



# KAE's SUSTAINABILITY REPORT

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

August 2026



# 2025 ACHIEVEMENTS

## AI & TECHNOLOGY

- AI policy
- Responsible use



- In 2025, we developed and implemented a **comprehensive AI usage policy**, setting out how our team applies AI responsibly across client and internal work
- The framework prioritises **safe data management** and environmentally conscious use of AI, while encouraging its use to augment our operations

## BUSINESS DEVELOPMENT

- BD enablement
- Coaching



- We ran a **BD enablement workshop** with the team, building shared capability and a common approach to business development
- We also **continued coaching and training** the team in business development throughout the year

## COMMS & RESILIENCE

- Internal comms
- Resilience



- We **improved communication within the team**, strengthening how we share information and collaborate day to day
- We ran a **mid-year reflection workshop** to review what we had learned, where we had built resilience, and what we would try, stop and start doing – closing with each person's commitment and personal contribution for the rest of the year

## RECOGNITION & DIVERSITY

- External assessment
- Diversity



- We continued to seek **external assessments** and upgraded our **Ecovadis score from 64/100 to 65/100** – placing KAE in the top 35% of assessed companies
- In 2025, we continued to celebrate our **female leadership, with our Managing Director, Senior Managers, and half of our Engagement Managers** being women

## ABOUT THE REPORT

We are proud to publish the third edition of KAE's sustainability report. This provides a look into our company's **sustainability performance** for **FY24 and FY25** as well as our **priorities and objectives for FY27** 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](mailto:enquiries@kae.com)



## A LETTER FROM OUR MANAGING DIRECTOR



Anna Pantazi

Managing Director



**2025** was a year of progress in values, in vision and in our journey towards greater environmental, social, and governance (ESG) responsibility.

The most significant step we took was introducing a **comprehensive policy on the responsible use of AI** – giving our team a clear framework for adopting new technology with both confidence and care.

We also invested in each other. Alongside **business development enablement and coaching**, we came together mid-year to reflect openly on what we had learned, where we had built **resilience**, and what each of us would commit to for the remainder of the year.

### What 2025 delivered

- ▶ Two independent assessments improved – **EcoVadis** to 65/100, placing KAE in the top 35% of assessed companies, and **FSQS** from 48.89 to 63.16
- ▶ Our **leadership principles** moved from design into daily practice across the team
- ▶ Commuting emissions fell to **3.20 tonnes**, supported by a measured hybrid average of 2.3 days a week worked from home

### Where 2026 takes us

- ▶ Achieve **Cyber Essentials** accreditation
- ▶ Deepen our AI capability under our new **AI and IT policies**
- ▶ Publish absolute **Scope 2 and Scope 3** reduction targets
- ▶ Expand **leadership development** and mentorship across the team

Our approach remains anchored in transparency. This report follows the **GRI Standards** and reports our performance across three pillars – **Economic & Governance**, **Social** and **Environmental** – including the areas where we still have work to do.



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<br><input type="checkbox"/> Training and development<br><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<br><input type="checkbox"/> Provide the financial capital and corporate oversight required for the company to flourish | <input type="checkbox"/> Regular board meetings<br><input type="checkbox"/> Frequent management team meetings                                                                               |
| External | Clients                                                   | <input type="checkbox"/> Primary recipients of our consulting services                                                                                                                                                             | <input type="checkbox"/> Account manager meetings<br><input type="checkbox"/> Regular project feedback<br><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<br><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<br><input type="checkbox"/> Social media<br><input type="checkbox"/> Contact details on website                                          |

# OUR COMMITMENT



## Our impact plan

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

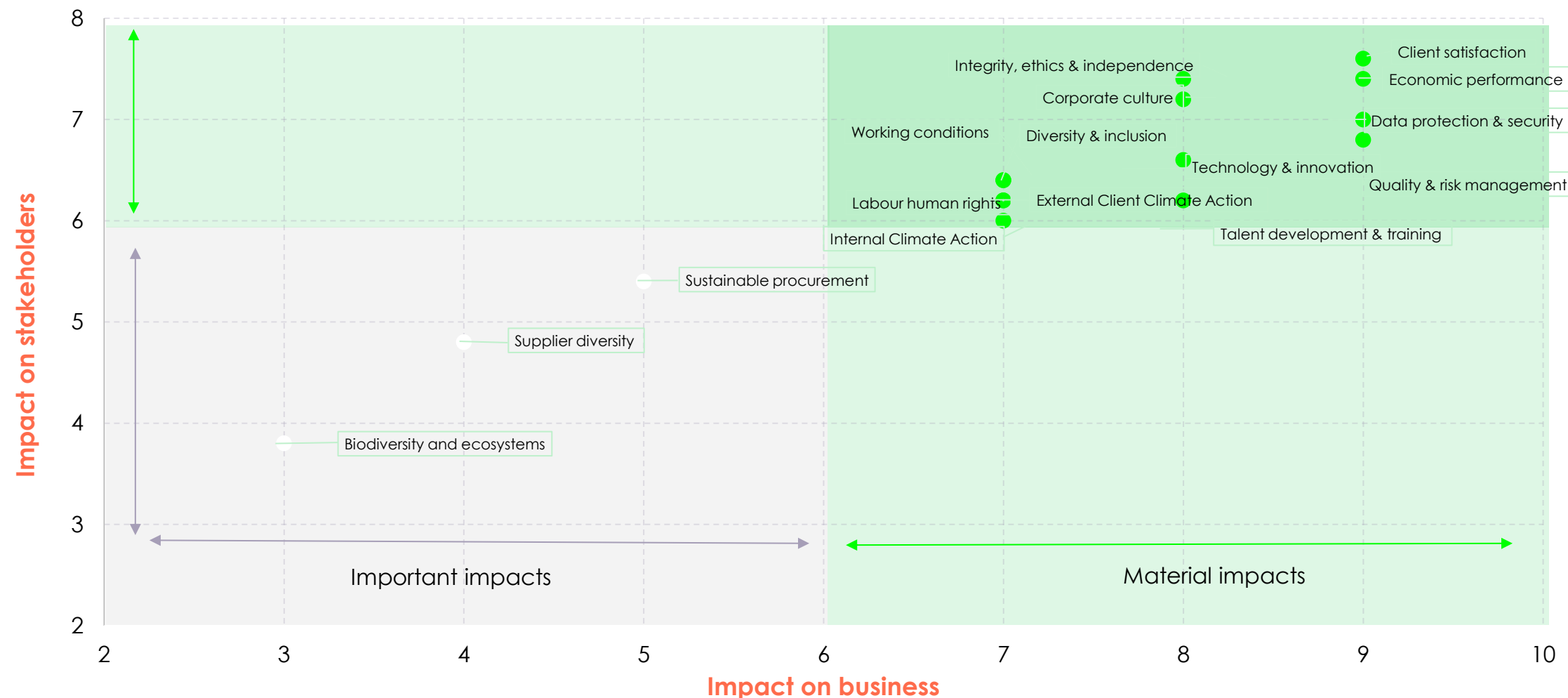


We want **to be part of the solution** for the present **climate crisis**. Irresponsible activities can aggravate climate change, resource depletion, and environmental deterioration. Because of this, KAE acknowledges the importance of ethical and environmentally-conscious corporate behaviour, having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

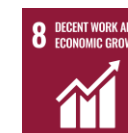


# MATERIALITY TOPICS

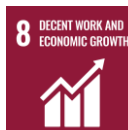
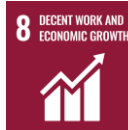
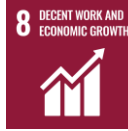


## ECONOMIC & GOVERNANCE

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



# MATERIALITY TOPICS

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

# MATERIALITY TOPICS

|                                       | Materiality topic       | GRI References                                                                           | SDG References                                                                                                                                                           |
|---------------------------------------|-------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div> </div> <div>ENVIRONMENTAL</div> | Internal Climate action | <b>GRI 305</b> (Emission 2016)<br><b>GRI 2-27</b> (Compliance with laws and regulations) | <div> <b>SDG 7</b> (Affordable energy and clean energy, <b>SDG 11</b> (Sustainable cities and communities), <b>SDG 13</b> (Climate action)           </div> <div> </div> |
|                                       | External Climate action | N/A                                                                                      | <div> <b>SDG 12</b> (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 2025, our practices and operations were **evaluated by** two different and trusted organisations: **Ecovadis** and the **Financial Supplier Qualification System (FSQS)**

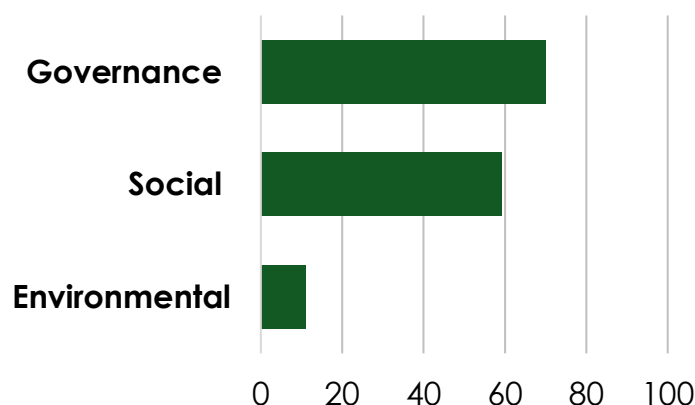
We are proud to have **increased our Ecovadis score from 64 in 2024, to 65 in 2025**. KAE placed in the **top 35% of evaluated companies**, underlining our commitment to improving our sustainability performance. However, we acknowledge our **responsibility to continue implementing change**

## Ratings

Our overall FSQS sustainability rating averaged at



63.16



## Individual scores

83.0 Governance

65.6 Social

17.3 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 **publish this third ESG report, building on our ESG report published in 2025**

# 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)

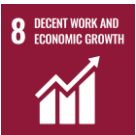
**Revenue** is a key indicator of an organisation's financial performance and stability

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

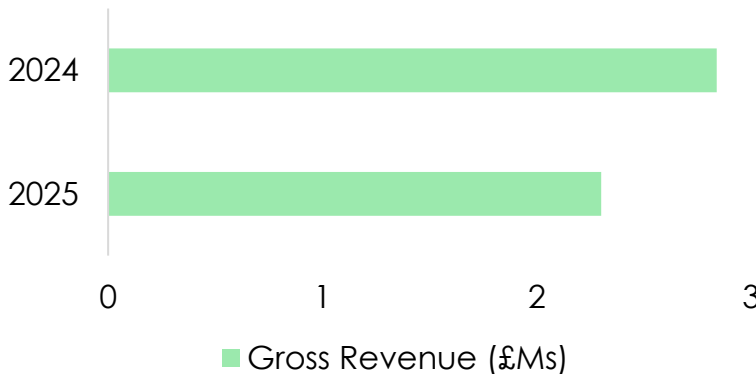


### Performance

In 2025, our **gross revenue decreased compared to 2024**, 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 return to profitability 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)

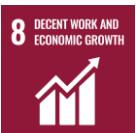
Additional financial indicators further give a holistic view of our financial position. The **benefit plans and retirement scheme obligations** that KAE offers are significant commitments that have long-term economic effects

**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 three months**, 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, we have a salary sacrifice scheme, starting with 4% matching contribution with a total 8% paid into the employee pension scheme. This increases to 5% matching after 4 years.

- 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).

- 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

|                                              |                                                                                                                                                                                                                                              |                                                                                       |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>SHARED OWNERSHIP &amp; ACCOUNTABILITY</b> | 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          |    |
| <b>AGILITY</b>                               | See diversity and unique perspectives as strengths. We respect diverse opinions and adapt our communication leadership styles to meet individual needs                                                                                       |    |
| <b>ACTIVE FEEDBACK &amp; MENTORSHIP</b>      | 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                      |    |
| <b>CELEBRATE SUCCESS</b>                     | 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                |    |
| <b>CONSIDERATION &amp; COMPROMISE</b>        | Show consideration for both client and colleague needs, explaining decisions and seeking compromise when necessary to foster mutual respect and understanding                                                                                |    |
| <b>GETTING IT RIGHT, OVER BEING RIGHT</b>    | Prioritise understanding and solutions over being right. We listen with empathy, validate concerns non-judgmentally and work together to resolve issues and remove blockers                                                                  |  |
| <b>EMBRACE DISCOMFORT FOR GROWTH</b>         | 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 |  |
| <b>CHALLENGE &amp; IMPROVE</b>               | 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 2025, KAE implemented Claude.ai and ChatGPT across the office, hosting bimonthly meetings to discuss best practices for using the software effectively and managing safety
- ❑ **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

Our framework ensures all AI applications are used responsibly by our team, with a focus on safe data management and environmentally conscious use of AI. KAE's policies not only prioritise responsible data handling and sustainability but also encourage 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, guided by our new AI and IT policies (July 2026)

# 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)

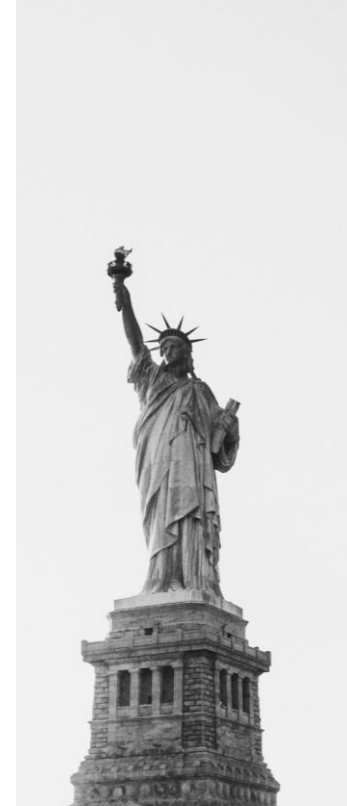
### The approach.

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

- **Our client satisfaction survey is now an established part of how we work.** Through 2025 it has continued to give our clients further feedback opportunities, and ourselves 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 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 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

- During 2025 **we have continually 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 15 employees, **33.3% are under 30 years of age**. **40%** of these employees are **30-40 years of age**, **20%** are **40-50 years of age**, and **6.7%** are over 50 years of age

In 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 22 employees working part-time in 2025**

Additionally, in 2025 we collaborated with a pool of **7 contractors** on a project-by-project basis **to ensure access to complementary skills** (e.g., languages, quantitative modelling, etc)

|                      | 2024 | 2025 |
|----------------------|------|------|
| Number of employees  | 29   | 15   |
| Number of new hires  | 9    | 2    |
| Number of leavers    | 4    | 9    |
| Number of promotions | 2    | 3    |
| Part-time staff      | 4    | 4    |
| Contractors          | 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

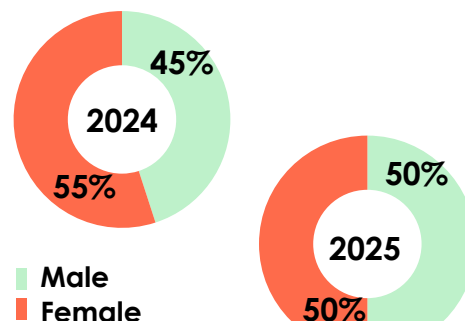
- GRI 401 Employment 2016
- GRI 405 Diversity & equal opportunities 2016

### SDG References



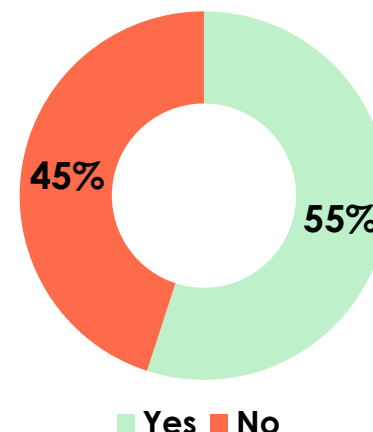
Amongst KAE's 22 employees, **there are 16 languages spoken in our office** and almost half our staff were born outside of the UK

KAE Gender Split



## 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

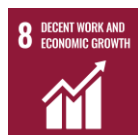
The **growth** and **success** of our employees are fundamental to KAE's mission. By investing in continuous **professional development**, we aim to ensure that our team possesses the **expertise, skills** and **industry insights** necessary to provide best-in-class services to our clients, while also 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 **227h in 2024**

### Regular AI Trainings

**We hold monthly 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 in London, Money 20/20 in Amsterdam, and 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 **Vitality 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 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)

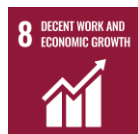
We value our employees and acknowledge the lengths they go to in making KAE a standard of excellence in the consulting field. Therefore, **we go the extra mile to ensure they receive the rewards and recognition** that befit their efforts

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

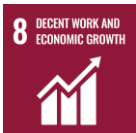
KAE acknowledges its **responsibility towards its employees** and has a robust **Labour Standards Policy** in place

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 (1/3)

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**

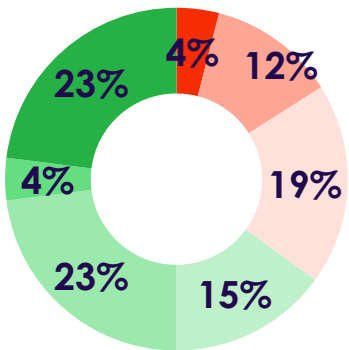
### GRI References

- ☐ **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

**Over 60%** of our employees use public transport for at least part of their commute to the office. **22% cycle**, and a third of our people generate no commuting emissions at all, while **just one employee** commutes by car. In 2025, KAE employees worked from home a measured average of **2.3 days per week**.



### Commuting Emissions

KAE's commuting emissions were **12.8 tCO<sub>2</sub>e in 2025** (EcoVadis Carbon Estimator). Our 2024 figure (**3.26 tonnes**) used a different method.

### 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, the company seeks to manage operations from the UK wherever practicable to limit business travel. In 2025, KAE employees took **54 flights**, generating estimated **emissions of 3.2 tCO<sub>2</sub>e**.

# ENVIRONMENTAL



## Internal Climate Action (2/3)

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

### 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 GHG emissions reduction targets** aligned with international best practices, using 2023 as the baseline.

Our 2025 inventory shows that all our emissions fall in **Scope 3**. We will therefore set **Scope 3 targets** for 2030 and beyond, with **2025 as the new baseline year**, the first year measured under the GHG Protocol. The targets will focus on **capital goods** and **purchased goods and services**, 94% of our total.

## Priorities for 2026

- We will publish and begin implementing our **absolute Scope 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



## Internal Climate Action (3/3)

In 2025, we measured our **greenhouse gas footprint** with the **EcoVadis Carbon Estimator**, following the GHG Protocol.

Our total emissions were **495 tCO<sub>2</sub>e**, all of them in **Scope 3**. We own no vehicles or fuel-burning equipment, so Scope 1 and 2 were assessed as not relevant.

**Capital goods and purchased goods and services** make up **94%** of the total, which is where our supplier engagement will focus.

### SDG References



### Emissions by scope

Scope 1 · Direct

Not relevant

No owned vehicles or on-site fuel combustion

Scope 2 · Energy

Not relevant

Serviced-office energy is reported in Scope 3

Scope 3 · Value chain

495 tCO<sub>2</sub>e

100% of total; six upstream categories

### Scope 3 by category, tCO<sub>2</sub>e



Scope 3 categories 3, 4 and 9–15 assessed as not relevant. Source: EcoVadis Carbon Estimator, GHG Emissions Report, reporting year 2025 (generated Sep 2026).

# 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 2026, 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



# 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



# ENVIRONMENTAL

## 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 2025 to 31 December 2025

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. No restatements of previously reported information have been made during this reporting period, and KAE is therefore compliant with disclosure 2-4               |
| 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                                                                                               |

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 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   | -                                                                                                                                       | 31, 32             |

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   | -                                            | 31                 |
| 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 | -                  |
| 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  | 21                 |

# GRI 2: GENERAL DISCLOSURES

| GRI Reference |                                         | Reporting status   | Additional information / Reason for omission                                                                                                                                                                                                  | Report page number |
|---------------|-----------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 2-20          | Process to determine remuneration       | Fully reported     | -                                                                                                                                                                                                                                             | 33                 |
| 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                                                                                                 | -                  |
| 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, 37          |
| 2-24          | Embedding policy commitments            | Fully reported     | -                                                                                                                                                                                                                                             | 17, 18, 22         |
| 2-25          | Processes to remediate negative impacts | Fully reported     | -                                                                                                                                                                                                                                             | 3, 9, 18, 29, 35   |

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 |
|---------------|----------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------|
| 2-26          | Mechanisms for seeking advice and raising concerns | Fully reported   | -                                                                                                                     | 3, 8, 18           |
| 2-27          | Compliance with laws and regulations               | Fully reported   | -                                                                                                                     | 17, 39             |
| 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, 27-29, 34-36    |
| 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   | -                      | 8, 10              |
| 3-2           | List of material topics              | Fully reported   | -                      | 10-13              |
| 3-3           | Management of material topics        | Fully reported   | Embedded across deck   | 15-44              |

# GRI TOPIC-SPECIFIC STANDARDS



| GRI Reference                                                                                               |                           | Reporting status   | Additional information                                                                                                | Report page number |
|-------------------------------------------------------------------------------------------------------------|---------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>GRI 200: ECONOMIC</b>                                                                                    |                           |                    |                                                                                                                       |                    |
| 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<br>GRI 201-3 Defined benefit plan obligations and other retirement plans    | 20, 21             |
| 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<br>GRI 207-2 Tax governance, control and risk management                                    | 17                 |
| <b>GRI 300: ENVIRONMENTAL</b>                                                                               |                           |                    |                                                                                                                       |                    |
| 305                                                                                                         | Emission 2016             | Partially reported | GRI 305-1 and 305-2 (Scope 1 and 2: not relevant); GRI 305-3 Other indirect (Scope 3) GHG emissions                   | 39-41              |
| <b>GRI 400: SOCIAL</b>                                                                                      |                           |                    |                                                                                                                       |                    |
| 401                                                                                                         | Employment 2016           | Partially reported | GRI 401-1 New employee hires and employee turnover<br>GRI 401-2 Benefits provided to temporary or part-time employees | 31, 32, 34-36      |

## 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<br>GRI 404-2 Programs for upgrading employee skills and transition assistance programs<br>GRI 404-3 Percentage of employees receiving regular performance and career development reviews | 33                 |
| 405             | Diversity and equal opportunity | Partially reported | GRI 405-1 Diversity of governance bodies and employees                                                                                                                                                                                          | 16, 31, 32         |

We are KAE.

# Thank you.

KAE

## Get in touch.



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