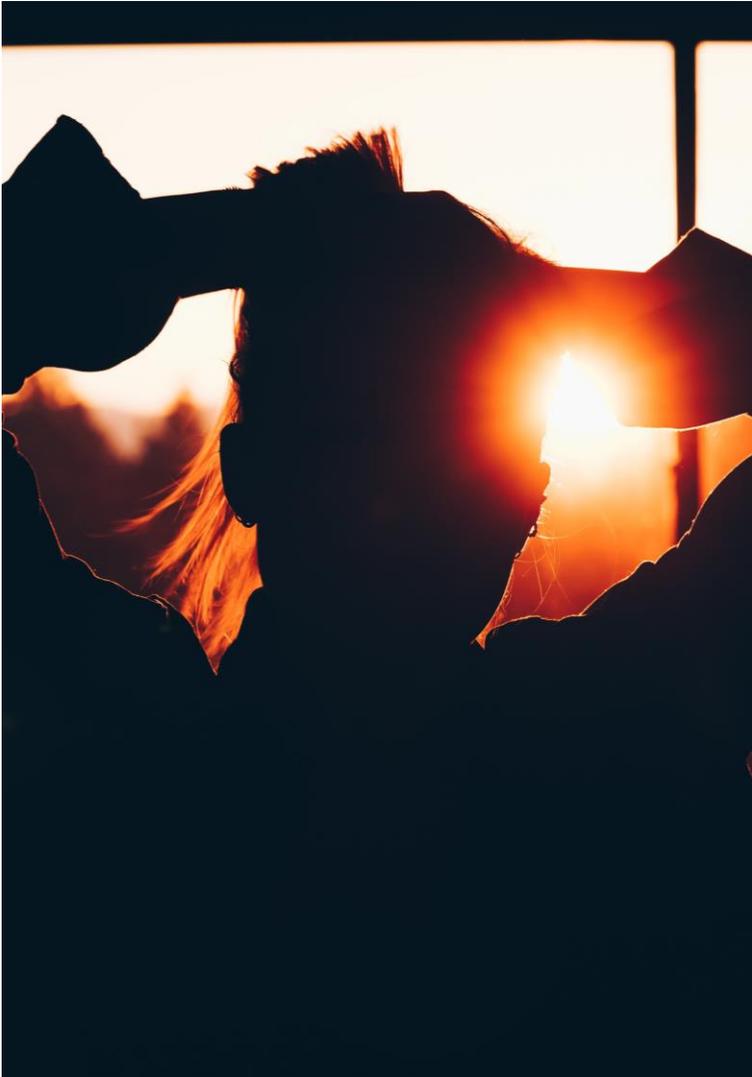


KANTAR

Gender Pay Gap Reporting 2020 and 2021

*We confirm that the information
in this report is accurate and
prepared in accordance with the
Equality Act 2010 (Gender Pay
Gap Information) Regulations 2017*





Gender Pay Gap Reporting

At Kantar, we are committed to creating an inclusive workplace. Understanding people is at the heart of what we do and we know this starts from within.

We know by creating an environment that embraces diversity and a culture of belonging, we can create an environment where everyone is empowered to succeed and can bring their whole selves to work.

The gender pay gap is the collective difference between the average hourly pay of women and men across an organisation, expressed as a percentage relative to men's earnings. This is different to 'equal pay' which is the difference between men and women's pay when working in the same role.

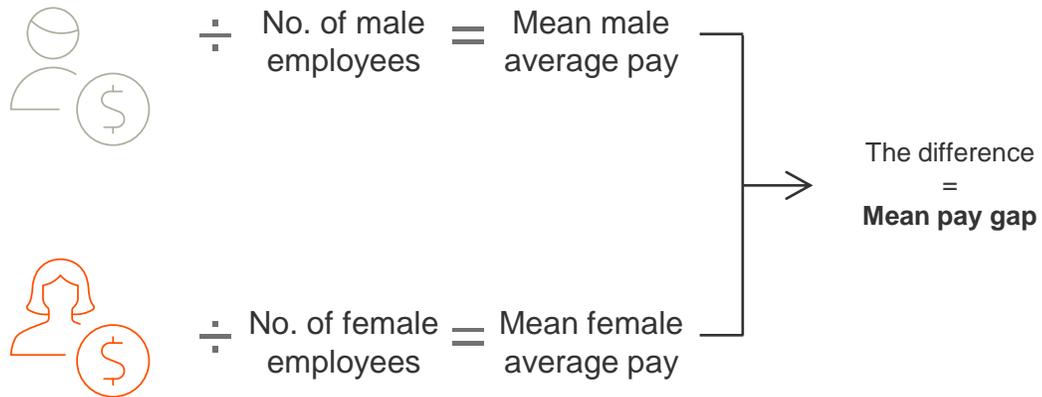
This reports outlines our Kantar UK gender pay gap reporting for 2020 and 2021, and shares hourly pay and bonus pay gap data.

In line with UK regulations, this report shows consolidated data for all Kantar legal entities with at least 250 employees. As our legal entity structure in the UK is not wholly aligned to our operating and division based structure, this data represents 83% of our total UK population.

As per the regulations, the data shown is a snapshot taken on 5 April 2020 and 5 April 2021.

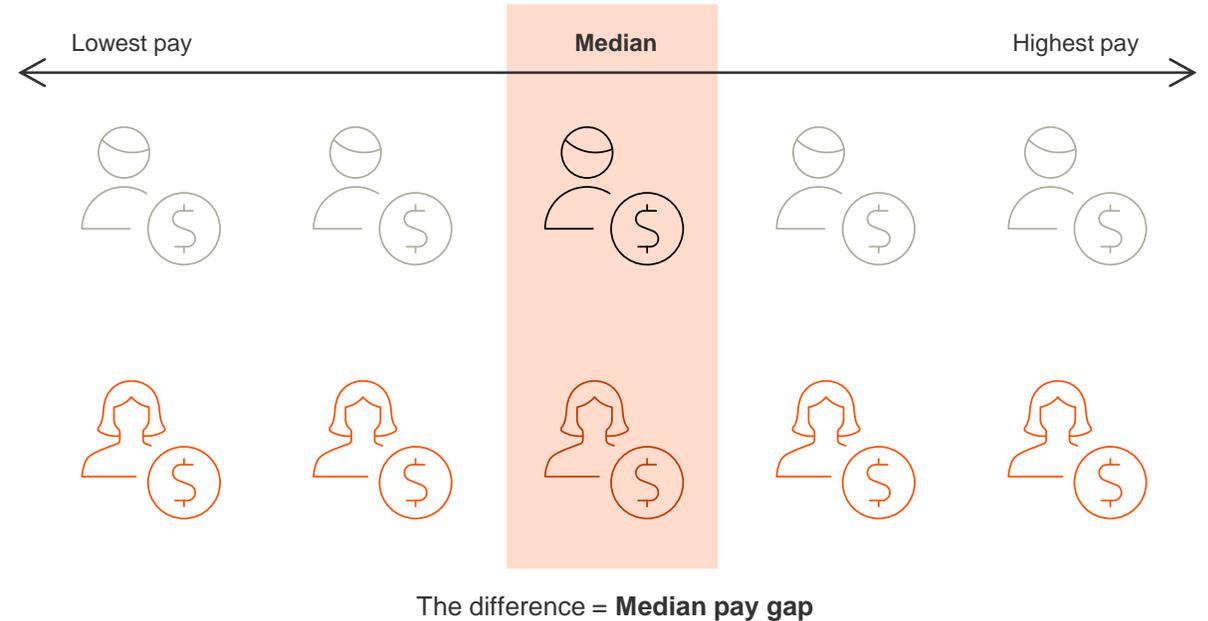
How do we calculate the **mean** (average) and the **median**?

Mean Difference



This takes the total of all male salaries, divides this by the number of male employees and compare this to the total of female salaries, divided by the number of female employees. The difference is our pay gap.

Median Difference

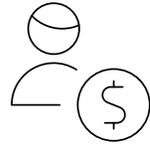


The median is the comparison of the relative mid-points of our male and female salaries across the whole of our organisation.

Total population

53%

2021



47%

2021

52%

2020

48%

2020

% of men and women in each pay quartile

2021

63%

2021 upper

37%

53%

2021 upper middle

47%

46%

2021 lower middle

54%

51%

2021 lower

49%

2020

59%

2020 upper

41%

51%

2020 upper middle

49%

47%

2020 lower middle

53%

50%

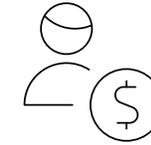
2020 lower

50%

% of men and women who receive a bonus

38%

2021



43%

2021

48%

2020

47%

2020

Hourly pay gap

11%

2021

Mean
Difference

Median
Difference

9%

2021

10%

2020

9%

2020

Bonus* pay gap

35%

2021

Mean
Difference

Median
Difference

24%

2021

22%

2020

6%

2020



Understanding our pay gap

Our gender pay gap is largely driven by more men in senior level roles. While we continue to introduce measures to target this, we recognise we're not shifting the needle as quickly as we would like.

Of our leavers between 2020 and 2021, 58% were women and 42% were men. This was influenced by our redundancy programmes which impacted a higher proportion of lower scale roles where we typically have a higher proportion of women. For this same period, 55% of our new hires were women and 45% men and over time this change will impact our population balance and pay gap data.

In the calculations, hourly pay figures take part-time workers' pay into consideration by calculating it as though they worked full time. This is not the case for bonus data which means that our bonus pay gap is wider as more women are in part-time roles and any bonus payments are pro-rated.

Our work to promote change

Family friendly policies and flexible working

We have a commitment to remove any perceived or actual barriers to maintaining work life balance when considering opportunities for promotion.

Our Flexible Working Policy and manager guidance supports people needing more flexibility in their working day and through 2021 we're introducing our Workplace Guiding Principles.

We are looking at future improvements to better support our employees' diverse lifestyles through changes to our Family Friendly policies, developing manager and additional employee support resources.

Redefining our salary ranges

To support pay progression and career progression, we have made changes to how we structure our salary ranges. Salary ranges are now split into three segments. In role increases and promotions are now focussed on the segment in the salary range the person should be aligned to rather than focused purely on the amount of the percentage increase.

The approach being taken should mean that if someone is starting from a lower base and is promoted, they would move to the appropriate segment in the range for their experience rather than compounding an issue by keeping them lower in the range or below range minimum.

Annual salary reviews

In 2021 we changed our approach towards our annual salary review programme to give leaders the ability to reward and allocate larger increases to team members who sat lower in the range.

Our work to promote change

Inclusive Behaviour

Our online and in person Inclusive Behaviour workshops provide training and resources to help leaders and teams challenge their biases and engage in meaningful conversation and their behaviour.

In 2021 we launched our second Inclusion Index survey. This enables us to listen to our employees, understand what we're getting right and where we can improve. This drives the ongoing conversation and supports action planning to help us move forward and make change happen.

Challenging our thinking

We are hugely supportive of everyone in Kantar and aim to be a truly inclusive workplace. Examples include:

- Introducing a series of Disruption Talks podcasts about embracing different points of view, counteracting stereotypes, debunking myths, all with the aim of interrupting bias.
- Great leaders can inspire everyone in an organisation to achieve their very best. Our iManage and iLead toolkits help our managers to think about how they can refine their skills and become great managers who empower their teams to flourish.
- In 2021 we launched our Talent Talks podcast series. These talks helped to define the meaning of inclusive leadership as well as looking at its impact on clients and society. We also explored the importance of building and unlocking the potential of diverse teams.

Our hiring and retention strategies

Building on analysis carried out by the UK Government, we have introduced measures that are proven to be effective at reducing the gender pay gap.

We have introduced measures to remove barriers and increase diversity throughout our hiring processes through the launch of our Consistent Interview Guide working practices.

Global commitments have been made to increase diversity on shortlists and our global aspiration is to achieve a 50:50 gender parity before 2025. We now all need to help make this happen.

2021 and beyond, time for change...

We are committed to reducing our gender pay gap. We are making progress but we realise this is a continuous journey.



We want the actions we put in place to improve diversity and opportunity in our workplace, measuring the impact is critical to our success as well as identifying actions that might not have worked out as well as we had hoped and course correcting. We want to actively engage with this issue to create broader and more direct impact.

We will:

- Review and further update our suite of family friendly policies and guidance
- Review the impact of our Consistent Interview Guidelines and put in place metrics and measurement for our hiring, promotion and attrition strategies
- Focus on wellbeing across all our divisions
- Use apprenticeships as a key vehicle for nurturing new skills and talent
- Continue to access the power of mentoring programmes and sponsorship
- Listen more, take feedback and learn from the Inclusion Index survey to further inform and develop our I&D action plans
- Do some further deep dive analysis into what's driving our gender pay gap at the divisional level
- Align our UKI I&D strategy to our Global focus areas on Gender, Embracing Difference and Valuing Inclusion

Caroline Griffiths, UKI HR Director
Caroline Griffiths

Appendix one

Data by legal entity

Data by legal entity

Kantar Media UK [Media Division]

						Male	Female	Male	Female	Male	Female	Male	Female		
Year	Number of employees	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		% Males who received a bonus	% Females who received a bonus
2021	313	3.3%	6.4%	16.0%	39.7%	70%	30%	78%	22%	64%	36%	70%	30%	18%	32%
2020	339	-4%	3.9%	-37.8%	-78.3%	65%	35%	77%	23%	64%	36%	71%	29%	28%	28%

Kantar UK Limited [Insights Division; Worldpanel Division; Public Division]

						Male	Female	Male	Female	Male	Female	Male	Female		
Year	Number of employees	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		% Males who received a bonus	% Females who received a bonus
2021	1821	16.2%	15.1%	39.7%	23.3%	62.0%	38.0%	50.0%	50.0%	37.0%	63.0%	42.0%	58.0%	47%	42%
2020	1951	15.5%	16.2%	30.2%	23.9%	59.0%	41.0%	49.0%	51.0%	36.0%	64.0%	43.0%	57.0%	59%	49%

Precise Media Monitoring Limited [Precise]

						Male	Female	Male	Female	Male	Female	Male	Female		
Year	Number of employees	Mean Gender Pay Gap	Median Gender Pay Gap	Mean Bonus Gender Pay Gap	Median Bonus Gender Pay Gap	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile		% Males who received a bonus	% Females who received a bonus
2021	294	1.2%	2.1%	-23.0%	-10.3%	61%	39%	72%	28%	69%	31%	70%	30%	23%	56%
2020	320	-1.5%	-0.4%	-28.7%	-29.6%	64%	36%	65%	35%	74%	26%	58%	42%	22%	40%