



KAE's SUSTAINABILITY REPORT

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

July 2024

2023 ACHIEVEMENTS

ECOVADIS: SILVER RATING

External assessment

Silver rating



Our commitment to improve involves collaborating with independent third-parties to accurately and impartially assess our sustainability performance

In 2023, we are proud to have continued to seek external assessments and to have upgraded our Ecovadis rating from bronze to silver

2021



2023



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

Recognizing the talent and rewarding the achievements of our members regardless of gender, age, race, religion, sexuality or nationality is therefore a priority for us

In 2023, we celebrate having continued to be an example of female leadership with Anna Pantazi becoming KAE's Managing Director



ENERGY EFFICIENCY

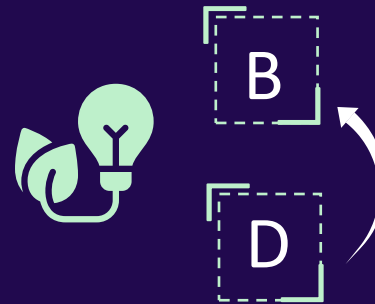
Energy efficiency

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 2023, our team changed offices, improving our Energy Performance Certificate (EPC) rating from D to B



CORPORATE CULTURE

Corporate culture

Values



In 2023, we completed a two-part appraisal to re-envision our company values and mission

All levels of our organisation were involved in this process. Our company's mission was drafted by executive members and our values reimagined in a workshop involving the whole company

We created a set of overarching categories that encompassed all the values our team held, so that we could craft a truly representative culture



ABOUT THE REPORT

We are excited to publish the first edition of KAE's sustainability report. This provides a look into our company's **sustainability performance** for **FY22** and **FY23** as well as our **priorities and objectives for FY25** 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

Dear Stakeholders,

I am pleased to present KAE's inaugural Sustainability Report. This report marks a significant milestone in our journey towards greater environmental, social, and governance (ESG) responsibility. As a consulting firm, we recognise the pivotal role we play in guiding our clients towards sustainable business practices. Equally important is our commitment to embedding these principles within our own operations.

Our overall vision for sustainability is to be a catalyst for positive change, both within our firm and through our influence on clients and partners. In the short-term, we aim to enhance our digital infrastructure and minimise our paper usage. With our recent migration to SharePoint, we are leveraging cloud services to minimise reliance on physical servers, contributing to our sustainability goals. Medium-term, we are focused on expanding our sustainability consulting services to help more clients achieve their ESG objectives. Long-term, we aim to fully integrate sustainability into our business model and continuously improve our ESG performance.

Strategic priorities



Governance

- Strengthen compliance, risk management
- Uphold the highest standards of ethical conduct



Social

- Promote diversity through comprehensive EDI training
- Enhance employee well-being programmes



Environmental

- Optimise our hybrid working model
- Enhance our digital infrastructure
- Engage employees in sustainability initiatives

We are committed to adhering to internationally-recognised standards, such as the Global Reporting Initiative (GRI) Standards and the United Nations Sustainable Development Goals (SDGs) and integrating these frameworks into our long-term strategy to ensure sustainable success.



A LETTER FROM OUR MANAGING DIRECTOR



Anna Pantazi

Managing Director

We are acutely aware of broader macroeconomic and political trends that influence our sustainability priorities. Climate change, regulatory shifts, and increasing societal expectations for corporate responsibility are key factors driving our sustainability agenda. Additionally, the rapid advancement of technology and the evolving landscape of work post-pandemic have highlighted the importance of flexibility and innovation in our sustainability approach.

Key achievements and challenges

During the reporting period, we made significant progress in several areas:

- Migrated to SharePoint and cloud services, eliminating our reliance on physical servers
- Launched comprehensive EDI training for all employees
- Strengthened our hybrid working model to support sustainability and work-life balance

However, we also faced challenges, particularly in balancing remote work with maintaining a cohesive company culture. We are actively addressing this by enhancing our virtual collaboration processes and creating more opportunities for in-person team interactions when feasible.

Reflecting on our performance, we met several targets but recognise ongoing challenges, such as further reducing our carbon footprint, enhancing our data collection processes for better transparency, and continuing to foster a diverse and inclusive workplace. Goals for the next 3-5 years include becoming a leader in sustainability consulting, and continuously improving our internal ESG practices.

While we are proud of our achievements to date, we recognise that there is always more work to be done. I invite you to read through this report to learn more about our initiatives and progress.

Thank you for your continued support and partnership as we strive to build a more sustainable and equitable future.

Sincerely,
Anna Pantazi

Our Mission & Primary Activities

KAE is a research and consulting boutique 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	<ul style="list-style-type: none">• Deliver day-to-day business operations, building value through their knowledge and skills	<ul style="list-style-type: none">• Annual employee survey• Training and development• Weekly performance check-ins through line manager meetings
	Leadership team (incl. board of directors & shareholders)	<ul style="list-style-type: none">• Set the firm's strategic direction, long term objectives and sustainability policy• Provide the financial capital and corporate oversight required for the company to flourish	<ul style="list-style-type: none">• Regular board meetings• Frequent management team meetings
External	Clients	<ul style="list-style-type: none">• Primary recipients of our consulting services	<ul style="list-style-type: none">• Account manager meetings• Regular project feedback• Dialogue through events and conferences
	Suppliers	<ul style="list-style-type: none">• The supply chain and relationships that allow our business to function	<ul style="list-style-type: none">• Supplier reviews• Ongoing feedback
	Civil society	<ul style="list-style-type: none">• The broader collective who we have a responsibility to as a business	<ul style="list-style-type: none">• Thought leadership pieces• Social media• Contact details on website

OUR COMMITMENT



Our impact plan

As of 2024, 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 polices 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**

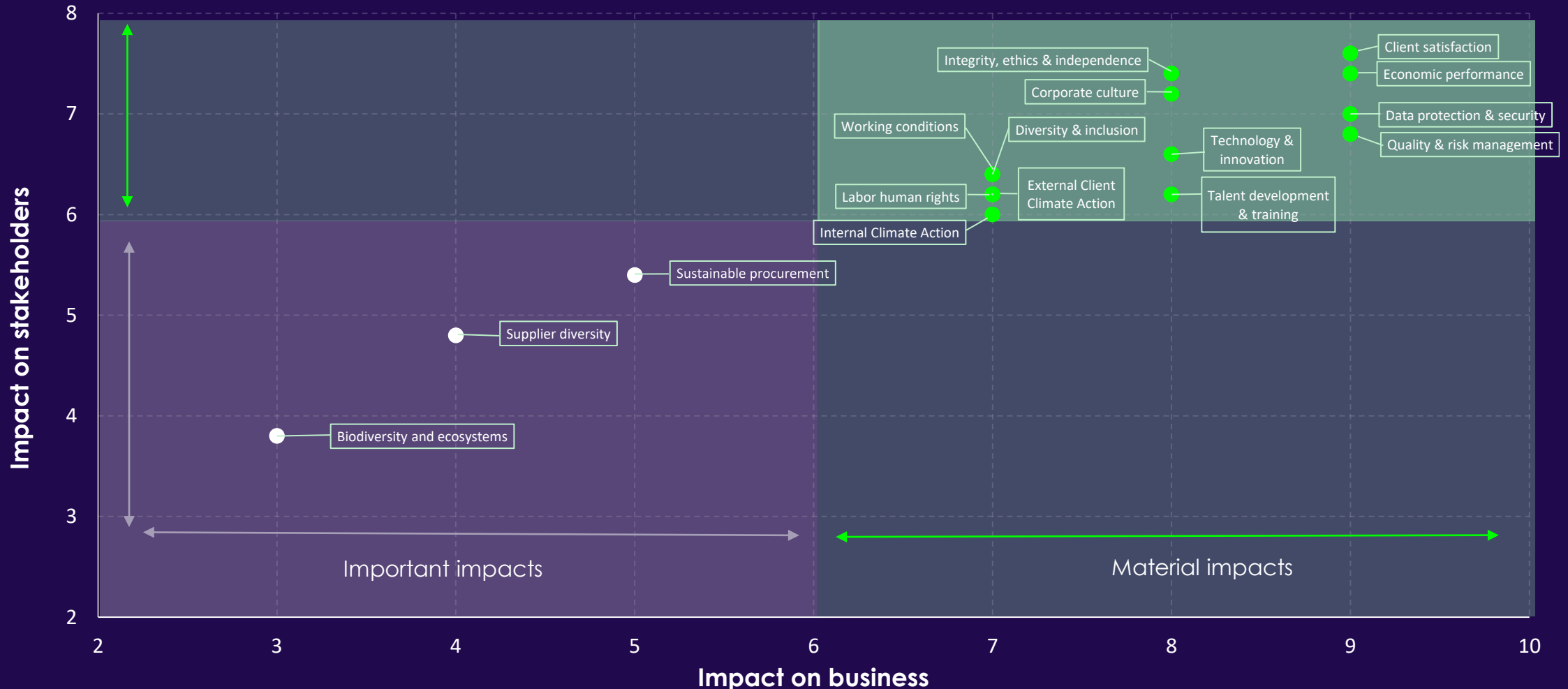
Environment



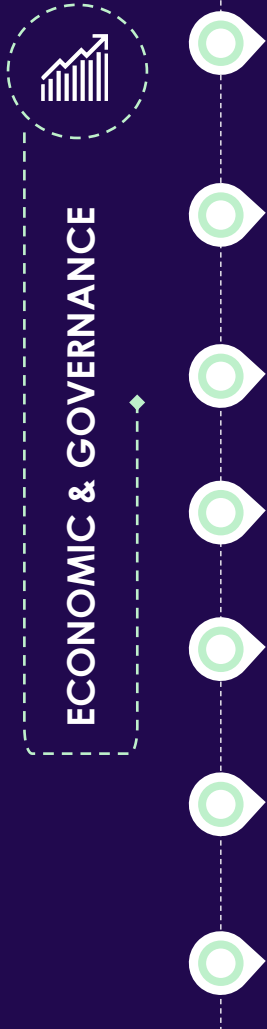
We want to **be part of the solution** for the present **climate crisis.** Irresponsible activities can aggravate climate change, resource depletion, and environmental deterioration. Because of this, KAE acknowledges the importance of ethical and environmentally-conscious corporate behaviour, having **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

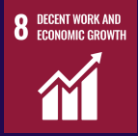
We have conducted a materiality assessment by identifying our impact on society, the environment and the economy, and evaluating the importance of each of these impacts to our business and our stakeholders. A variety of stakeholders (including employees, our internal ESG team and management leaders) 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:



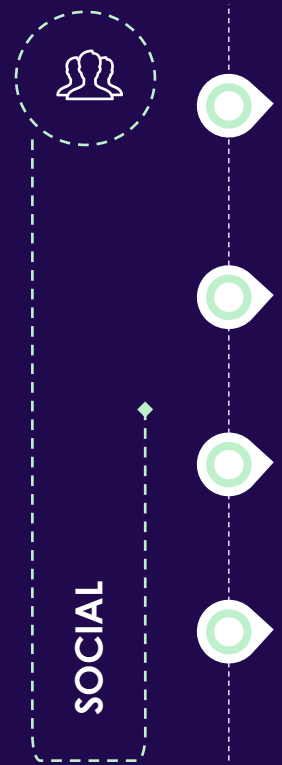
MATERIALITY TOPICS




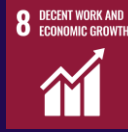


Materiality topic	GRI References	SDG References
Ethics, integrity & independence	GRI 2-23 (Policy commitments) GRI 2-24 (Embedding policy commitments) GRI 2-25 (Process remediate negative impacts) GRI 205 (Anti-corruption)	SDG 16 (Peace, justice & strong institutions); SDG 17 (Partnerships for goals)
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
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)	SDG 7 (Affordable energy and clean energy, SDG 11 (Sustainable cities and communities), SDG 13 (Climate action)
External Climate action	N/A	SDG 12 (Responsible consumption and production)



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 2023, our practices and operations were evaluated by two different and trusted organisations: Ecovadis and the Financial Supplier Qualification System (FSQS)

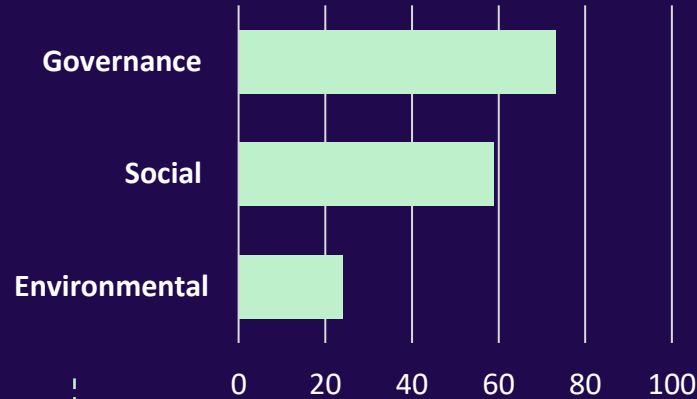


» We are proud to have upgraded our Ecovadis rating from bronze to silver in the past year. This signals a step in the right direction; however, we acknowledge our responsibility to continue implementing change

Ratings

Our overall FSQS sustainability rating averaged at

» **57.93**



Individual scores

- 73.3** Governance
- 58.9** Social
- 24.1** Environmental



Our FSQS score shows there is room for improvement in our day-to-day operations and, 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 four 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 organization, but the majority owner of our company



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



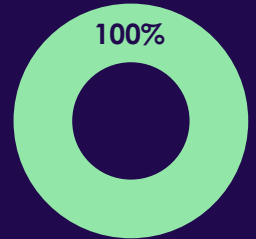
Integrity:

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

Priorities for 2025

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

Employees compliant



We also aim to review and further refine our performance by creating and formalising internal policies on conflicts of interest and leadership team performance & evaluation

To increase transparency, we will also publish our first ESG report by the end of December 2024 (coinciding with the end of our financial reporting year) and establish an internal procedure to repeat this exercise on a yearly basis



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

SDG References



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 2025

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 (1/3)

Revenue is a key indicator of an organisation's financial performance and stability. Revenue can be understood as net sales in addition to income from financial investments and sales of assets

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

GRI References

- GRI 201 Economic performance 2016

SDG Reference



Performance



KAE had revenue of £3,810,022 in 2023, representing a strong financial performance despite general economic downturn in the UK



Gross revenue for 2022 was £3,598,506



Gross revenue for 2023 was approximately 6% higher than the figure for 2022



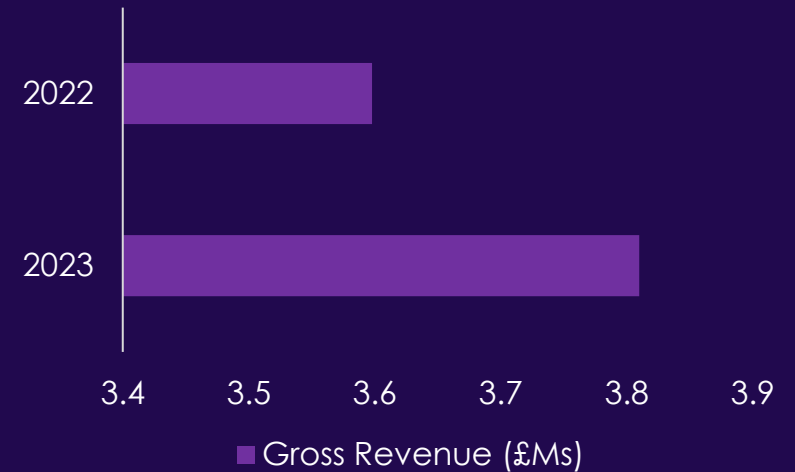
For 2023, our direct costs were £847,576



For 2022, our direct costs were £549,237

Priorities for 2025

Gross revenue (£Ms)



For 2024, we have set a conservative revenue target of £3.6M. This reflects our strategic focus on long-term sustainability and resilience over short-term growth

Our priority for 2025 is to deepen investments in key areas such as expanding our sustainability consulting services and enhancing internal capabilities

ECONOMIC & GOVERNANCE

» Economic Performance (2/3)

KAE fully understands our obligation to pay a proportionate amount of tax, we fully support efforts to ensure organisations are transparent about how they manage their tax affairs. We also have a responsibility to our stakeholders to deliver a sustainable tax rate, one that is fiscally efficient

GRI References

- GRI 207 Tax 2019

SDG Reference



Performance



KAE paid £17.5K in taxes in 2023 and £39K in taxes in 2022



Our risk management and governance arrangements are reported directly to KAE's Board of Directors, which meets regularly



Our tax control framework comprises a three-part process. We outsource our tax reporting to Bright-Grahame Murray, this is reviewed by the same organisation's audit team. Prior to submitting our tax, our internal team conduct a review



We do not engage in artificial tax arrangements, and we submit tax returns according to statutory time limits, engaging with tax authorities with transparency

KAE seeks to continue to pay a sustainable level of tax, in a fully transparent manner. Cooperation with tax authorities and certainty when making decisions on taxable transactions, is key to the financial health of our organisation



Priorities for 2025

In order to continue ensuring our tax compliance in the most efficient way for our business, we will continue our constructive partnership with Bright-Graham Murray through 2025



Our three-part tax framework helps us manage risk and ensures tax compliance

ECONOMIC & GOVERNANCE

» Economic Performance (3/3)

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 2025

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

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



At KAE, teamwork and collaboration are at the core of all the work we do, ensuring all our deliverables harmonise an array of unique perspectives



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 2025

Currently, we are completing another appraisal process on establishing our leadership principles. 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

» 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 June 2023, we transitioned to SharePoint, a secure and more sustainable place for our employees to organise and store information, with access from any device



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
- Etc.

Priorities for 2025

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



ECONOMIC & GOVERNANCE

» Technology and Innovation: Case Study

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



The challenge



KAE was hired to help a global payment provider develop their capability in AP/AR automation and ERP integrations



The goal

The client engaged KAE to help it better understand the needs of the market and the competitive landscape, to inform its product development and marketing strategy



Approach

Discovery of client needs, objectives, and hypothesis



Extensive secondary research conducted



In-depth interviews with industry stakeholders



Analysis and reporting



Our methodology employed

Our mixed methodology expertise enables us to produce statistically robust quantitative research and analysis, complementing our in-depth qualitative analysis



Delivery

A prioritised selection of ERP integrations / partners across various industry verticals

- » Minimum Viable Product (MVP) recommendations
- » A set of prioritised features for the Product roadmap to support future horizon planning across different segments
- » Recommendations on the ideal Marketing Messaging Hierarchy across SMB vs Enterprise segments

ECONOMIC & GOVERNANCE

» 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

We have several procedures in place to ensure that our clients are satisfied and receive the maximum value from the outputs we deliver. These measures include on-going and post-project feedback processes



Throughout the course of projects, we typically hold weekly catch-ups with clients to ensure that research progress and client needs/wants remain aligned



Upon project completion, our PMs conduct reviews with clients, proactively seeking to collect feedback on individual project performance



Additionally, our account owners hold account reviews with clients 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 2025

KAE's target is to create a recurring process that offers a comparable and holistic view of total client satisfaction



For this, we aim to expand our feedback collection channels, creating a standardised client-satisfaction survey that is distributed bi-annually across all KAE clients

This will provide our clients with further feedback-giving opportunities and, ourselves, with space for the improvement of our procedures and deliverables



We will also aim to formalise a per-project feedback review process

This will help ensure that client feedback is adequately shared with all members of our team and incorporated into future deliverables

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

Priorities for 2025



We will aim to continue improving our internal quality control measures. In 2024, we will begin adding feedback on team members to our project wash-ups, to ensure that all our team-members are able to identify where they can increase the quality of their output

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



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

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 2025

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

As we look to continue improving in this field, we are also aiming to be Cyber Essentials accredited in July 2024. Cyber Essentials is a government scheme to help organisations protect against online threats



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, a low turnover ratio signifies the successful integration of new hires, reflecting their satisfaction and alignment with the company's culture and values

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



Performance



KAE is made up of 29 employees, 41% are 20-30 years of age. 24% of these employees are 30-40 years of age, 35% are 40-50 years of age



We grew our workforce by 16% from 2023-2024, welcoming 9 new joiners, each bringing unique skills and perspectives to our organisation



Between 2022 and 2023, 11 members of the KAE team were promoted, reflecting our commitment to recognising and advancing the talents and contribution of our employees



We achieved a 50% reduction in employee turnover from 2022 to 2023. This accomplishment highlights our commitment to improving workplace satisfaction and implementing effective retention strategies

We offer flexible employment options, with 3 out of our 25 employees working part-time in 2023

Additionally, in 2023 we collaborated with a pool of 17 contractors on a project-by-project basis to ensure access to complementary skills (e.g., languages, quantitative modelling, etc)

	2022	2023	2024
Number of employees	31	25	29
Number of new hires	8	4	9
Number of leavers	10	4	2
Number of promotions	4	9	2
Part-time staff	3	3	4
Contractors	12	17	12

Priorities for 2025

In 2025, we anticipate a slowdown in employee growth following the addition of 9 new team members between 2023 and 2024. Our focus is on sustaining our current workforce, prioritising their satisfaction, and ensuring that KAE consistently upholds its core values

» 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

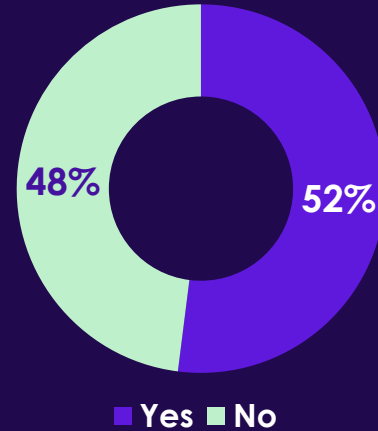


Performance

Amongst KAE's 29 permanent employees, there are 20+ languages spoken in our office and almost half our staff were born outside of the UK



% 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



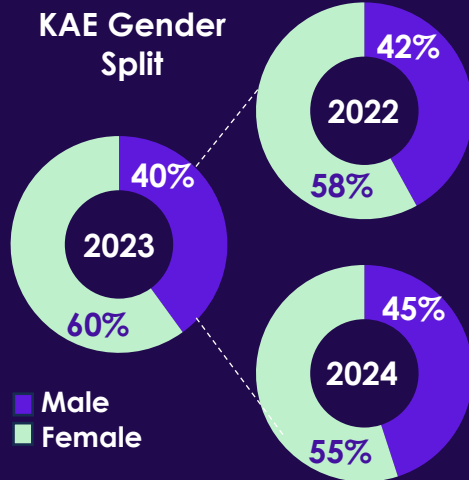
88%

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 2025

We will continue to actively ensure that minority groups and female staff members are not only present but also integral to the functioning and success of KAE

We are dedicated to creating an equitable workplace where every individual's unique perspectives and contributions are valued and celebrated



■ Male
■ Female

» Women accounted for 58%, 60% and 55% of total employees in 2022, 2023 & 2024 respectively



SOCIAL

» 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 Reference

- 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 166.5 in the first half of 2024



Regular Trainings

We hold regular 1hr "Lunch and Learn" sessions where employees can expand their knowledge on various topics



Sales enablement sessions

We provide various training forums such as BYOP (Bring Your Own Prospects), 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 and Money 20/20 in Amsterdam, helping 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 2025

Expand and diversify training opportunities by:

- Developing training programs: introducing new modules on climate science and ESG principles
- Enhancing accessibility: providing online and interactive training for all employees and, particularly, our leadership team

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 always 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 Reference

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

SDG Reference

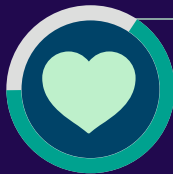


Performance



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

Priorities for 2025

71%

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 remainder 29% of employees feeling neutral about it

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 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



2024 Employee Feedback Survey

Performance

"I feel proud to work for KAE"

82% strongly agreed/agreed

The organisational values strongly align with my personal values:

94% strong agreed/agreed

How satisfied are you with your current line manager?

88% felt very satisfied/satisfied

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

88% said they consistently/generally feel this



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 2025

Shaped by valuable employee feedback, we will continue to enhance workplace communication, implement actionable improvements based on suggestions, and continue to foster a supportive environment at KAE. These efforts aim to strengthen our operational effectiveness and employee satisfaction across the company

» 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

Priorities for 2025

We take **employee recognition** seriously and strive to continually express our gratitude towards our team

Our goal is to **create even more opportunities to recognise and reward exemplary conduct**, celebrating the dedication and achievements of our employees

Our KAE Award Categories include:



Star of the Quarter

Celebrates an individual for their outstanding contribution, making KAE a better place to work



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

» 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 reach and exceed minimum labour standard requirements at all time

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 also within the wider community. KAE, therefore, wants to do what is right

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

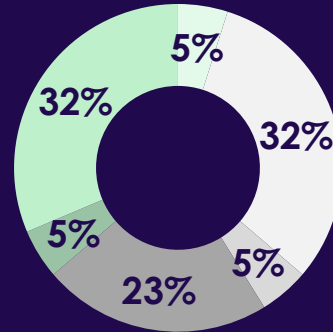
GRI References

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

SDG References



Commuting statistics



- Vehicle
- Bus
- Foot
- Underground
- Bike
- Train



Commuting Percentages

69% of employees use public transport to commute to the office. 27% of employees contributing no emissions, electing to walk or cycle, while only 1 employee uses a vehicle. KAE employees work from home on an average of 1.9 days a week



Commuting Emissions

KAE's CO₂ equivalent commute emissions is estimated at 3.75 tons per year, the equivalent of 3 return transatlantic flights

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 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

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 26 so far in 2024. To mitigate our environmental impact, we actively encourage digital communication whenever possible. KAE's CO₂ equivalent emissions from flights were 5,557kg in 2022, 9,282kg in 2023, and 3,935kg so far in 2024

ENVIRONMENTAL

» 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

Our renewables roadmap

In our new offices, a third-party manages the energy bills across the building through one shared meter, limiting our ability to accurately report our internal emissions. However, we are committed to increasing transparency, by 2025 we will:



1. Obtain more granularity in the energy consumption of our offices
2. Audit our heating and lighting usage
3. Report our CO₂ emission estimates

Priorities for 2025

- Establishing ambitious goals for our energy usage and emissions, we aim to:
- Pursue increased visibility across our energy supply chain and office usage
 - Regularly review the necessity of international travel on a per trip basis
 - Investigate the purchase of carbon credits to offset vital travel

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 deepening 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



Our Case Studies

Through the reports and analysis provided by KAE, two clients established complete and coherent roadmaps to their ESG objectives

Case Study #1

KAE supported a global financial institution in shaping their new sustainability proposition

Case Study #2

KAE built out the medium and long term ESG journey and goals for a major onshore/offshore infrastructure client

ENVIRONMENTAL

» Case Study #1

Through our project work with clients, we indirectly contribute to the development of products and processes that promote more sustainable practices



KAE was hired by a key global financial institution to help it answer their key question:

“What are the most relevant sustainability features / products we can develop for our customers?”

More specifically, we were tasked with solving two distinct challenges:

1. Shape the new sustainability product proposition for the SME customer segment
2. Develop its internal and external stakeholder strategy communications

Approach

- Secondary Research**
To develop a broad perspective on industry landscape, while simultaneously guiding expert recruitment, the project began with in-depth desk research
- Primary Research**
KAE conducted interviews with 54 businesses (micro, small and medium)
- Customer Feedback**
Understanding potential and existing customer's needs and expectations was critical to developing a robust product offering
- Proposition Testing**
KAE facilitated product testing sessions on 10 distinct sustainability product features developed by the client
- Target Customers**
To give some context and establish a benchmark for future success, we mapped where the client sat on the sustainability adoption scale

Outcome / impact

Through the insights and analysis provided by KAE, our client embarked on a new, forward-thinking strategy that drove their sustainable product offering

We empowered our client to...

- Launch a more sustainable product proposition
- More effectively communicate the value of sustainable products to internal and external stakeholders
- Share KAE's findings with partners in the financial sector to promote the development of further sustainable propositions

Delivery

As part of deliverables for our client, KAE provided a comprehensive report and facilitated a workshop. The report featured detailed, data-backed insights and information, including:



Current market product offering mapping



Sustainability persona mapping, customer journeys, empathy maps



Client feedback on their needs and expectations from the banking provider



Interview transcripts



Results of feature testing under development by the client

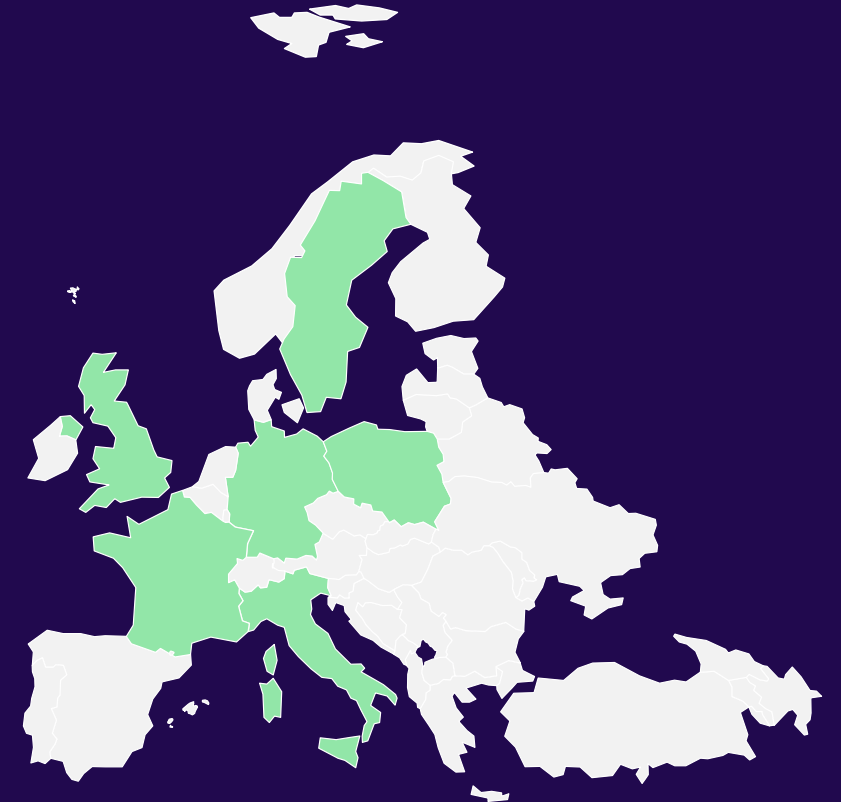


Proposition recommendations



Benefits, barriers and the appeal of adopting each feature

Geographies under Scope



» Case Study #2

KAE was hired by an onshore / offshore infrastructure client to aid them to:

1. Understand where it sat on the sustainability scale

2. Develop its sustainability strategy

3. Deliver continuous reassessment, reporting and stakeholder communication

As such, our team took a central role in conceptualising their entire sustainability journey



Approach

Phase #1

- Assess the client's current sustainability baseline
- Deliver detailed competitor benchmarking
- Construct an ESG framework for future reference
- Establish comprehensive objectives and goals

Phase #2

- Identify future state gap
- Design strategic roadmap
- Set actions and KPIs

Phase #3

- Disclosure, reporting and stakeholder communication

Geographies under Scope

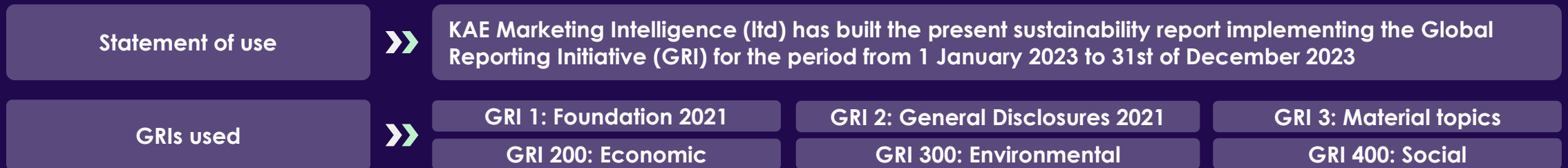


Outcome / impact

Our work facilitated two key outcomes for the client:

1. KAE's report helped situate the client on their sustainability journey, identify their strategy goals and set clear medium-term objectives
2. KAE is now a holistic partner in the client's sustainability agenda

GRI INDEX: GENERAL INFORMATION



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 organization 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	Not reported	Requirement not applicable. This is the first edition of KAE's sustainability report. Therefore, there is no possibility for restatements	-
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

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	Not reported	The required disclosures have been omitted due to lack of information since KAE does not currently have an official conflicts of interest policy. However, we have included in the report our commitment to address this gap in the coming year	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	Not reported	The required disclosures have been omitted due to lack of information since KAE does not currently have an official process in place to evaluate the performance of its highest governance body	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	Fully reported	-	32
2-21	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	Fully reported	-	4, 5
2-23	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	Fully reported	-	17,18,23
2-25	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	Not reported	This disclosure is not applicable since KAE has never experienced any issues with compliance. However, we have reported measures we undertake to continue to ensure 100% compliance	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

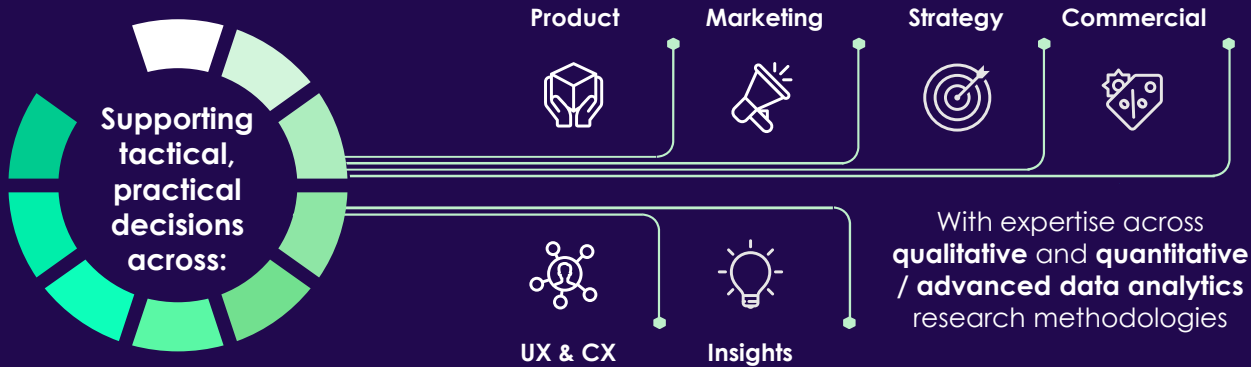
TOPIC-SPECIFIC STANDARDS

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



Focus on what matters.

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Let's talk!

“ **Anna Pantazi – Managing Director**
 E: anna.pantazi@kae.com
 T: +44 (0)7983 809 145

“ **Alma Ruiz – Consultant**
 E: alma.ruiz@kae.com

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