



KAE's SUSTAINABILITY REPORT

A look into our impact and
commitment to the **economy**,
society and the **planet**

August 2025



2024 ACHIEVEMENTS

ECOVADIS IMPROVEMENT

External assessment
Score increase



- Our commitment to improve involves **collaborating with independent third-parties** to accurately and impartially assess our sustainability performance
- In 2024, we are proud to have continued to seek **external assessments** and to have upgraded our **Ecovadis score from 59/100 to 64/100 – placing KAE in the top 35% of assessed companies**

LEADERSHIP & DIVERSITY

Female leadership
Equality



- Equality of opportunity** stands at the core of our organisational ethics. We seek to provide all people with the opportunities they require to develop and grow
- Recognising the talent and **rewarding the achievements** of our employees regardless of gender, age, race, religion, sexuality or nationality is therefore a priority for us
- In 2024, we continued to celebrate our **female leadership, with our Managing Director, Senior Managers, and most of our Engagement Managers** being women

ENERGY EFFICIENCY

Energy efficiency
EPC rating



- We acknowledge the shared responsibility to **preserve our environment** by implementing changes which improve our impact on the planet and **reduce our carbon footprint**
- In 2024, our team worked remotely** for approximately **2.4 days** per week, helping to **reduce our commuting emissions footprint**

CORPORATE CULTURE

Corporate culture
Values



- In 2024, we reviewed and updated our leadership principles**, these were implemented at the start of 2025
- KAE's leadership updates reflected our evolving values and ensures our leaders are equipped to guide with clarity, accountability, and purpose** the whole company
- We **continue to uphold the company values** that were implemented following our two-part appraisal in 2023

ABOUT THE REPORT

We are proud to publish the second edition of KAE's sustainability report. This provides a look into our company's **sustainability performance** for **FY23 and FY24** as well as our **priorities and objectives for FY26** and long-term commitments to sustainable development

This report has been prepared in accordance with international guidelines, following **GRI standards** and taking into consideration the **Sustainable Development Goals (SDGs)** established by The United Nations in the 2030 Agenda for Sustainable Development

By means of publicly reporting this information, we seek to **embrace transparency** with internal and external stakeholders and **take responsibility** for the impact that our organisation has on the **economy**, the **environment** and **society**. **For this same purpose**, the content of the report aims to **assess** our organisation's **current performance** and **establish targets** across the three following **areas of impact**:

Economic & governance

Social

Environmental

It is our desire to **demonstrate accountability** to our stakeholders by conducting **internal audits** and **collaborating with independent third-parties** to evaluate, track and improve our ESG performance and our sustainability reporting

We welcome **suggestions** and value **feedback** on how to improve our ESG performance

Please, share any comments or concerns with: enquiries@kae.com



A LETTER FROM OUR MANAGING DIRECTOR



Anna Pantazi

Managing Director




2024 was a year of progress in values, in vision and in our journey towards greater environmental, social, and governance (ESG) responsibility.

- ▶ We improved our **EcoVadis score**
- ▶ We strengthened **female leadership** and broadened **diversity** across our teams
- ▶ We increased our **energy efficiency**

We also took a fresh look at who we are launching new **leadership principles and assessment** so every leader can guide with clarity, accountability and purpose.

Strategic priorities

 **Reducing our footprint** is a constant priority. We've lowered our reliance on physical servers, enhanced our hybrid working model, and improved operational efficiency.

 **Our company-wide EDI training** reflects our belief that diversity, equity, and inclusion are essential to our long-term success.

Looking ahead to 2026, our focus is clear:

- ☐ Expand leadership development programmes
- ☐ Create new mentorship opportunities
- ☐ Offer advanced training to equip our teams for the future
- ☐ Continue improving our ESG practices

Our ESG approach remains anchored in transparency and responsibility. This report, prepared in accordance with international guidelines and GRI standards, reflects our impact across three pillars: **Economic & Governance, Social, and Environmental**.



Sustainability is not a project; it's a **shared responsibility**.

Thank you to our employees, partners and clients for being part of this journey.

Our Mission & Primary Activities

- KAE is a **strategic insight consultancy** offering services to global organisations **from our London headquarters**
- We exist to **empower organisations to navigate complexity, make informed decisions, and achieve sustainable growth** through **strategic insight**
- Our **team of expert consultants delivers strategic, evidence-based customer, market and competitive insights** into the following areas:



■ **Product & experience**



■ **Proposition & positioning**



■ **Strategy**

We also offer **sustainability services**, helping clients **develop and communicate their ESG strategies** and **improve adoption rates** of **sustainability-related features** through customer-centric development and marketing

Business Relationships

As an organisation, we hold business relationships with multiple parties including our:



Parent company



Sister companies



Suppliers



Clients

KAE: Marketing Intelligence (Ltd). is part of the **Invex group**, a Norwegian **holding company** established in 1996. As a subsidiary firm, we nurture relationships within our internal network, fostering **collaboration with our parent and sister companies** to promote growth and business development

We also partner with external companies and **suppliers** such as **talent recruitment agencies** and **panel providers** to streamline day-to-day operations

Finally, we maintain business relationships with our **client base**, which primarily consists of **global technology and financial service providers**, to create value through the delivery of bespoke research and insights

ABOUT KAE



Our **organisational values** constitute the heart of our business. These **were co-created by all of KAE's internal stakeholders** to reflect the reality of our **company's culture** and **drive our business activities and internal processes**



Work together

- ☐ Collaboration
- ☐ Focus
- ☐ Celebrating success
- ☐ One vision



Care & share

- ☐ Support
- ☐ Generosity
- ☐ Coaching
- ☐ Partnership



Choose courage

- ☐ Development
- ☐ Right over comfort
- ☐ Honesty
- ☐ Create change



Stay curious

- ☐ Fun
- ☐ Innovation
- ☐ Initiative
- ☐ Passion

OUR STAKEHOLDERS



We recognise that through our business activities **we affect a number of internal and external stakeholders**. We wish to acknowledge these relationships and actively **engage with stakeholders** to track and **address our impact**

	STAKEHOLDERS	RELEVANCE	ENGAGEMENT
Internal	Employees	<input type="checkbox"/> Deliver day-to-day business operations, building value through their knowledge and skills	<input type="checkbox"/> Annual employee survey <input type="checkbox"/> Training and development <input type="checkbox"/> Weekly performance check-ins through line manager meetings
	Leadership team (incl. board of directors & shareholders)	<input type="checkbox"/> Set the firm's strategic direction, long term objectives and sustainability policy <input type="checkbox"/> Provide the financial capital and corporate oversight required for the company to flourish	<input type="checkbox"/> Regular board meetings <input type="checkbox"/> Frequent management team meetings
External	Clients	<input type="checkbox"/> Primary recipients of our consulting services	<input type="checkbox"/> Account manager meetings <input type="checkbox"/> Regular project feedback <input type="checkbox"/> Dialogue through events and conferences
	Suppliers	<input type="checkbox"/> The supply chain and relationships that allow our business to function	<input type="checkbox"/> Supplier reviews <input type="checkbox"/> Ongoing feedback
	Civil society	<input type="checkbox"/> The broader collective who we have a responsibility to as a business	<input type="checkbox"/> Thought leadership pieces <input type="checkbox"/> Social media <input type="checkbox"/> Contact details on website

OUR COMMITMENT



Our impact plan

As of 2025, the world continues to face challenges which demand collective action. The **climatic crisis, social progress** and **sustainable growth** are issues of critical importance which will require a **collective effort** to be solved or mitigated

At KAE, we recognise **our role** as an active element of the **economy, society** and the **environment** and acknowledge our responsibility to manage our impact on our surroundings

We believe in the importance of **taking ownership** and **seeking agency** to ideate and implement change. Therefore, our impact plan aims to **assess our current performance across key materiality topics, set targets and design actionable strategies** across our three key areas of impact: **economic and governance, social** and **environmental**

Our impact plan and objectives, laid out in this report, **build on our values** as an organisation and **our commitment to stakeholders** regarding **issues of global relevance** such as the **Sustainability Development Goals (SDGs)** established by the United Nations

Economic & governance



We acknowledge our duties to both internal and external stakeholders, advocating for the compatibility between business growth and sustainable development. As an organisation we are **committed to displaying ethical behaviour by showcasing in detail our policies related to integrity and compliance, transparent financial reporting, and ensuring high-quality output**. Beyond complying with regulatory measures, **we actively promote a culture of honesty and integrity through all levels of our organisation**

Social



We recognise the significant **consequences** that **business practices have on people**, both from an **individual** and **societal perspective**. Therefore, we have made it a priority to have a positive impact on our employees and society as a whole by prioritising their needs. We strive to ensure that **we comply with labour rights, make our organisation a diverse and inclusive space**, and provide the platform for our **employees to receive the training they need to grow**

Environment

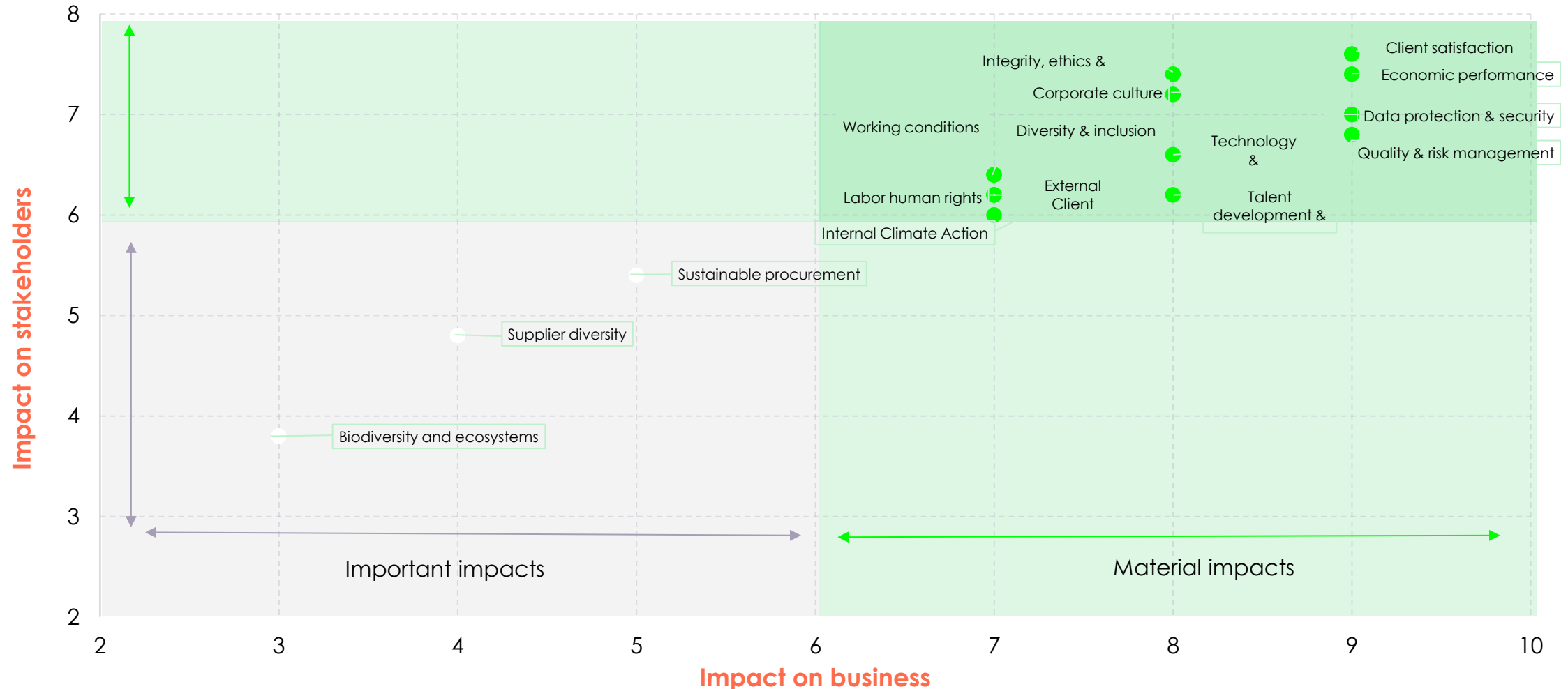


We want **to be part of the solution** for the present **climate crisis**. Irresponsible activities can aggravate climate change, resource depletion, and environmental deterioration. Because of this, KAE acknowledges the importance of ethical and environmentally-conscious corporate behaviour, having **committed to go beyond environmental regulations through programs such as the Cycle-to-work scheme or the Steps challenge**, enabling us to reduce our carbon footprint **and foster a culture where sustainability is at the forefront of our collective consciousness**

MATERIALITY MATRIX



We have conducted a materiality assessment by identifying **our impact on society, the environment and the economy**, and **evaluating** the importance of each of these **impacts to our business and our stakeholders**. A **variety of** stakeholders (including employees, our internal ESG team and management leaders) actively took part in this exercise, which was subsequently reviewed by our organisation's highest governance body. This analysis has informed our selection of the **materiality topics** for reporting:

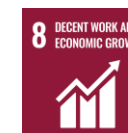


MATERIALITY TOPICS


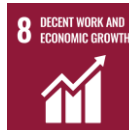

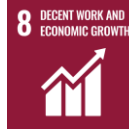


ECONOMIC & GOVERNANCE

Materiality topic	GRI References	SDG References
Ethics, integrity & independence	GRI 2-23 (Policy commitments) GRI 2-24 (Embedding policy commitments) GRI 2-25 (Process remediate negative impacts) GRI 205 (Anti-corruption)	SDG 16 (Peace, justice & strong institutions); SDG 17 (Partnerships for goals)
Economic performance	GRI 201 (Economic performance 2016) GRI 207 (Tax 2019)	SDG 8 (Decent work & economic growth)
Corporate culture	GRI 2-24 (Embedding policy commitments)	SDG 17 (Partnerships for goals)
Technology & innovation	N/A	SDG 17 (Partnerships for goals)
Client satisfaction	GRI 2-29 (Approach to stakeholder engagement)	SDG 17 (Partnerships for goals)
Quality control & assurance	GRI 2-29 (Approach to stakeholder engagement)	SDG 17 (Partnerships for goals)
Quality and risk management	GRI 2-29 (Approach to stakeholder engagement)	SDG 16 (Peace, justice & strong institutions)



MATERIALITY TOPICS

	Materiality topic	GRI References	SDG References
 SOCIAL	Diversity & inclusion	GRI 401 (Employment 2016) GRI 405 (Diversity & equal opportunities 2016)	SDG 8 (Decent work & economic growth), SDG 10 (Reduced inequalities)  
	Talent development & training	GRI 404 (Training and Education 2016)	SDG 8 (Decent work & economic growth) 
	Working conditions	GRI 401 (Employment 2016) GRI 2-29 (Approach to stakeholder engagement)	SDG 8 (Decent work & economic growth) 
	Labour human rights	GRI 2-23 (Policy commitments)	SDG 8 (Decent work & economic growth), 

MATERIALITY TOPICS



ENVIRONMENTAL

Materiality topic	GRI References	SDG References
Internal Climate action	GRI 305 (Emission 2016) GRI 2-27 (Compliance with laws and regulations)	<div> SDG 7 (Affordable energy and clean energy, SDG 11 (Sustainable cities and communities), SDG 13 (Climate action) </div> <div> </div>
External Climate action	N/A	<div> SDG 12 (Responsible consumption and production) </div> <div> </div>

EXTERNAL ASSURANCE



Performance assessment & reporting

Our commitment to sustainability is a priority for us. Therefore, we collaborate with **independent third-parties** to **track** our **ESG performance** and **action improvements** where possible

In 2024, our practices and operations were **evaluated by** two different and trusted organisations: **Ecovadis** and the **Financial Supplier Qualification System (FSQS)**

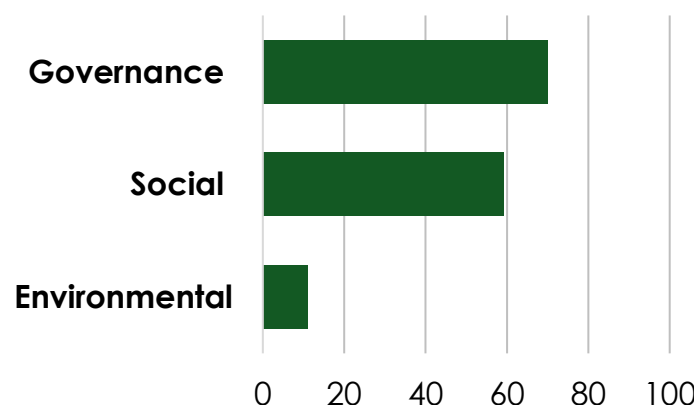
We are proud to have **increased our Ecovadis score from 59 in 2023, to 64 in 2024. KAE placed in the top 35% of evaluated companies**, underlining our commitment to improving our sustainability performance. However, we acknowledge our **responsibility to continue implementing change**

Ratings

Our overall FSQS sustainability rating averaged at



48.89



Individual scores

70.1 Governance

59.3 Social

11.1 Environmental

Environmental commitments and GRI

Our FSQS score shows there is **room for improvement** in our day-to-day operations, particularly on the **environmental front**

Thus, we will make this a priority moving forward, aiming to improve our current score on **climate change, energy use & waste, and environmental policy & management**

Additionally, we have built this report **using the GRI (Global Reporting Initiative)** as a point of reference, and with a view **to becoming GRI compliant**

Our purpose in seeking GRI approval is to **guarantee the validity and quality**, not just of our ESG performance, but also **of our sustainability reporting practices**

By doing this, we hope to **embody transparency** and **demonstrate accountability** to our stakeholders

ECONOMIC & GOVERNANCE

Our responsibilities & aims



- ▶ Prioritising integrity, ethics, and our independence
Acting with integrity to ensure we have a net positive impact and ensuring we are compliant with external laws and regulations
- ▶ Actively monitoring our economic performance
Maintaining our fruitful business partnerships and exploring new avenues with the right partners, whilst remaining tax compliant
- ▶ Promoting a positive corporate culture
Ensuring we hold to our beliefs and values internally and in partnership with external stakeholders
- ▶ Technology & Innovation
We strive to be at the forefront of technological innovation to add value for our clients
- ▶ Pursuing client satisfaction
Prioritising the satisfaction of our clients and ensuring that our work has meaningful positive impact for their business
- ▶ Quality control, assurance, and risk management
Maintaining the high standards of our outputs for clients, whilst ensuring our organisation is thoroughly insulated from potential risk

INTRODUCTION TO GOVERNANCE STRUCTURE

Governance structures & composition

KAE's **Board of Directors is the highest governance body** within our organisation. It is responsible for establishing our **strategic direction**, designing **internal and external policies** and ensuring that these are incorporated into **every-day operational procedures**

Our board consists of **4 members** who represent different genders, nationalities and professional backgrounds. Our representatives include, three non-UK nationals, **one woman (who in 2023 became KAE's Managing Director)** and professionals with **experience** in both **finance and analytics**. This diversity of personal and professional backgrounds provides our leadership team with a **well-rounded skillset** that helps our strategies and operations be effective and as comprehensive as possible

GRI References

- ❑ **GRI 2-9** Governance structure & composition
- ❑ **GRI 2-10** Nomination and selection of the highest governing body
- ❑ **GRI 2-11** Chair of the highest governing body
- ❑ **GRI 2-12** Role of the highest governance body in overseeing the management of impacts
- ❑ **GRI 2-14** Role of the highest governance body in sustainability reporting
- ❑ **GRI 405** Diversity and inclusion

SDG Reference



Nomination to highest governing body

Nominations are put forward **by the chair of KAE's Board of Directors** based on a range of criteria including **performance**, **demonstrated skills** and **diversity**. Recent nominations took into consideration factors such as **feedback from internal stakeholders** and **tracked performance in the business**

Chair of the highest governing body

The chair of KAE's Board of Directors **is not an active senior executive within the organisation**

Sustainability reporting involvement

Our leadership team is **actively involved** in every aspect of our business, including the company's **sustainability tracking and reporting activities**. All information hereby reported has been **reviewed** and **approved by KAE's board**. Additionally, our **Managing Director actively contributed** to the analysis of our company's impact on stakeholders and participated (along with other internal stakeholders) in the **selection of material topics** for reporting

ECONOMIC & GOVERNANCE

Integrity, Ethics & Independence (1/3)

At KAE we are committed to acting with integrity, promoting ethical business practice, and independence. Therefore, we are steadfast in our promise to be fully compliant with laws and regulations

However, our commitment is not limited to being compliant with external policies; **KAE prioritises having a positive impact for our clients, society, and our employees**, through our internal initiatives

GRI References

- ❑ **GRI 2-3** Reporting period frequency & contact point
- ❑ **GRI 2-23** Policy commitments
- ❑ **GRI 2-24** Embedding policy commitments
- ❑ **GRI 2-27** Compliance with laws and regulations

SDG References



Performance

We possess numerous policies that ensure compliance with external regulation & internal integrity standards. These policies include:

Compliance:

KAE Tax Policy: We ensure compliance with tax regulations, and outsource to a third party to ensure best quality reporting and auditing

KAE Fraud Response Plan: We have a procedural guide to report fraud. This provides a check list of required action when fraudulent activity has taken place

Integrity:

Corporate Social Responsibility: Sets out values and guidelines of our business presence to **create positive** and **limit negative impacts** on our surroundings. We do this by stating our aims and responsibilities with regards to the **environment, the economy, our team and the wider society**

Conflict of interest policy: Requires employees to disclose any **personal or financial interests** that might conflict with their professional duties. This transparency **helps prevent bias** and ensures that all decisions remain **objective and in alignment** with the company's **values and regulatory obligations**

We also introduced a **performance and evaluation system for our leadership team**. This includes regular assessments, feedback sessions and development plans to enhance their skills and accountability

Priorities for 2026

KAE's target is to **maintain 100% employee compliance** with regulatory tax, fraud and other standards by **increasing awareness** and **promoting best-practice** across the members of our organisation. To ensure this, we will continue to provide our employees with **training** on topics such as **anti-bribery, corruption** and **cybersecurity**

To continue our commitment to **transparency**, we will also **publish our second ESG report by the end of December 2025**. This report builds on our inaugural ESG report published in 2024

ECONOMIC & GOVERNANCE

Integrity, Ethics & Independence (2/3)

Our aforementioned commitments to compliance regulations, and our own internal policies, **can only be met by having clear organisational principles** in place. Therefore, **we embed our policy commitments** for responsible business conduct through our activities **across all levels of the organisation**. KAE's **board of directors** is responsible for **setting and communicating commitments** to employees via trainings and company announcements. **All of our employees are responsible for their implementation**

GRI References

- ❑ **GRI 2-24** Embedding policy commitments
- ❑ **GRI 2-25** Process to remediate negative impacts
- ❑ **GRI 2-12** Role of the highest governance body overseeing the management of impacts
- ❑ **GRI 2-13** Delegation of responsibility for managing impacts

SDG Reference



Implementation of our policy commitments



■ **The implementation of commitment embedded policies is a responsibility shared by all KAE staff**

■ Therefore, we strive to provide our team with tools such as **feedback-giving opportunities** and **grievance mechanisms** to facilitate internal policy compliance

■ We have mechanisms in place to help **identify and address any breaches in compliance with external regulations or internal policies**

■ Our staff can **formally flag concerns by filling in a form** stating the nature and context of the issue. This is then submitted to our administration, HR or management departments for review

■ This process entails **the presentation of evidence** and sharing of personal statements **to drive the undertaking of corrective action** by KAE's top management

ECONOMIC & GOVERNANCE

Integrity, Ethics & Independence (3/3)

We take **corruption** seriously and as an affront to our stated aim to conduct our actions with integrity. Corruption is highly damaging to organisations, economies and society at large

Therefore, we are **transparent in showcasing our record of vigilance against corruption** and clear in the tools we possess to mitigate against potentially corrupt practices

GRI References

□ GRI 205 Anti-corruption 2016



Performance

■ We have a **zero-tolerance corruption policy**. This policy was drafted to **reinforce our commitment to integrity, raise awareness amongst staff** and **ensure procedural correctness**

■ The document is always available to all KAE employees, serving as a **point of reference for behavioural expectations and requirements**

■ In it, we provide a **definition of corruption and bribery**, as well as **action guidelines** for employees to follow **with reference to gifts & hospitality, potential bribery attempts and record-keeping practices**

Anti-corruption training

■ Additionally, at KAE we ensure the provision of **anti-corruption training to 100% of our members**, including employees and our governance body

■ **Training materials** are imparted internally as well as in **collaboration with key clients and partners**

Priorities for 2026

KAE's target is to **maintain 0 cases of confirmed corruption** and ensure we continue to train **all our employees on anti-corruption practices**

ECONOMIC & GOVERNANCE

Economic Performance (1/2)

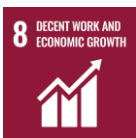
Revenue is a key indicator of an organisation's financial performance and stability

Revenue alone does not necessarily give a full picture of a company's financial position; KAE's **operating costs**, give a further indication of the financial sustainability of our business

GRI References

□ **GRI 201** Economic performance 2016

SDG Reference

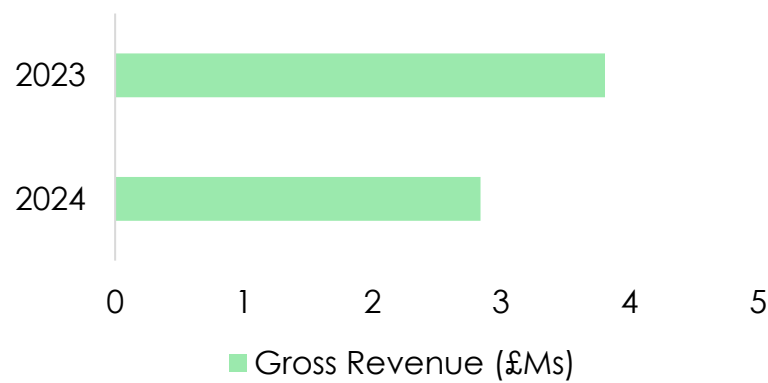


Performance

In 2024, our **gross revenue decreased compared to 2023**, reflecting broader market conditions. Despite this, we continued to invest in our people, technology, and client services to strengthen our long-term resilience and deliver value to clients

Over **70%** of our economic value generated was distributed through **salaries and benefits**, supporting fair pay and professional development across our workforce.

Gross revenue (£Ms)



Priorities for 2026

Our priority for **2026** is to continue strengthening **financial resilience** while continuing to **invest in people and long-term growth**. We will maintain rigorous compliance and further integrate ESG considerations into our economic decision-making



ECONOMIC & GOVERNANCE



Economic Performance (2/2)

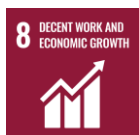
Additional financial indicators further give a holistic view of our financial position. The **benefit plans and retirement scheme obligations** that KAE offers are significant commitments that have long-term economic effects

We meet UK legislation on pensions and our contribution differs based on the length of time the employee has been with us

GRI References

- **GRI 201** Economic performance 2016
- **GRI 2-19** Remuneration policies

SDG Reference



Performance

- **100% of KAE's staff** are currently enrolled in **pension schemes** through insurance provider **Scottish Widows**
- **After successfully passing their probationary period**, all employees are **automatically enrolled** on to the company's default pension program
- In accordance with the UK's current legislation, pension scheme **contributions** deposited by employees and employers **must (in combination) amount to 8% of each staff member's earnings**
- At KAE, **company contributions** to this 8% total, **vary from 3% to 5%** based on employee **tenure**
- **KAE's contribution** share **starts at 3%** during the individual's first year of employment and **is increased by 1% yearly until reaching 5%**

All KAE employees are **informed and walked through their pension and retirement benefit rights during the company induction process**

Additionally, staff members may at any point during their employment reach out to **designated points of contact** in our finance and administrative **teams to ask queries, seek guidance or raise concerns around pension scheme policies and management**

Priorities for 2026

Moving forward, we will **continue to meet our legal and moral obligations to financially support the long-term financial health and retirement needs** of our employees

ECONOMIC & GOVERNANCE



Corporate Culture (1/2)

Corporate culture refers to a set of values and behaviours that govern how we and our employees handle interactions internally, and with external businesses

KAE's values and commitment to act with integrity **are always apparent in our external business relationships and within our organisation**

GRI References

- ❑ **GRI 2-24** Embedding policy commitments

SDG Reference



Performance

- **In 2024, we set out to review our leadership principles** – a goal we achieved with an updated framework introduced in early 2025. This refresh reflects our **evolving values and ensures our leaders are equipped to guide with clarity, accountability, and purpose.** (See the next slide for details)

- **In 2023, KAE conducted a two-part appraisal process.** In March, our entire team re-envisioned our corporate values. Five months later, our senior leadership team redefined our vision, mission, and purpose

- We **encourage our employees to mentor each other** and help each other grow in a supportive environment

- Our organisation **encourages honesty amongst our staff**, this enables us to offer our **employees rapid professional development**

- In our workplace, we strive to **foster a fun and innovative space**; we want our staff to be **passionate and quick to take the initiative**

Priorities for 2026

- We will **continue cultivating a corporate culture that is aligned with our values**, a culture that is apparent both internally amongst our staff, and externally with our clients and partners



ECONOMIC & GOVERNANCE

Corporate Culture (2/2) – Leadership Principles

SHARED OWNERSHIP & ACCOUNTABILITY

Leaders instil a sense of shared ownership and accountability, encouraging everyone to actively participate, learn and grow. By feeling responsible for outcomes, we focus on finding solutions and continuously improving together



AGILITY

See diversity and unique perspectives as strengths. We respect diverse opinions and adapt our communication leadership styles to meet individual needs



ACTIVE FEEDBACK & MENTORSHIP

Available for active feedback and mentorship, supporting team members by balancing autonomy with guidance. We provide timely, constructive feedback and are generous with our time and expertise to help others develop



CELEBRATE SUCCESS

Define objectives and metrics for success, recognise contributions and consistently celebrate each other's successes. We ensure that being a team player and contributing to the company's success is recognised and rewarded



CONSIDERATION & COMPROMISE

Show consideration for both client and colleague needs, explaining decisions and seeking compromise when necessary to foster mutual respect and understanding



GETTING IT RIGHT, OVER BEING RIGHT

Prioritise understanding and solutions over being right. We listen with empathy, validate concerns non-judgmentally and work together to resolve issues and remove blockers



EMBRACE DISCOMFORT FOR GROWTH

Initiate and engage in brave conversations and be willing to be new at something when developing skills. We see failure as a learning opportunity, accept support, acknowledge weaknesses, and create a safe environment for experimentation



CHALLENGE & IMPROVE

Challenge existing ideas and be open to change, seeking continuous improvement. We support calculated risk-taking and encourage stepping out of comfort zones to achieve the best outcomes



Behaviours to avoid:

Negativity: We avoid negative feedback without constructive suggestions, being disengaged, or unavailable

Distrust: We do not assume intentions or undermine trust

Inflexibility & complacency: We avoid being inflexible, complacent, or resistant to change. We do not dismiss concerns or fail to explain decisions

Exclusion & judgment: We avoid excluding team members from decision-making, rushing through their questions, or failing to demonstrate empathy. We refrain from negative comments or sabotage

Technology and Innovation

At KAE we seek to engage with technology and innovation in a **direct** and **indirect** manner. We do this by:

- Ensuring the **implementation and use of cutting-edge technologies** in our day-to-day activities
- **Supporting the research and innovation activities of our clients**

SDG Reference



Performance

Investing in our **digital transformation** has been a **strategic priority** for us throughout this reporting period. Thus, we have implemented a variety of **initiatives including the following:**

- ❑ In 2024, KAE began utilising **Microsoft Copilot and has hosted staff workshops** on how to employ this useful tool
- ❑ **We consistently host skills sessions** where team members with specific **technical expertise** (such as survey scripting, data modelling and presentation expertise) share their skills with colleagues. Adding to our **collective technological capabilities**
- ❑ At KAE, **our competency framework challenges our employees to utilise their skillset** to offer innovative and perceptive insights for our clients

We have incorporated **artificial intelligence** into our internal processes to help our team **save time, increase efficiency and maximise client value**. We use AI tools to:

- ❑ Transcribe interviews & meetings
- ❑ Speed up coding capabilities
- ❑ Conduct advanced regression and hierarchical techniques

In May 2025, we launched our AI policy. Our framework ensures all AI applications are used responsibly by our team and in compliance with GDPR. **KAE's AI policy not only prioritises compliance but also encourages the use of AI to augment our operations**

Priorities for 2026

KAE's target is to continue to enhance our technical expertise, particularly in relation to AI, utilising the latest technological developments and thought innovations to create the most impactful and all-encompassing solutions for our clients

ECONOMIC & GOVERNANCE



Case study: Technology and Innovation (1/2)

Through our work with clients, our technical expertise contributes to the development of new products, driving innovation and change

The challenge.

Our client, a global payment provider, through ongoing engagements with KAE had identified the strategic importance of **positioning themselves in the long-term as a value driver, rather than a commodity**, to their B2B customer base

We had identified the opportunity to provide more value to existing customers and grow revenue with them by **expanding vertically across the value chain “beyond payments” into AP and AR automation and ERP integrations**

They engaged KAE to help them **connect more deeply with their target audience, investigate the existing market** of B2B SaaS providers, identify how they themselves were **best positioned to expand** in this market successfully, and advise on **what to prioritise to ensure a resource-efficient execution** of their GTM strategy



ECONOMIC & GOVERNANCE

Case study: Technology and Innovation (2/2)

The approach.

Our comprehensive approach achieved **a holistic view** of what customers need from an AP/AR automation solution in different segments and verticals, the integration requirements with ERP systems, and how providers in the space are positioned to meet these needs and drivers across the end-to-end workflow/experience

- ❑ Discovery workshops with senior Product and Marketing leaders
- ❑ Extensive secondary research
- ❑ A comprehensive program of in-depth, semi-structured interviews with senior level industry executives and experts – from competitors, associations and customers

The result.

- ▶ Customer profiles to help them more deeply connect with the audience they were trying to reach and a conceptualisation of winning value propositions
- ▶ A prioritised roadmap with recommendations for an MVP and what to develop for future horizons (across different segments)
- ▶ Competitor benchmarking and profiling – highlighting the table stakes and opportunities for differentiation in both product and marketing
- ▶ Recommendations for formulating a business case and an effective GTM strategy



Client Satisfaction

The **satisfaction of our clients** is of **paramount importance** to KAE. We pride ourselves on providing bespoke business solutions that add value and unlock our client's potential for growth

Therefore, **we regularly request feedback from our clients**. Where we can improve, we onboard their feedback to ensure we continue to deliver cutting-edge solutions

GRI References

- ❑ **GRI 2-29** Approach to stakeholder engagement

SDG Reference



Performance

In our last ESG report, we committed to developing a **client feedback survey**. In November 2024, we **delivered, launching our client satisfaction survey**.

- This has provided our clients further feedback opportunities, and ourselves with the space to **assess our procedures and deliverables, and make improvements**

In addition to our client satisfaction survey, we sample client feedback through:

- ❑ **Weekly catch-ups** to ensure that research progress and client needs/wants remain aligned
- ❑ **Project reviews**, enabling us to proactively seeking to collect feedback on individual project performance
- ❑ **Account reviews with clients, which occur on an on-going basis**. These meetings (held monthly, quarterly or annually) give clients the opportunity to share suggestions on how the overall client relationship is managed



Priorities for 2026

KAE's target is to review and enhance our client feedback collection processes – particularly our recently launched satisfaction survey – **to ensure we continually deliver excellent deliverables that address our clients' business needs**

ECONOMIC & GOVERNANCE

Quality Control & Assurance

The delivery of project work that truly addresses the wants and needs of our clients, is **only possible through our commitment to high quality**

Through every level of our organisation, **our attention to detail and systematic review** of all outputs ensure our **business solutions are of impeccable quality**

GRI References

- **GRI 2-29** Approach to stakeholder engagement

SDG Reference



Performance

To guarantee our outputs **meet client expectations and our own internal standards**, we have the following quality assurance procedures in place:

- For every project, **PM's** put together **style guides**, that **ensure** the commitment of all team members to **format consistency**

- Our project teams **use check-lists to certify** that **client requirements** are **always met**

- Prior to project delivery, **we host multiple internal reviews of the suggested output across different levels of seniority**. This ensures that the final deliverable is of the upmost quality and meets client needs

- Since 2024, **we have collected team feedback and incorporated it into our project wash-ups**, helping team members identify where they can increase the quality of their output

Priorities for 2026

- For this, we will continue to conduct **attention-to-detail trainings** and working sessions to **share frameworks and tips** with all members of our team

- Our priorities will also include **supporting our staff with tools aimed at improving output quality control**



ECONOMIC & GOVERNANCE

Quality & Risk Management

To ensure we insulate ourselves from risks to the best of our ability, we have achieved certifications which ensure we meet **independent standards**. KAE provides our clients with confidence in our reliability as we are **FSQS certified**, and we are currently pursuing **Cyber Essentials certification**

Furthermore, in an age of data leaks and hacking attacks, **it is crucial our employees are aware of potential threats. We therefore provide training that enables them to be cyber aware**, further insulating ourselves from risk

GRI References

- ❑ **GRI 2-25** Process to remediate negative impacts
- ❑ **GRI 2-29** Approach to stakeholder engagement

SDG Reference



Performance

KAE is proudly FSQS (Financial Services Qualification System) certified. FSQS represents a community of financial institutions including banks, building societies, insurance companies, and investment services. This community collaborates to **establish a unified standard for managing complex third-and fourth-party data**, ensuring compliance with regulations and government policies

KAE Cyber training: New joiners receive **comprehensive training** to identify **potential security risks**, such as unusual network activity or unauthorised access attempts. This ensures they are well equipped to **protect our systems and data from threats**

Priorities for 2026

Our priority is to **continue improving our risk management capabilities** by **maintaining thorough cyber training** for employees **and our FSQS certification**

As part of our ongoing commitment to improving in this field, we are working towards achieving **Cyber Essentials accreditation in 2026**. This government-backed scheme **helps organisations safeguard against common online threats** and **enhance their overall cybersecurity posture**

SOCIAL

Our responsibilities & aims



- ▶ Diversity & inclusion
Fostering a diverse and inclusive workspace, ensuring equal opportunities for all balance
- ▶ Talent development & training
Investing in continuous learning and professional development programs for all employees
- ▶ Working conditions
Enhancing employee mental wellbeing by ensuring healthy work-life balance
Recognising and rewarding employee achievements and contributions to foster a positive work environment
- ▶ Labour human rights
Ensuring the implementation of fair and respectful working conditions
- ▶ Grievance mechanisms
Accountability is a priority of ours, to safeguard the vitality of our company. Therefore, we have robust grievance mechanisms in place

Diversity & Inclusion (1/2)

The rate at which new employees join an organisation provides valuable insights into an organisation's ability to **attract diverse and qualified talent**. Additionally, promotions **reflect KAE's commitment to the professional development of our employees**

Monitoring these metrics can highlight strengths in our **recruitment strategies** and **onboarding processes**, ensuring we **maintain a robust and inclusive workforce**

GRI References

- ❑ **GRI 401** Employment 2016
- ❑ **GRI 405** Diversity & equal opportunities 2016
- ❑ **GRI 2-8** Employees who are not employees

SDG References



KAE is made up of **22 employees**, **45.5% are under 30 years of age**. **36.4%** of these employees are **30-40 years of age**, **13.6% are 40-50 years of age**, and **4.5% are over 50 years of age**

So far in 2025, **we have welcomed 2 new joiners**, specialising in marketing and finance

Between 2024 and 2025, **3 members of the KAE team were promoted**, reflecting our commitment to recognising and advancing the talents and contribution of our employees

Performance

We offer **flexible employment options**, with **4 out of our 25 employees working part-time in 2025**

Additionally, in 2024 we collaborated with a pool of **12 contractors** on a project-by-project basis **to ensure access to complementary skills** (e.g., languages, quantitative modelling, etc)

	2023	2024	2025
Number of employees	25	29	22
Number of new hires	4	9	2
Number of leavers	4	4	5
Number of promotions	9	2	3
Part-time staff	3	4	4
Contractors	17	12	7

Priorities for 2026

In 2026, we plan to recruit for select positions. Whilst our focus in 2025 has been to support our current workforce, enhancing employee satisfaction, and upholding KAE values, **we are also committed to welcoming individuals with unique perspectives**

Diversity & Inclusion (2/2)

Fostering a **diverse and inclusive workplace** is not only our legal obligation but is also crucial for our success. In the consultancy industry, we frequently encounter complex challenges that require multiple perspectives. **Having a diverse group of employees who feel comfortable expressing themselves enables us to effectively meet these challenges**

At KAE, we make it our mission to create an environment **where all people can thrive, regardless of gender, sex, race, age or creed**

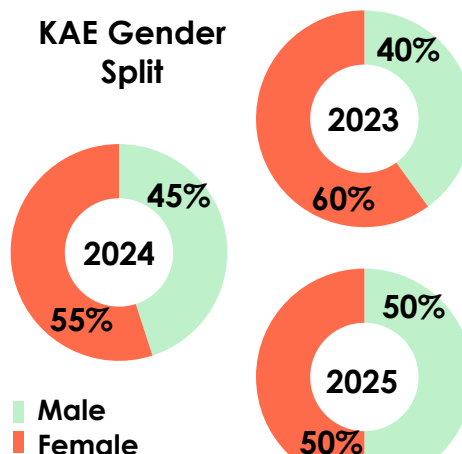
GRI References

- GRI 401 Employment 2016
- GRI 405 Diversity & equal opportunities 2016

SDG References

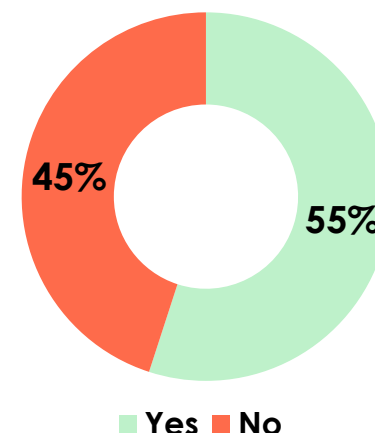


Amongst KAE's 22 permanent employees, **there are 15+ languages spoken in our office** and almost half our staff were born outside of the UK (as of 2025)



Performance

% Employees whose first language is English



Our **Equal Opportunities Policy** ensures that we actively welcome and support diversity, promoting an inclusive culture where everyone feels valued and respected. We want to continue building on this

84%

KAE's Employee feedback survey showed that the majority of employees felt that they were **consistently/generally treated with fairness and respect at work**

Priorities for 2026

We remain **committed to ensuring that minority groups and female employees** are not only represented but play a vital role in the success and daily operations of KAE

Our goal is to **foster an equitable workplace where diverse perspectives are genuinely valued**, and every individual's contributions are recognised and celebrated

Talent Development & Training

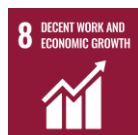
The **growth** and **success** of our employees are fundamental to KAE's mission. By investing in continuous **professional development**, we aim to ensure that our team possesses the **expertise, skills** and **industry insights** necessary to provide best-in-class services to our clients, while also fostering their own **personal** and **professional growth**

Our initiatives are designed to create a dynamic and supportive environment that promotes **learning, innovation, and leadership**

GRI References

- ❑ **GRI 404** Training and Education 2016
- ❑ **GRI 2-20** Process to determine remuneration

SDG Reference



Performance

Workshops with External Experts

We invest in our staff by supporting their **undertaking of external training courses** on areas such as **languages, sales, HR, data science and leadership**. External training engagements amounted to **51h in 2022, 99.5h in 2023** and **234.5h in 2024**

Regular AI Trainings

We hold **fortnightly AI training sessions**. These sessions aim to keep our team informed on the latest developments to ensure **we are best placed to augment our work with AI tools**

Sales enablement sessions

We provide various training forums such as **Business Development Forums**, aimed at building the sales and BD capabilities of our team

Global Conference Attendance

Employees **attend conferences and talk at events worldwide** such as CPI Global in New York, Money 20/20 in Amsterdam, and recently MPE in Berlin – their attendance helps them to develop their industry knowledge and PR network

Career progression roadmap

In 2023, KAE commissioned NewMinds, an **independent recruitment agency**, the task to **benchmark** our company's **role responsibilities and remuneration** standards against those of competitors with similar characteristics in terms of size, nature and market conditions. **This exercise culminated in** the implementation of new:



- ❑ **Career progression maps & promotion pathways**
- ❑ **Remuneration bands & standards**

Priorities for 2026

Expand and **diversify** training opportunities by:

- ❑ **Developing training programmes:** introducing new modules on climate science and ESG principles
- ❑ **Leadership development:** providing advanced training sessions, mentorship opportunities and leadership workshops to foster continuous improvement

Through these priorities, we aim to **cultivate a knowledgeable workforce dedicated to driving positive environmental and social change**

Working Conditions (1/3)

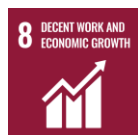
Our team's wellbeing is not just important, it's non-negotiable. We understand that their success directly impacts ours. That's why we aim to proactively create an environment that supports and empowers them

Through schemes like the **flexible work policy and our healthcare plan**, we strive to ensure that our employees feel valued for their diligence

GRI References

- **GRI 401** Employment 2016
- **GRI 2-29** (Approach to stakeholder engagement)

SDG Reference



Performance



KAE cash plan

We provide our employees with the highest level of healthcare coverage through the **BUPA Cash Plan Level 3** and **BUPA Private Health Insurance**. This comprehensive package covers healthcare expenses and helps manage monthly costs. Employees can also claim **reimbursement for medical treatments** paid for out-of-pocket through the BUPA Cash Plan



Group life insurance

In addition to our BUPA cash plan, we offer an **AIG Life insurance program** that we fully fund, offering 3x basic salary at no added employee cost



Work from home

To ensure maximum flexibility for our employees, KAE has implemented **a work-from-home guidance** under the flexible working policy allowing our employees to work remotely **two days per week**. Additionally, we support employees who wish to work from their home countries, enabling them to spend time with their families whilst **working abroad**



79%

KAE's Employee feedback survey showed that the majority of employees were either **satisfied/very satisfied with the KAE's work-from-home guidance**, with the remaining 21% of employees feeling neutral about it

Priorities for 2026

While we experience high levels of overall employee satisfaction, we are **always seeking ways to enhance our employees' experiences**

To this end, we plan to continually **reassess our employee benefits**, ensuring they align with the needs and expectations of our team by **incorporating feedback on KAE's benefits from our employee survey**

Working Conditions (2/3)

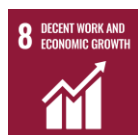
We **prioritise listening to our employees' needs** and **perspectives** through our internal **employee feedback survey**. This survey, conducted twice a year, provides valuable feedback and helps us to measure employee satisfaction

By gathering this feedback, we can identify both **strengths** and **areas for improvement**, supporting the ongoing enhancement of our employees' experience

GRI Reference

- ☐ **GRI 401** Employment 2016
- ☐ **GRI 2-25** Process to remediate negative impacts
- ☐ **GRI 2-29** Approach to stakeholder engagement

SDG Reference



2025 Employee Feedback Survey

“I feel proud to work for KAE”

68% strongly agreed/agreed

The organisational values strongly align with my personal values:

89% strong agreed/agreed

How satisfied are you with your current line manager?

84% felt very satisfied/satisfied

Do you feel you are treated with fairness and respect at work?

84% said they consistently/generally feel this

Performance



Circle of Trust meetings

We hold Circle of Trust meetings where employees of the same grade meet separately to **share experiences and discuss improving daily operations and life at KAE**. Summaries of these discussions are sent to senior management for feedback and to **create actionable plans addressing raised points** where possible



Regular Line Manager meetings

We understand the importance of providing time for our employees to meet with their Line Managers to give and receive feedback. Therefore, we **encourage all Line Managers and Manages to have weekly meetings**

100%

Of employees receive regular performance and career development reviews

Priorities for 2026

Listening to our employees remains a key driver of progress at KAE. We are committed to **turning feedback into action** – refining communication channels, introducing meaningful workplace improvements, and **fostering a culture where everyone feels heard and supported**. By prioritising these efforts, we aim to **boost both the company's performance and employee wellbeing**

Working Conditions (3/3)

We value our employees and acknowledge the lengths they go to in making KAE a standard of excellence in the consulting field. Therefore, **we go the extra mile to ensure they receive the rewards and recognition** that befit their efforts

At KAE, we not only make a priority of rewarding our staff, **but we also guarantee them the platform for feedback to be given.** This offers our employees the potential for accelerated professional development

GRI Reference

- GRI 401 Employment 2016
- GRI 2-29 Approach to stakeholder engagement

SDG Reference



Performance

Our **Star of the Quarter** award provides employees with a way to **recognise** their **colleagues** through **celebrating** and **rewarding** their work and contributions

KAE also gives awards to four employees who exemplify each of **KAE's core values**: Work Together, Care & Share, Choose Courage, and Stay Curious. These awards recognise individuals who have made **extraordinary contributions to the company and their teams**, highlighting specific, **progressive activities** that embody these values

Work Together

Showcases an individual who exemplifies great team collaboration

Care & Share

Recognises an individual for their support, generosity, coaching and partnership with other employees

Choose Courage

For helping choose “right over comfort” and helping to create change

Stay Curious

For exemplifying great passion, fun and initiative on a project / more generally

Priorities for 2026

- **Recognition as a core value:** At KAE, acknowledging the efforts of our people is fundamental to how we cultivate a positive and high-performing culture. We believe in consistently showing appreciation for the work our teams do
- **Expanding opportunities to celebrate success:** We are focused on creating more meaningful ways to recognise and reward outstanding contributions – highlighting the dedication, impact, and achievements of our employees across the business



Labour Human Rights

KAE acknowledges its **responsibility towards its employees** and has a robust **Labour Standards Policy** in place

This policy is not only relevant to KAE itself, but also its **contractors, sub-contractors, suppliers, freelancers**, members of the public and other parties engaged with KAE's business

GRI Reference

- ❑ **GRI 2-23** Policy commitments

SDG Reference



Reasons for establishing a labour standards baseline

Our ethical responsibilities:

KAE has an **obligation towards its employees, stakeholders** and the **communities** in which we work and operate. We wish to carry out work and do business in an **ethical way**

Reduced quality of service:

KAE recognises that there is commonly a link between poor labour standards and poor quality of services. To this end, it is in the interest of the company to **ensure that we always reach and exceed minimum labour standard requirements**

Avoiding adverse publicity and damage to company's reputation:

Adverse publicity from the discovery of poor labour standards presents reputational and structural risks to the company not only in terms of revenue, but also in respect of staff recruitment and retention. Poor labour standards can also lead to a loss of trust and confidence with suppliers and within the wider community

Our Labour Standard Policy encompasses various crucial areas, including but not limited to:

- ❑ **Child labour**
- ❑ **Forced or compulsory labour**
- ❑ **Health and safety**
- ❑ **Freedom of association**
- ❑ **Discrimination**
- ❑ **Disciplinary practices**
- ❑ **Working hours**
- ❑ **Remuneration**

KAE's commitment

KAE commits to periodically reviewing its policy in order to continually **improve** labour standards within the workplace

KAE shall continue to take into consideration: changes in legislation, legal advice as necessary and any other requirements to which KAE subscribed, to **ensure adequacy, suitability and the continuing effectiveness of this policy**

ENVIRONMENTAL



We believe that our **responsibility towards the environment is twofold**. We must endeavour to **reduce our environmental footprint** and **promote environmentally-friendly practices and innovation**

At KAE we seek to:

- ☐ Limit our negative contributions to climate change by **tracking** and **managing our internal operations**
- ☐ Foster a positive impact on the environment by **promoting sustainable innovation through the work we do for our clients**

Our responsibilities & aims

▶ Internal climate action

Limiting carbon footprint through the reduction of CO2 emissions (including energy consumption, business travel, etc.)

▶ External climate action

Promoting sustainable change and innovation by delivering research and strategic insights to our clients

ENVIRONMENTAL



Internal Climate Action (1/2)

At KAE, we comply with all external environmental expectations. Our CSR policy recognises KAE's **duty to the environment beyond legal and regulatory requirements**. Given the scale and service nature of our business, our emissions are largely generated by the **maintenance of our offices, the commute practices of our employees and business travel**

We seek to promote sustainability in business by **ensuring eco-friendly internal policies**

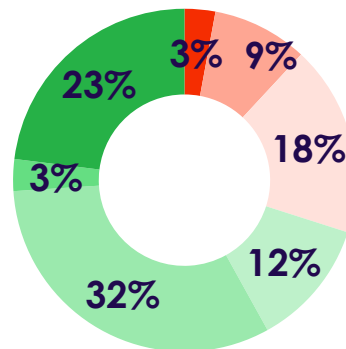
GRI References

- GRI 305 Emission 2016
- GRI 2-27 Compliance with laws and regulations

SDG References



Commuting statistics – Modes of transport used



■ Car ■ Bus ■ Underground ■ Bike ■ Train ■ Electric scooter ■ Walk



Commuting Percentages

Close to 80% of our employees use **public transport for at least part of their commute** to the office. **16%** of employees contributing no emissions, electing to **cycle, while only 1 employee uses a car**. KAE employees **work from home on an average of 2.4 days per week**



Commuting Emissions

KAE's CO₂ equivalent commute emissions is estimated at 3.26 tons per year, which is approximately 0.5 tons per year less than in 2024 – underlining our commitment to reduce our carbon footprint wherever possible

Cycle to Work

Encouraging sustainable forms of transport, KAE has a '**Cycle Scheme**', an **employee benefit system which helps individuals save on new bike purchases**

Steps Challenge

Every year, KAE staff take part in the 'Steps Challenge', a **two week-long competition where teams compete for the most steps**. Employees are encouraged to walk in to the office to promote **employee health and wellness** as well as **eco-friendly mobility**. Rewards are given on a **group and individual basis**, recognising commitment, consistency and teamwork – **in line with our values**

Business Travel

Despite KAE's global project activity, with **most projects located outside of the UK**, our employees undertook **44 flights in 2022, 60 flights in 2023, and 52 in 2024**. To mitigate our environmental impact, we actively seek to conduct our operations from the UK. KAE's CO₂ equivalent emissions from flights were **5,557kg in 2022, 9,282kg in 2023, and 10,287kg in 2024**

Internal Climate Action (2/2)

At KAE, we believe that a successful **sustainability policy** starts with a **thorough** and **honest** look at our **carbon emissions** and **energy usage**. This attention to detail must continue at every level

In September 2023, we **moved our office** across London, **boosting our energy efficiency**. At the same time, we expect our employees to be **accountable** and **proactive** in **reducing waste** and **minimising the use of heating, air conditioning and lighting** wherever possible

SDG References



Current internal office actions

Moving Offices

KAE moved offices in 2023, **upgrading** the office energy efficiency **rating from an EPC D to EPC B**. Our new HQ at Cowcross Studios, Farringdon, benefits from superior insulation

Energy Efficiency

Our move **reduced our office space by 27%, nearly doubling our efficiency**. We've cut the square footage per employee from **144.5 in 2022 to 77.8 in early 2024**. With support of our flexible working policies, we are committed to optimising our energy consumption

Waste Management

We have equipped our office space with several **recycling bins**. Additionally, we employ a **specialist waste management company** to handle refuse disposal

Paper Recycling

We believe in **keeping data digital** where possible. We print sparingly, and exclusively in duplex

Setting Absolute Emissions Reduction Targets

In 2024, we committed to setting **absolute Scope 2 and Scope GHG emissions reduction targets** aligned with international best practices. Using 2023 as our baseline year, we will establish clear reduction goals for 2030 and beyond.

- **Scope 2:** As we operate in a serviced office, we use location-based factors from the local electricity grid to calculate emissions. We aim to work with our office provider to access market-based data in future.
- **Scope 3:** Our targets will focus on the most material categories in our value chain, addressing indirect emissions outside our direct control.

Priorities for 2026

We will publish and begin implementing our **absolute Scope 2 and 3 reduction targets**, improve the **quality of our Scope 3 data**, and **engage suppliers** to support low-carbon practices.

We will focus on **reducing business travel emissions**, enhancing **employee awareness of sustainable choices**, and working with our office provider to explore **renewable energy options**. Progress will be **reviewed annually** to ensure we remain on track.

ENVIRONMENTAL



External Climate Action

KAE provides **tailored insights** and **detailed analysis** to tackle our clients' ESG-related challenges

Through our **consulting work**, we can positively impact the environment and promote sustainability **on a much larger scale than our company size suggests**

Looking ahead to 2025, KAE is **dedicated to broadening** and **depending its ESG project portfolio**

SDG Reference



Key Capabilities



Strategy & GTM

Founded on an understanding of long-term trends and best-in-class practices, we develop our clients' sustainability strategies to achieve a competitive edge



Product Development

We help our clients build a comprehensive sustainability product offering that resonates with their customer base, and matches consumers' priorities



Marketing

Underwritten by an in-depth understanding of market segmentation, we seek to communicate our clients' sustainability agendas to different stakeholders



ENVIRONMENTAL

Case study: Sustainability (1/2)

Through our work with clients, our technical expertise contributes to the development of new products, driving innovation and change

The challenge.

A global financial institution engaged KAE to help develop a sustainability product within the banking vertical, with a focus on the SME segment across the UK, France, Italy, Germany, Sweden, and Poland

Beyond helping shape their product proposition, our client wanted KAE's aid in developing internal and external stakeholder strategy communications. Through a refinement of their product proposition and accompanying marketing, our client sought to become a key sustainability partner in the SME segment



ECONOMIC & GOVERNANCE

Case study: Sustainability (2/2)

The approach.

Initially, KAE conducted interviews with 54 businesses (micro, small, and medium sized) in order to gauge relevant features and services to our client's target base. KAE then mapped target clients to understand where they sit on the sustainability adoption scale, and what drives decision making. Product testing sessions on 10 sustainability product features developed by our client were then conducted, and feedback gathered from SMEs on their expectations from their banking provider. Subsequently, analysis of important features was then conducted

The result.

- ▶ Based on KAE's recommendations, our client set on launching selected product features that were identified as appealing to their target customers
- ▶ KAE's recommendations informed the client's communications internally and externally
- ▶ Our client plans to utilise KAE's report in its communication with its banking clients and in suggesting new propositions to add to the offering



GRI INDEX: GENERAL INFORMATION

Statement of use

» KAE Marketing Intelligence (ltd) has built the present sustainability report implementing the Global Reporting Initiative (GRI) for the period from 1 January 2024 to 31st of December 2024

GRI's used

- »
- GRI 1: Foundation 2021
 - GRI 2: General Disclosures 2021
 - GRI 3: Material topics
 - GRI 200: Economic
 - GRI 300: Environmental
 - GRI 400: Social

GRI 1: FOUNDATION 2021

GRI Requirement	Description	Additional information
Requirement 1	Apply GRI's reporting principles	KAE has adhered to the GRI reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability
Requirement 2	Report the disclosures in GRI 2: General Disclosures 2021	KAE has provided disclosures on all mandatory disclosures except for disclosure 2-4. This disclosure is not applicable, since this is the first time that the company is publishing a sustainability report and, therefore, there are no restatements possible
Requirement 3	Determine material topics	KAE has determined material topics based on the organisation's impact on the economy, society and the planet. This assessment was conducted engaging a variety of internal stakeholders including executive manager members
Requirement 4	Report the disclosures in GRI 3: Material topics 2021	KAE reported about its material topics in accordance with the disclosure requirements outlined in GRI 3: Material topics 2021

GRI 1: FOUNDATION 2021

GRI Requirement	Description	Additional information
Requirement 5	Report disclosures from the GRI Topic Standards for each material topic	KAE has reported in accordance with the disclosure requirements set in the GRI Topic Standards guidelines
Requirement 6	Provide reasons for omission for disclosures and requirements that the organisation cannot comply with	KAE has flagged in this index which disclosures have been omitted in this report and provided an explanation for said omissions
Requirement 7	Publish a GRI content Index	KAE has published a GRI content index
Requirement 8	Provide a statement of use	KAE has provided a statement of use within this index
Requirement 9	Notify GRI	Following the publishing of this report, KAE will notify GRI

GRI 2: GENERAL DISCLOSURES

GRI Reference		Reporting status	Additional information / Reason for omission	Report page number
2-1	Organisational details	Fully reported	-	6-7
2-2	Entities included in the organisation's sustainability reporting	Fully reported	-	3
2-3	Reporting period, frequency and contact point	Fully reported	-	3, 17
2-4	Restatements of information	Fully reported	KAE has not made any restatements of information reported in our 2024 sustainability report and therefore we are compliant with GRI 2-4	-
2-5	External assurance	Fully reported	-	14
2-6	Activities, value chain and other business relationships	Fully reported	-	6
2-7	Employees	Fully reported	-	30

Note: KAE has reported to the best of its ability given the information available and the requirements applicable to a company of our size and nature

GRI 2: GENERAL DISCLOSURES

GRI Reference		Reporting status	Additional information / Reason for omission	Report page number
2-8	Workers who are not employees	Fully reported	-	30
2-9	Governance structure and composition	Fully reported	-	16
2-10	Nomination and selection of the highest governance body	Fully reported	-	16
2-11	Chair of the highest governance body	Fully reported	-	16
2-12	Role of the highest governance body in overseeing the management of impacts	Fully reported	-	16, 18, 23
2-13	Delegation of responsibility for managing impacts	Fully reported	-	18
2-14	Role of the highest governance body in sustainability reporting	Fully reported	-	16

GRI 2: GENERAL DISCLOSURES



GRI Reference		Reporting status	Additional information / Reason for omission	Report page number
2-15	Conflicts of interest	Fully reported		17
2-16	Communication of critical concerns	Fully reported	-	3, 18
2-17	Collective knowledge of the highest governance body	Not reported	The required disclosures have been omitted due to lack of information. KAE's highest governance body does not currently undertake training to advance their skills and knowledge of sustainable development. However, we have included in the report our commitment to address this gap in the coming year	32
2-18	Performance evaluation of the highest governance body	Fully reported		17
2-19	Remuneration policies	Partially reported	We have refrained from publishing specific information about the remuneration of our highest governance body, senior executives and employees due to confidentiality concerns given the small size of our company. We have however disclosed information on the retirement benefits provided to employees	22

GRI 2: GENERAL DISCLOSURES



GRI Reference		Reporting status	Additional information / Reason for omission	Report page number
2-20	Process to determine remuneration	Fully reported	-	32
2-21	Annual total compensation ratio	Not reported	We have refrained from publishing specific information about compensation due to confidentiality concerns given the small size of our company	32
2-22	Statement of sustainable development	Fully reported	-	4, 5
2-23	Policy commitments	Partially reported	We have partially reported on this disclosure due to lack of information. We have described our policy commitments to respect human rights. However, KAE does not currently communicate these policies to business partners and other parties	9,17,36
2-24	Embedding policy commitments	Fully reported	-	17,18,23
2-25	Processes to remediate negative impacts	Fully reported	-	3,9,10,18,28,34

GRI 2: GENERAL DISCLOSURES

GRI Reference		Reporting status	Additional information / Reason for omission	Report page number
2-26	Mechanisms for seeking advice and raising concerns	Fully reported	-	3,18
2-27	Compliance with laws and regulations	Fully reported		17
2-28	Membership associations	Not reported	This disclosure is not applicable to KAE since we do not currently hold any industry or other membership associations	-
2-29	Approach to stakeholder engagement	Fully reported	-	8, 26-28. 33-35
2-30	Collective bargaining agreements	Not reported	This disclosure is not applicable since none of KAE's employees currently engage in collective bargaining	-

GRI 3: MATERIAL TOPICS 2021



GRI Reference		Reporting status	Additional information	Report page number
3-1	Process to determine material topics	Fully reported	-	10
3-2	List of material topics	Fully reported	-	10-12
3-3	Management of material topics	Fully reported	Embedded across deck	15-43

GRI TOPIC-SPECIFIC STANDARDS



GRI Reference		Reporting status	Additional information	Report page number
GRI 200: ECONOMIC				
KAE has reported based on the information available and applicable given the size and nature of the company				
201	Economic performance 2016	Partially reported	GRI 201-1 Direct economic value generated GRI 201-3 Defined benefit plan obligations and other retirement plans	20,22
205	Anti-corruption 2016	Partially reported	GRI 205-2 Communications and training about anti-corruption policies	19
207	Tax 2019	Partially reported	GRI 207-1 Approach to tax GRI 207-2 Tax governance, control and risk management	21
GRI 300: ENVIRONMENTAL				
305	Emission 2016	Partially reported	GRI 305-3 Other indirect (Scope 3) GHG emissions	38
GRI 400: SOCIAL				
401	Employment 2016	Partially reported	GRI 401-1 New employee hires and employee turnover GRI 401-2 Benefits provided to temporary or part-time employees	30,31,33,34,35

TOPIC-SPECIFIC STANDARDS



GRI Reference	Reporting status	Additional information	Report page number	
GRI 400: SOCIAL				
404	Training and education 2016	Fully reported	GRI 404-1 Avg. hours of training per year per employee GRI 404-2 Programs for upgrading employee skills and transition assistance programs GRI 404-3 Percentage of employees receiving regular performance and career development reviews	32
405	Diversity and equal opportunity	Partially reported	GRI 405-1 Diversity of governance bodies and employees	16,30,31

We are KAE.

KAE

Thank you.

Get in touch.



Anna Pantazi
Managing Director

 anna.pantazi@kae.com

 [Connect](#) with Anna

www.kae.com

