

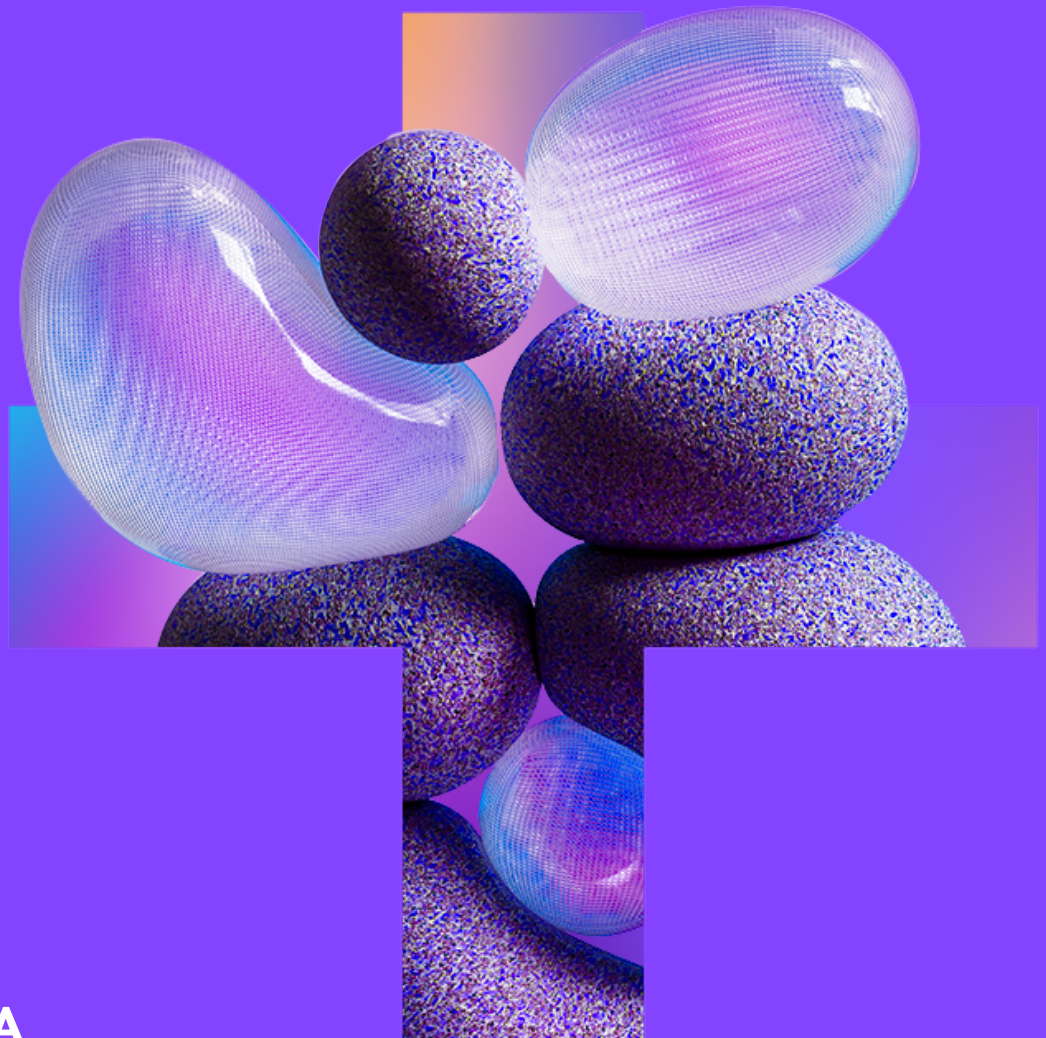
Certified



Corporation

Annual Impact Report

2022 / 23



KIN+CARTA

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Foreword

During the reporting period (August 2022 – July 2023), we saw economic and political volatility across the regions where Kin + Carta operates.

Our responsible business strategy found innovative ways to meet the rapidly evolving demands of ESG (Environmental, Social, and Governance) regulation and those of our diverse stakeholders. We are proud of the strategic progress made, of the relationships and communities nurtured, and the data-driven structure of our decision-making.

As a certified B Corp, we evaluated our priorities for the year according to the five pillars of governance, customer, employee, environment, and community. We have sought to have a material positive impact on society and the environment as a whole.

Our responsible business mission is to “educate, inspire, and collaborate” so that we create conditions for Kin to feel proud of their skills-based consulting contribution to our triple-bottom line structure, of performance, people, and planet.

Our global non-financial KPI performance included some particularly significant improvements, including our global gender pay gap, which improved by seven percentage points. As a subset of this, we have also submitted our UK Gender Pay Gap Report¹ (as required) for the first time.

The foundation of our responsible business activities, our IDEA (inclusion, diversity, equity, and awareness) programme, expanded into every country where Kin + Carta operates. The rising prominence of social value in public sector procurement and our success in this industry is, in part, due to collaboration with IDEA and customising activities for individual government programmes.

Sponsored by our Chief Strategy Officer, we invested in our first double-materiality assessment. This strategic exercise empowered us to better account for what are still too often treated as externalities, such as climate change.

¹See page 35

Rather than treating these factors in isolation, we appreciate and leverage the interdependencies between financial and impact materiality.

Financial materiality looks at ESG topics material to Kin + Carta's ability to create sustained business value. Impact materiality maps the ESG topics material to "Building a world that works better for everyone", for example, the diversity and wellbeing of the workforce.

The Taskforce for Climate-Related Financial Disclosure (TCFD) framework further empowered our ESG maturity across 2022/2023. Our TCFD reporting, "Leaning into regulation for great business impact", was sponsored by our Chief Financial Officer and can be found in our FY23 annual report. This very detailed report discloses the current and potential impacts of material climate-related risks and opportunities on Kin + Carta's strategic and financial planning. Our holistic progress across ESG, as a growth enabler, was acknowledged by both MSCI and Sustainalytics, who attributed higher ESG scoring to [Kin + Carta](#) in late 2022.

All that said, the tensions between the short-term cycle of business and the long-term view on equality and environment remain challenging for our market to navigate. However, I sincerely believe in the powerful role that business can and indeed must play in solving the world's most complex social and environmental problems.

Kin + Carta is well-positioned to contribute given the powerful combination of purpose and high-performance consultancy, underpinned by the significant strength of our global data and technology capabilities.



Jennifer Crowley
Global Director of Responsible Business
London, UK

Environmental Impact

With the increasing overlap between health, safety, and environmental management and ESG requirements, we took the decision to consolidate these functions into one team. This move, in early 2023, enabled better collaboration and reduced reporting silos and duplication. A notable advantage for us during this reporting period, as we “got our house in order,” was the contribution of our data practice and their expertise. They played a pivotal role in coordinating, analysing, and communicating our achievements in environmental reporting.

As trusted advisors, partners and suppliers to our clients around the world, environmental reporting is a shared, full value-chain undertaking. Engaging in knowledge-sharing, teaching, and learning alongside our clients has been particularly rewarding. This collaborative approach strengthens our commitment to environmental stewardship.



Gary Dickenson
Health, Safety, and Environmental Advisor
London, UK

Key achievements

As a global digital transformation consultancy and engineering organisation, designing and building for clients around the world, our environmental footprint is small relative to others. Our ability to role model and exert influence across our full value chain, however, is significant and a responsibility we take seriously.

On behalf of our passionate colleagues we have funded the planting of nearly 8,000 trees via ecologi.com/kincarta.

We have cohorts of Kin exploring the many ways their skills can directly contribute to making our clients more sustainable, be that through strategy, data, or design.

In addition, we also prioritised the following activities across 2022–2023:

- Submission to the Science Based Targets initiative which provides companies with a clearly defined path to reduce emissions in line with the Paris Agreement goals. As part of the five-step process, we are in the “commit” phase, having formally submitted our intent to set a science-based target.
- The complete offsetting of our annual emissions by investing in carbon removal technology, via Chicago-based ClimateVault, as a precursor to our decarbonisation strategy.



- Evolution of our supplier code of conduct to engage prospective and renewing suppliers on their net zero targets.
- As a certified B Corp (and the first B Corp certified company on the London Stock Exchange), we operate with an ongoing commitment to improving our score. Kin + Carta was proud to increase our support of the global B Corp movement by sponsoring the Better Business Act launch event in April 2023, reflecting our beliefs in the need for stronger regulation and legislation. We're also proud to have consulted directly with B Lab on their digital transformation roadmap, deploying our expertise and skills in service of B Corp's Theory of Change.
- The addition of four further sub-categories to our Scope 3 emissions measurement.



We earned the Sustainability Changemaker 2023 Microsoft US Partner of the Year Award in recognition of our ongoing commitment to challenging, supporting, and collaborating with clients and technology partners alike for a world that works better for everyone.

During this reporting period, we recorded zero environmental incidents. We maintain a HS&E Management System, which follows the “plan, do, check, act” model, encompassing key components including:

- **HS&E framework policy and supplementary policies on the protection of people and the environment.**
- **Register of our compliance obligations.**
- **Environmental aspects, impact risks, and opportunities assessment.**
- **Health and safety risk assessments.**
- **Setting objectives and targets.**
- **Operational controls, such as building inspections, testing, and maintenance.**
- **Emergency planning arrangements.**
- **HS&E performance reports.**
- **Internal policy and procedure auditing and evaluation of compliance with our HS&E obligations.**

Through collaborative efforts by our leadership, location strategy, Health, Safety, and Environment Advisor, and Office Experience teams, all UK offices operate entirely on 100% renewable energy guaranteed (REGO) electricity. Also in the UK, we have continued to avoid any waste going to landfill. These accomplishments reflect our dedication to not only serving our valued Kin but also our communities, as we strive for the highest standards of responsible corporate citizenship.

Kin + Carta’s approach to evaluating the positive societal or environmental impact of our client work is both a point of differentiation and of pride. Our non-financial KPI of positive impact revenue exceeded our annual target. 10% of our global revenue across 2022–2023 contributed to client’s environmental and societal targets.

The difficult decision was made to pause investment-in and tracking-of an ambition to save 1,000,000 tons of CO₂e with our clients by 2027. The methodology, early wins, and external acknowledgement of our capabilities in data-driven decarbonisation however remain intact.

Annual emissions reporting



Mishaal Ijaz
Data Science Consultant
Edinburgh, Scotland

Across 2022–2023, we expanded the reporting categories (business activities) of our Scope 3 emissions to include emissions from water use, waste management, working from home, leased assets, and capital spend. We have also reset our baseline year to 2021 for Scopes 1 and 2, and 2023 for holistic Scope 3 emissions. For this reporting period, our emissions intensity, including Scope 3, was 5.68 tCO₂e/£million.

Harnessing the data expertise within our Kin community and upskilling with carbon management training, we brought our emission calculations in-house.

We did, however, still seek external independent verification of this work to ensure its credibility.

We believe in the power of our collective talent and created this cross-regional team as part of our commitment to educate, inspire, and collaborate.

Carbon emissions and energy consumption 2023

	UK and offshore	Global (excluding UK and offshore)	% UK				
Scope 1 emissions (tCO ₂ e)	0	14.27	0				
Scope 2 emissions (tCO ₂ e)	37.06	112.23	24.82				
Total scope 1 and 2 emissions (tCO ₂ e)	37.06	126.50	22.66				
Energy consumption [electric, natural gas, and grey fleet] (kWh)	192,298	464,968	29.26				
Global Scope 3 emissions (tCO ₂ e)	Purchased goods and services	Capital goods	Waste generated (including water)	Business travel	Employee commuting and working from home (equipment only)	Leased assets	Total
	145.63	114.08	16.73	536	131.39	7.92	951.91

Global energy consumption split and carbon intensity

	kWh energy consumed				tCO ₂ e						
	Electricity	Natural gas	Transport (grey fleet)	Total	Scope 1	Scope 2	Scope 3	Total (of scopes 1+2)	Intensity ratio (of scopes 1+2)	Total (of scopes 1,2&3)	Intensity ratio (of scopes 1,2&3)
2023	488,010	78,196	91,060	657,266	14	149	956	164	0.83	1115	5.68
2022	638,813	350,004	16,320	1,005,137	68	124	829	191	0.97	1021	5.1
2021	632,949	41,340	5,754	680,043	9	148	N/A*	157	0.87	N/A*	N/A*

*not reported in previous years

The intensity ratio has been calculated as: tCO₂e produced per million pounds of turnover.

Public sector decarbonisation strategy



Jess Kilkenny Roddy
Client Partner
London, UK

The UK has a legally binding target to achieve net zero carbon by 2050 and interim targets to reduce public sector carbon emissions by 78% by 2035. Government departments report publicly on their progress against these targets via the Greening Government Commitments (“GGCs”), as well as their own published Annual Reports and Accounts. Kin + Carta partnered with net zero carbon experts from fellow B Corp, Gemserv, to give a large government department (“The Department”) the insight it needed to make informed decisions on how it can achieve net zero carbon for all three emissions scopes, and how soon this can realistically be achieved. Harnessing the data expertise within our Kin community and upskilling with carbon management training, we brought our emission calculations in-house.

During the year, we worked with representatives from across The Department to review its developing Sustainability Strategy, specifically with regard to net zero carbon, enabling The Department to begin measuring, reporting, and reducing the full range of its Scope 3 carbon emissions. We analysed current emissions data, recommended improvements, and created a reporting and reduction plan to support The Department’s strategy.

Finally, **we helped The Department clarify and understand how to contribute to net zero reductions** by providing material and guidance for their sustainability champions and completing detailed awareness engagement exercises with their senior leadership team.

The renewed clarity and enthusiasm we helped to foster will underpin changes in approach within The Department itself. As The Department is one of the largest in government, they can have a major impact on carbon reduction and help the UK Government meet its carbon targets. Through our partnership, the department will go even further by incorporating our recommendations into their action plans around major hotspot areas.

Social Impact

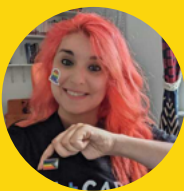
When it comes to inclusion and diversity, “impact” means different things to different people. For many, diversity, equity, and inclusion (“DEI”) impact is defined by how embedded the work and values are in the workplace. To others, it is about how much quantifiable change the programme and initiatives create for underrepresented groups.

Both of these definitions hold true, but beyond integration and achievements, a key priority is filling gaps in society where they are needed most. For example, as the support and protection of trans rights became increasingly politicised, we intentionally invested in supporting and protecting our Kin—creating a global Transitioning at Work and Medical and Surgical Leave policies.

True impact is being as proactive as possible in this reactive world to resolve problems before they arise.

When the tech world was booming, we doubled down on our diversity efforts to keep gender and ethnicity front of mind. Since then, the need and demand for social change is increasing, as are the calls for businesses to become more involved in the conversation.

The momentum of societal change is faster than ever and increasingly influencing the workplace. By continuously tracking global and country-specific DEI trends, we can ensure that both IDEA and Kin + Carta not only keep pace, but anticipate and champion societal shifts.



Shereen Barros
Head of Diversity and Inclusion
London, UK

Inclusion

As Kin + Carta has scaled, so has our IDEA programme. We know that culture is a critical part of our identity, and we have been determined to create a space where each person is valued for their unique perspectives and feels connected to the global Kin + Carta team.

Only by understanding and embracing new cultures have we created a culture that genuinely reflects who we are as a company. As in previous years, IDEA has been launched in every new office, including Portland, Oregon, Bulgaria, North Macedonia, and Kosovo. Each office was fully onboarded and embedded in IDEA, complete with an overview of the programme, affinity group sign-up options, and a calendar of events to look forward to.

Our policies are constantly evolving to meet the needs of our Kin and support a sense of belonging. Over the course of 2022–2023, we promoted a range of new and updated policies, including:

- **Transitioning at Work:** Guides our employees, leaders, and team members on supporting our transgender Kin during their transitioning journey.
- **Travel for Medical Care:** Covers travel costs for Kin and their family if they need to travel for non-routine medical care, including pregnancy terminations.
- **Medical & Surgical Leave:** Provides three months of paid leave for medical procedures and surgeries, including cancer treatments and gender affirmation procedures.

Empathy and awareness are an integral part of our culture, helping us not only to create a welcoming workspace but also to develop equitable and inclusive products. This focus was seen in our anti-racism task force, built on data gathered through our eNPS (employee net promoter score) survey. This enabled meaningful, and sometimes uncomfortable, conversations around race. Our global task force delivered anti-racism training in the UK at all levels of the business. We are passionate about ensuring all Kin feel they have a voice and a path to success in an organisation with inclusivity at its heart.

Knowledge of the diversity and representation in Kin + Carta gives us deeper insights into the impact of our work on practices and policies.

It also reveals what work life is like for different groups, their job satisfaction, and hidden barriers they may face. We want to understand where systemic barriers may exist so we can address them. Throughout the year, we utilised two different surveys. They included:

- **In partnership with Great Place to Work, the Trust Index Survey**, which is based on 30 years of research. This survey is structured around five key elements that define an exceptional workplace: respect, camaraderie, fairness, pride, and credibility.
- **A twice-a-year Employee Engagement Survey from Gallup.** The twelve-question survey helped us to better understand our workforce. One specific question, eNPS², is based on employees' likelihood to recommend Kin + Carta as an employer, "I would recommend Kin + Carta as a place to work to my friends and family."

Measuring engagement ensured a consistent way to track the overall wellbeing and collective feeling of our employees. We also used the data to pinpoint our strengths and areas requiring improvement. By analysing this feedback, we identified targeted opportunities for improvement and developed new initiatives to enhance the workplace for all employees. It has shaped our business and IDEA strategy, everything from making our hybrid return to the office as inclusive as possible, to identifying areas of the business which need particular attention in the coming quarter/year.

²Employee Net Promoter Score

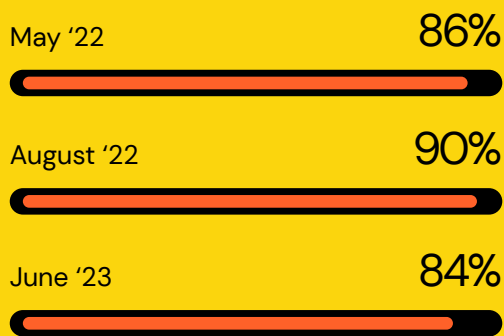
Authentic self scores



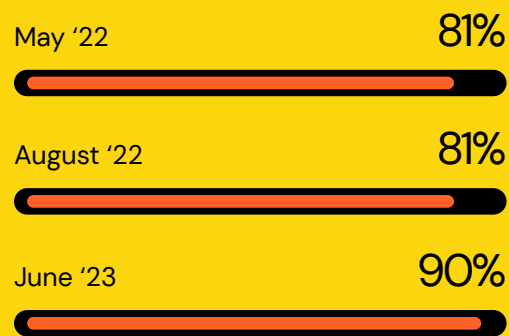
Since IDEA launched, our key measure of success for inclusion is based on a question included in an annual survey. Everyone is asked to respond to the statement, "I can be myself here."

The IDEA target is for this number to be above 85%. For this reporting period we met this target, with 85% of our Kin stating that they can be themselves at work. The score has largely been consistent over the years, speaking to the stability and success of IDEA, even during times of change.

Americas



Europe



Global
average
June '23

85%

*People who strongly agreed with the statement "I can be myself here."

By analysing this feedback, we identified targeted opportunities for improvement and developed new initiatives to enhance the workplace for all employees. It has shaped our business and IDEA strategy, everything from making our hybrid return to the office as inclusive as possible, to identifying areas of the business which need particular attention in the coming quarter/year.

Genuine inclusion cannot be achieved. We are all members of our own communities and must look to and support the communities we come from. The philanthropy programme across Kin + Carta largely focuses on those local communities, and individuals across the world have worked hard on local initiatives.

- For World Blood Donation Day (June 2023), Kin from our Skopje, Prishtina, and Buenos Aires offices organised blood donation events locally.
- On multiple occasions, US-based Kin partnered with Volunteers of America to support veterans and children in need with holiday hampers and gifts or back-to-school packs.
- In Buenos Aires, Kin + Carta employees contributed to the refurbishment of temporary accommodation for vulnerable women.
- For Pride month, we sponsored and participated in Pride marches and stands in Edinburgh, Skopje, and Sofia, being one of the only companies to do so in Skopje.
- We have also aligned the philanthropy roadmap to the IDEA events calendar, ensuring that both Martin Luther King Jr Day (15 January 2023) and “Bring Your Kid To Work Day” (27 April 2023) saw further philanthropic support organised by our affinity groups.

This year’s complex and volatile global economy meant that we did not achieve our charitable commitment of donating 2% of the equivalent percentage of net profit raised for charity. This is a key driver to resetting the strategic philanthropic priorities of the business and reassessing how we can best deliver value to our local communities.



Some of our IDEA initiatives around the globe

Mental health in the workplace



Hud Sattar

Associate Optimisation Consultant
& Mental Health Affinity Group Lead
London, UK

Throughout the last 12 months, we brought mental health into the IDEA programme to provide enhanced support to address difficult situations. There are 44 certified Mental Health First Aiders supporting Kin across the EU through a Mental Health First Aid portal. We have also partnered with an external supplier, That Day, to offer employees regular mental health workshops and eight free therapy sessions each year. Events offered included a panel for International Men's Day and guided coaching and meditation sessions.

This focus on mental health is crucial, not only in supporting the wellbeing of our Kin, but in removing stigma around mental health challenges.

We used anonymous mental health surveys to keep a pulse on how our Kin are feeling. 77.4% of respondents now feel that Kin + Carta has an environment in which they feel comfortable talking openly about their mental health and wellbeing, up by 12.6% from the survey six months before. The survey also identified the top work-related work stresses, and we link those to our annual employee experience strategy.

In addition to therapy, we included coaching as an option to help individuals navigate their challenges and plan for their future in a different way. This allowed for a more flexible approach to addressing mental health needs.

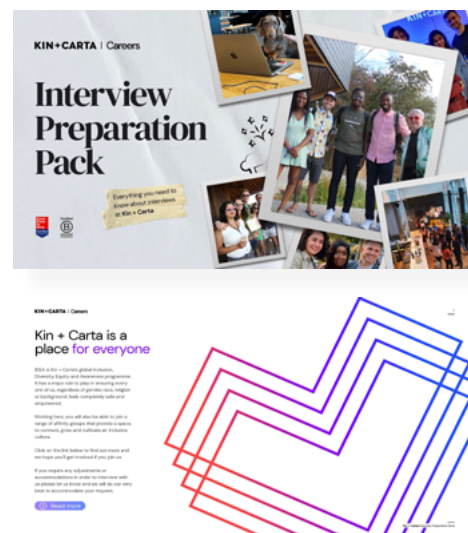
Diversity

In 2023, we started evaluating the diversity of our pipeline to ensure it was as inclusive and unbiased as possible, providing quarterly reports on the collected data. Only about 40% of candidates were willing to disclose this information anonymously. To create a greater sense of comfort in sharing personal details, we created candidate information guides customised for each of the two regions.

The short guide tells candidates what to expect on the interview day, shares valuable information about Kin + Carta and our culture, and explains our commitment to a fair and inclusive interview process. We also introduce them to IDEA and detail how the data is used.

Overall, the guides helped to:

- **Increase the completion rate of the diversity and inclusion questions to 65%—a 25% increase.**
- **Introduce new people to IDEA and our responsibility platform as early as possible, even if they ultimately don't join the team.**
- **Improve the overall candidate experience.**



As part of our commitment to diversity, we aim to have teams who are representative of the communities in which they work.

- In the US, work across 2023 achieved an increase of seven percentage points last year, leading to 35% of our employees identifying as an ethnic minority.
- Our diversity pipeline data shows that from August 2022 to July 2023, Kin + Carta received over 11,000 inbound applications within the UK business. 25% of those were from women, and 39.4% were from men.

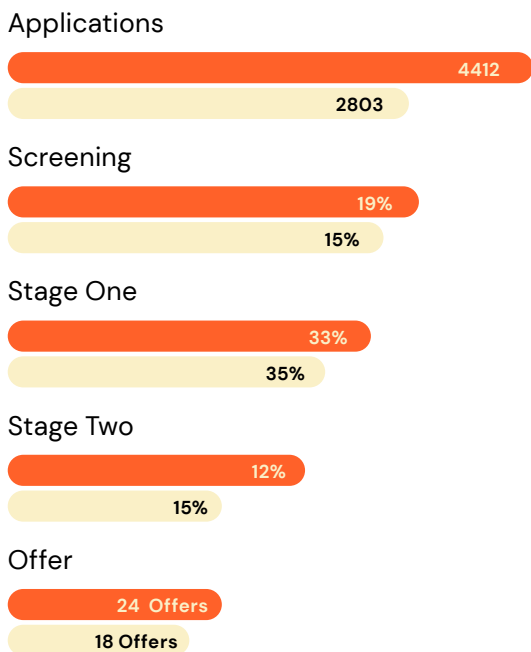
To establish a benchmark, we converted the list of all roles hired in FY23 into a Boolean search string, captured mid-lead levels, and included all UK office locations and surrounding areas to establish a benchmark for “market diversity”. The “market diversity” for roles typically filled by Kin + Carta in the UK indicated that:

- 42% of candidates were female
- 58% of candidates were male

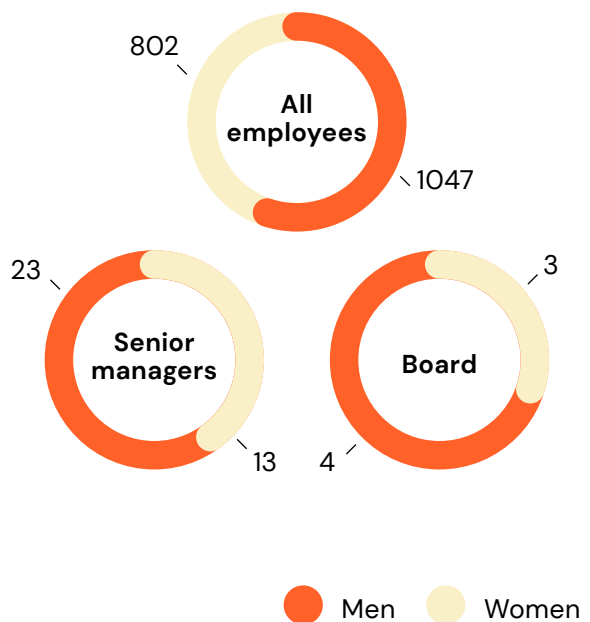
Therefore, we can summarise that our inbound application rates are typically below what we would expect for females in the UK. However, we do have a large portion of candidates who have opted out of sharing their information, which potentially impacts the data.

In addition to considering the number of applications by gender, it is important to factor in the candidate conversion rate throughout the process. While we saw a higher number of applications were made by applicants who identify as male, candidates who identify as female had a higher percentage of conversion throughout the different stages of the hiring process.

Gender Diversity of board + senior leadership teams



The gender diversity of our board, management and employees as of 31.07.23



Celebrating Disability

review



Lucy Jones
Lead Talent Partner
Manchester, UK

With the launch of the Universal Access affinity group, we formed a global community aiming to break down access and inclusion barriers for disabled and neurodivergent people at Kin + Carta. It became clear there was still work to be done. An important element of enabling disabled people to be successful within the business is understanding the gaps that ensure inclusion in the recruitment process.

To address this need, we commissioned an external specialised company (Celebrating Disability) to undertake an audit and gap analysis for the recruitment and onboarding process. They provided us with a report, recommendations, and tangible outcomes to enable us to develop a robust recruitment and onboarding process. This will welcome and engage disabled candidates and employees. Since the gap analysis was completed, a global task force was launched between all our Talent Acquisition (TA) teams, Universal Access affinity group, and our global IDEA team to prioritise and deliver on the recommendations from Celebrating Disability and our employees.

Several improvements have already been implemented to improve the recruitment experience for disabled candidates, including:

- A group from our TA, HR, and Marketing teams to attend the Celebrating Disability partner training course.
- Details of the interview process for each role in EU job adverts, along with an updated diversity statement, to create a more transparent and inclusive recruitment experience.
- Automating email templates in Greenhouse, our recruiting platform, with a focus on inclusivity and accessibility, and ensuring our communications reflect these values.
- Extensive demographic data questions, such as age group and marital status, to gain a deeper understanding of our candidates.

Equity: UK gender pay gap report

We prioritise transparency and accountability in our efforts to reduce the pay gap. One way we do so is by analysing and publishing gender pay gap data from our global business every six months. This commitment focuses our efforts and helps us understand our progress, and we have seen improvements since we started internally reporting in 2019.

From 2022 to 2023, we saw a significant improvement in our gender pay gap, with a global decrease from 18% to 9%, surpassing our target by seven percentage points. This achievement reflects the quality of our employee experience capability across our regions, from talent attraction to continuous engagement and talent retention. This year, we are pleased to mark the first time we're publicly publishing our UK gender pay gap report.

While we are proud of the progress we have made, we see the need to be more ambitious in attracting and progressing women into more senior roles within the business. It remains our biggest challenge for tackling gender pay equality and is a focus area for 2024 and beyond.



David Tuck
CEO Kin + Carta Europe
Edinburgh, Scotland

Under legislation from April 2017, employers with UK legal entities employing more than 250 employees are required to publish their gender pay gap, including data points such as:

- Mean gender pay gap
- Median gender pay gap
- Headcount: percentage of males and females in each quartile of the data
- Mean gender bonus pay gap
- Median gender bonus pay gap

What is the gender pay gap?



The gender pay gap refers to the difference in the average pay between men and women in the workforce. This differs from equal pay, which is the pay difference between men and women who carry out the same jobs, similar jobs, or work of equal value. Unequal pay is unlawful, an adverse gender pay gap does not imply unequal pay for men and women in such circumstances.

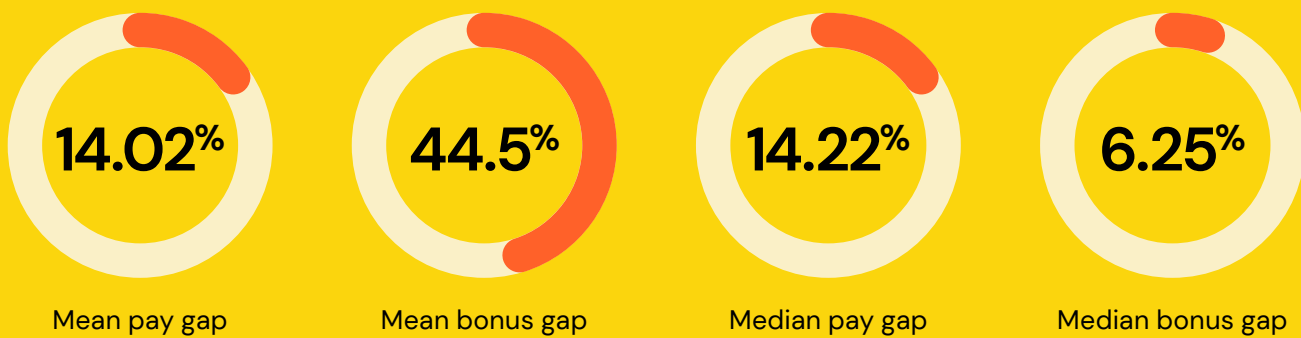
The gender pay gap is commonly reported using two measures: the mean and the median. The mean (or average) number is the sum of the salaries by gender divided by the total number of employees. The median is the middle value in a list of salaries. While the mean is traditionally used to measure a midpoint in a data set, it can be skewed by significant outliers.

Our UK gender pay gap 2023

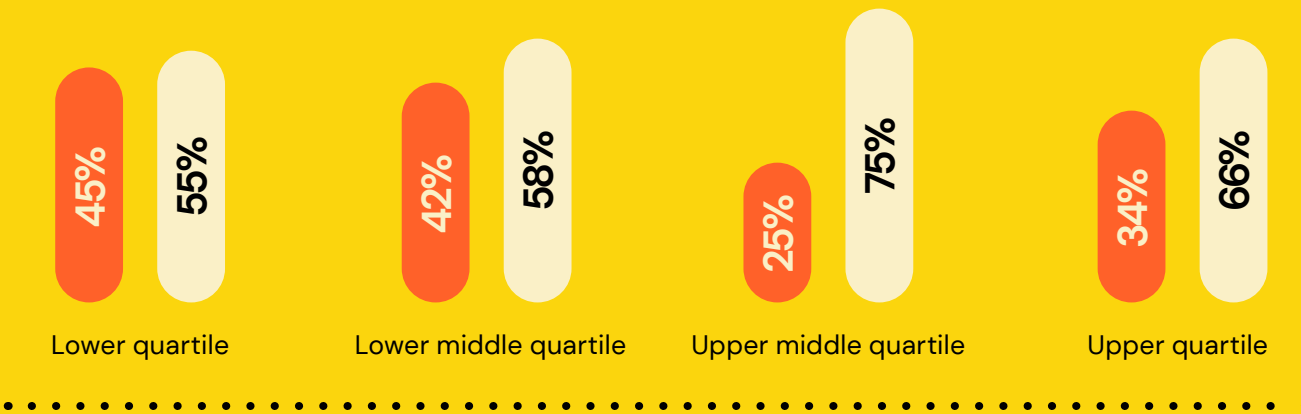
Total number of UK FTE employees at snapshot date:  **375**

Data is reported as of our snapshot date on 5 April 2023 as per UK Government gender pay gap reporting criteria.

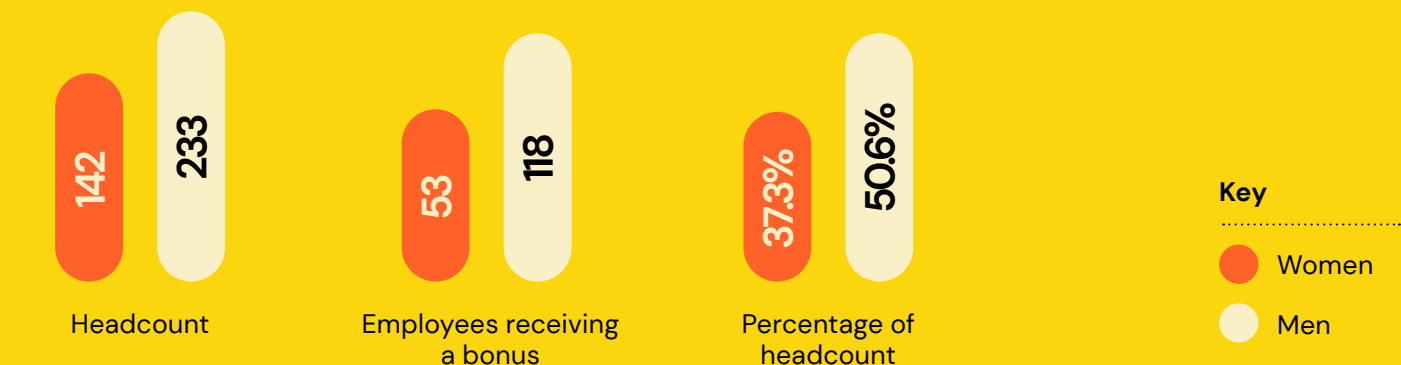
Mean & median base & bonus pay gap



Headcount: % of males and females in each quartile of the data

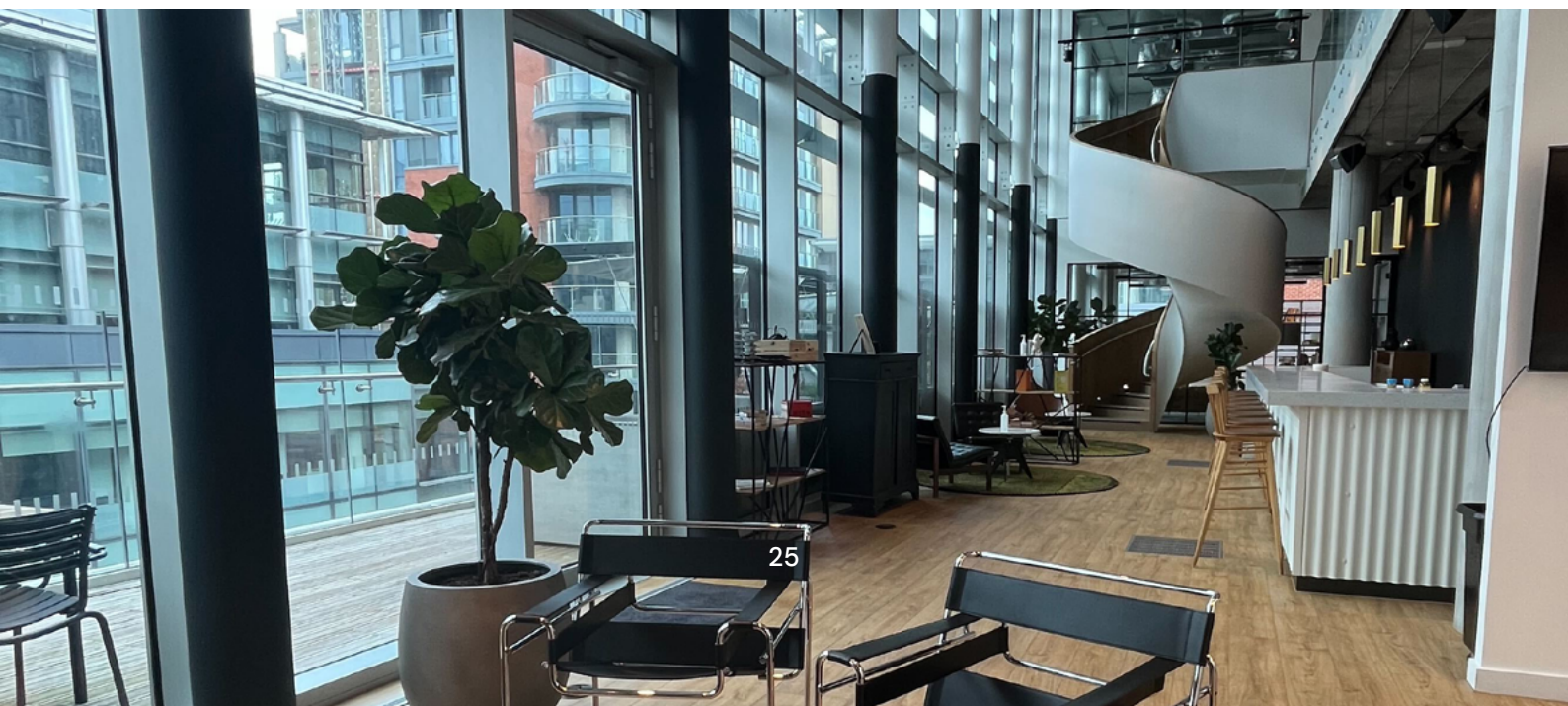


Headcount: % of males and females receiving bonus payments



Commentary and notes

- The salary data for UK Government reporting includes monetary payments in the form of basic pay, allowances, pay for piecework (if applicable), and pay for leave. Anything that is not money, such as benefits in kind, is excluded. Also excluded is pay related to overtime, redundancy or termination of employment, or pay in lieu of annual leave.
- The data is based on full-time equivalent earnings, meaning it takes into account part-time hours and salary. Salary is reported after salary sacrifice, so the amount UK employees contribute to their pension schemes influences the data.
- Bonus pay includes rewards paid as cash, vouchers, securities, securities options, and interests in securities. Only items that incur an income tax charge within our snapshot period are included. We only considered past securities and securities options that fully vested (those made in 2018 or earlier) and were exercised in the snapshot period, which is when they accrued an income tax charge.
- As a result, the data can be impacted by whether or not individuals decided to exercise their securities or securities options in the period we're analysing. Our UK mean bonus pay gap is adverse due to a small number of individuals taking these actions.
- The UK gender pay gap regulations do not define the terms male and female. HR records were used for the purposes of externally publishing our UK gender pay gap.



What the data tells us

The analysis of our UK gender pay gap shows a significant underrepresentation of women in the Upper quartile (more senior roles) and a higher representation of women in the Lower quartile. The gender imbalance that we see in more senior roles means we have less women in the higher pay quartiles.

The eligibility for a bonus is standardised and based on our internal job level framework. The mean bonus pay gap is large because we have a higher proportion of men who are eligible. The mean bonus pay gap is also adversely impacted as a result of a small number of men exercising vesting options in the snapshot period.

With the UK Government's mandate to track the gender pay gap, we face the challenge of reconciling our chosen internal measurement with the Government's methodology. While we calculate and publish our global internal pay gap figure, the UK Government's approach differs, resulting in two distinct numbers that can confuse stakeholders.

The UK Government pay gap figure stands at 14%, while our internal pay gap figure is 9%. The UK Government figure is calculated based on salary after salary sacrifice schemes, whereas Kin + Carta determines the amount before salary sacrifice. Therefore, the data is impacted by the amounts individuals choose to pay personally for their pension or for other salary sacrifices, such as the Cycle to Work scheme. They also require data is omitted for anyone not receiving normal full time pay, such as those receiving maternity, paternity, or sick pay.

Our growth-by-acquisition strategy presents a challenge in setting and achieving pay gap-related targets year on year. With each acquisition, the benchmark for our pay gap changes, and there is a lag between acquisition and integration into our systems to understand any pay gap in the acquired business. The acquisition process varies with country, and each business has a unique performance history, making it difficult to set unified pay gap targets.

What are we doing to address the gap?

- After every performance management cycle, we report on and **monitor the progression of women** throughout the UK business. In the last 12 months, 38% of promotions were for female employees. This is proportional to our overall headcount for male and female employees.
- We have also increased **representation of women in our executive leadership team** from 30% to 43% in the last 12 months.
- We have **improved accessibility** to increase the diversity of our talent pools and candidates by including **name pronunciation and pronouns** as standard across all applications and introducing **inclusive interview guidelines**. We have also added more detailed rejection reasoning to effectively **monitor bias**.
- We have begun to collect **diversity demographic data** at the candidate application stage (including proactive sourcing) in the UK. We know that in the last 12 months 38.5% of applications identified as male and 24.3% identified as female. We will continue our focus to attract more female applicants and monitor progress now that our baseline is understood.
- We have made improvements to our **enhanced maternity leave**, offering 20 weeks fully paid leave for employees with more than two years service.
- We have partnered with **Leaders Plus**, a social enterprise who work with individuals during parental leave and beyond to progress in their careers whilst enjoying their young families.
- Our **IDEA steering committee** helps to inform and steer our efforts and is made up of leaders and colleagues from across the business. 80% of the members are women spanning different roles, tenures, and seniority to ensure the work we do is valuable and has a high impact for all women.

We will continue to delve into why women might want to leave Kin + Carta and understand their motivations for staying to better influence our approach alongside continuing top-of-funnel hiring efforts.

David Tuck

CEO, Kin + Carta Europe

Awareness

To ensure everyone feels like they belong here, we have a range of policies, practices, and affinity groups that help to shape workplaces where everyone feels welcome. Throughout the reporting period we added to this selection of policies and practices, with disability training for our recruitment and HR teams, as well as executive-sponsored affinity groups, including groups centred around mental health, LGBTQIA+ experiences, and women's experiences.

These groups provide space for communities across our business to share experiences and drive change. For example, our parents affinity group in the U.S. was instrumental in increasing parental leave in that region. Across the EU, monthly affinity group sessions helped educate Kin on topics ranging from menopause awareness to racial bias in artificial intelligence.

As Kin + Carta and IDEA scale, keeping awareness at the level we strive for becomes harder. We understand the reality of information overload and don't want to add to it. We are also seeing some challenges around reaching so many people all over the world in a sustainable and engaging way. It is important to be relatable and engaging to as many people as possible.




















Across so many cultures, the same message and tone can be read and interpreted in countless ways. Based on eNPS feedback in our August 2023 survey, we have experimented with ways to increase understanding of IDEA and affinity group activities, such as:

- Launched IDEA quarterly forums to cover KPIs such as diversity split, female, and people of colour representation, and share what the team and affinity groups have accomplished recently. A global Hub houses recordings, roadmaps, training materials (such as a guide to creating accessible presentations), and event information.
- Created and launched the global IDEA calendar, where Kin can easily sign up to keep updated on everything happening across IDEA.











- Collaborated with the IT team to ensure all new Kin are automatically added to the IDEA Slack channel and receive an automated DM welcoming them, along with everything they need to know about the programme.
- Hosted a comprehensive schedule of global events to increase education and awareness for events, including the celebration of Pride Month, International Women’s Month, and Black History Month.



Some of our IDEA initiatives around the globe

August			World Breastfeeding Week 		
September			International Day of Sign Language 		Launching Affinity Group 
October	Menopause Awareness Month 	Book Club 	LGBTQ+ History Month 	Menopause Awareness Month 	Black History Month UK 
November		Networking Event 	Transgender Day of Remembrance Nov 20th 	Stress Awareness Day 1st of Nov 	International Men's Day 
December	Networking Event 		World AIDS Day Dec 1st 		
January	Cervical Health Awareness Month 			Blue Monday SAD 	Martin Luther King Jr Day of service 
February	Networking Event 	Black History Month US 			Lunar NY 
March	International Womens Month Global  		International Transgender Day of Visibility March 31st 		
April	Women in leadership April / June 		Take your Kids to Work Day 	Stress Awareness Month 	
May	IDEA Brainstorming 		Global Accessibility 	Mental Health Awareness Week 	AAPI Heritage Month 
June			Pride Month 	Careers Week 	
July			Disability Pride Month 	National Schizophrenia Day 25th of July 	



-  Black + Kin / US
-  Women / EU
-  Women + Allies / AM
-  Parents / US
-  Universal Access / Global
-  Pride + / Global
-  Children of the 60s + / Global
-  People of the Global Majority / UK
-  EU Mental Health / UK & EU
-  AAPI / AM
-  Overarching IDEA / Global

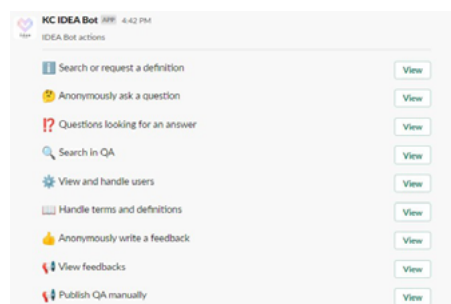
The IDEA Bot



Sofia de la Colina
Global IDEA Coordinator
Buenos Aires, Argentina

As part of our continual commitment to creating an inclusive environment for all employees and increasing awareness of the programme, we launched the IDEA Bot as a pilot across Europe. The programme addressed feedback from our Kin who, from time to time, struggle to keep up to date with the latest terminology. To reduce the fear of saying the “wrong thing”, the IDEA Bot empowers our Kin to discuss new topics and feel more comfortable asking questions.

The IDEA Bot was built in partnership with our in-house developers —a great example of using our technical skills to solve a non-technical but business-critical challenge.



It’s embedded in our internal communication tool for easy access, and contains a comprehensive DEI glossary and an anonymous question function, which is then answered and published by the IDEA team.

To add as much value as possible, we took the strategic approach of conducting a thorough pilot program in one region before rolling it out globally. By utilising analytics, we gather insights on the most searched terms each month, enabling us to curate our event calendar for optimal education and support that aligns with Kin’s needs. This data-driven approach ensures we deliver the right resources at the right time.

Our Affinity groups



People of the Global Majority (previously called BAME)



Black + Kin



Mental Health



Pride+ (previously called LGBTQIA+)



Parents' Group



Universal Access



Women's Group and Women on the Rise



Children of the 60s, 70s and 80s

“

I am honoured to have the opportunity to support our IDEA mission as executive sponsor of the Kin + Carta Pride+ affinity group. Getting involved has allowed me to **both learn from this incredible community and advocate as an active ally**. It's essential for executive leaders to participate in DEI efforts in order to really understand the work that needs to be done, as well as recognise progress made.”



Kerry Penny
Executive sponsor of the Pride+ affinity group
Chicago, USA

Governance

Taking a holistic approach to governance that encompasses our environmental, social, and financial objectives is crucial to maximising the positive impact of Kin + Carta for our community, customers, employees, and investors. This requires informed decision-making and meaningful commitments (notably our non-financial KPIs), along with comprehensive measurement and oversight and clear business conduct policies that offer consistent governance standards.

Throughout the year, we invested in each of these aspects of governance to support Kin + Carta's stakeholders by minimising risk and enhancing reputation across the value chain.

We increased collaboration across our functions to improve the integrity of our non-financial KPI measurement and reporting through utilisation of the skills and knowledge of our colleagues from employee experience, finance and legal, amongst others. We're continuing this focus alongside the continuous evolution of our non-financial KPIs.

Notably, we conducted our first double-materiality assessment, evaluating the importance of ESG topics relevant to financial and impact materiality:

- **Financial materiality:** looks at ESG topics material to Kin + Carta's ability to create sustained financial value.
- **Impact materiality:** maps the ESG topics material to our company purpose, "Building a world that works better for everyone".



Frances Brereton
Deputy Company Secretary
London, UK

Inaugural double-materiality assessment



Jennifer Crowley
Global Director of Responsible Business
London, UK

Completing our first double-materiality assessment highlights the strength of our governance structure and serves as a mirror to our clients as they mature their thinking on impact materiality and how that affects their business models. The findings of our double-materiality assessment have been a key influencer of our strategic priorities. They are important to the health of our business, as well as to our people, communities, and environmental footprint.

The language of governance mechanisms and the ESG programme can be a blocker to engagement and understanding across the company, so there is a clear need to make this work accessible to all employees, regardless of their location or level within the company. We ensure that we communicate with all parts of the business regularly and consistently to ensure that everyone understands the importance of governance and how it impacts their roles and responsibilities.

Key findings include:



Culture: Our people are at the core of our value proposition for clients and investors alike. We will continuously strive to deliver on maintaining an engaging and inspiring environment for our Kin. To tap into the double dividend of upskilling, we are revisiting our values and behaviours and investing in consulting training.



Data Security: Investors and clients are placing increasing value on data security and privacy, where risks have both financial and community wellbeing safeguarding implications. We are committed to providing clients and investors with the assurance that their privacy and data is safe with us. We strive for our systems to meet strict safeguarding needs against data leaks and cyber attacks to lower our risk profile to investors and clients.



Governance: Lenders and investors are increasingly recognising the importance of enhanced governance practices for futureproofing businesses and maintaining enterprise value. We're responding to this by supporting the reporting of our ESG objectives with data and evidence and maintaining clear communication of decision-making processes to bolster transparency for employees and investors.



Client decarbonisation yields multiple onward benefits including a positive contribution to our investors' net zero targets and timelines, as well as Kin + Carta's own.



To honour our investors' emphasis on data governance, we ensure our processes are fit-for-purpose to effectively manage both internal and client data security and privacy risks.



Methodology

1. Internal employee insights (financial and impact lens)
2. Shareholder and client insights (financial lens)
3. External research, including peer benchmarking (impact and financial lens)
4. Expert opinion (impact and financial lens)
5. Client materiality assessments, annual reports and ongoing interviews

Our global non-financial KPIs

Non-financial key performance indicators work in conjunction with our financial performance indicators to measure our holistic global performance each year and our progress as a triple-bottom-line company (performance, people, and planet). In a challenging market environment, we've worked hard to try and meet all of our targets but in the absence of that, are proud to be transparent and learn from missed targets.



"We were proud to continue building on the digital-first services that **Healthfirst—a New York health insurance provider**—provide to their members since first working with them during Covid to build their virtual appointments infrastructure. As a provider of healthcare services to a diverse population of nationalities, ethnicities, and languages, their need for swifter, simplified digital workflows across 2023 matched perfectly with our world-class digital skills and our own purpose—building a world that works better for everyone."



Virginia Venable
Client Director
Chicago, USA



Positive
impact revenue



We've made a lot of great progress with racial and ethnic representation as a company. To move closer to being as diverse as the countries we operate in, the next step would be to drill down into ethnicity data in a way that acknowledges the unique barriers to entry for different ethnic groups. We are committed to building a truly diverse global company.



Paige Vorac
US IDEA Lead and Technical Lead
Chicago, USA



Percentage of
employees identifying
as Asian, Black, Latin
or other non-white

KPI	Outcome	Commentary
 Global mean Gender pay Gap	Achieved 9%	This year has seen a significant improvement in our global gender pay gap, exceeding our target by seven percentage points. This achievement reflects the maturity of our EX ("employee experience") capability across our regions from talent attraction to continuous engagement and talent retention. There were also notable nuances in the country by country workforce demographics that have made this year particularly favourable.
 Positive impact revenue	Achieved 10%	Despite a challenging landscape, intentional focus on particular positive impact revenue areas, saw us exceed our target.
 Percentage of employees identifying as Asian, Black, Latin or other non-white (USA only)	Achieved 35%	This year's marked improvement is in part because of stronger data that empowered better decision making.
 Global eNPS (Employee net promoter score)	Missed	Our Kin have felt the effect of external economic volatility. The most difficult of business decisions, redundancies, understandably affected morale.
 Net new jobs	Missed	Prudent management of the business this year saw a regrettable but necessary reduction, not growth, in headcount.
 % promotions	Achieved 26%	In a year of constrained client demand, we have been intentional about how best to invest in, and reward, the skills of our Kin.
 % profit donated to charity	Missed	The difficult decision to prioritise business stability through the year means that we were unable to meet the target this year.
 Carbon Intensity	Missed	The increase in carbon intensity from our previous financial year is largely due to calculating emissions from a larger range of (Scope 3) business activities and improved data collation.

Modern slavery policy



Guadalupe Calvo
Legal Specialist
Buenos Aires, Argentina

A modern slavery statement in a business is crucial as it not only reflects a commitment to ethical practices but also safeguards against human rights abuses and exploitation in the supply chain. Our statement sets out our zero-tolerance approach to any form of modern slavery and child labour in recognition that slavery, forced labour, human trafficking, and child labour are a violation of fundamental human rights. The annual statement outlines the actions taken to address the risks of modern slavery and child labour in our operations, supply chain, and customer and client relationships. The 2024 Modern Slavery Statements for Kin and Carta plc and Kin and Carta UK Limited will be signed in January 2024.

A modern slavery policy is focused on the prevention of modern slavery and child labour in Kin + Carta's operations, including its supply chains. [Our modern slavery policy](#) applies to our Kin, clients, business partners, and suppliers, and demonstrates our values of being connected, compassionate, and courageous. It outlines our expectation that any concerns be highlighted using the appropriate reporting channels, and that management is to act accordingly.

The purpose of this policy is to ensure that all individuals working for or on behalf of Kin + Carta are equipped with the knowledge to identify common red flags of modern slavery and child labour. This awareness empowers us to mitigate the risk of modern slavery or child labour from occurring in our operations and to support the identification and reporting of any such practices. **We believe the prevention, detection, and reporting of modern slavery and child labour in any part of our business or supply chains is the responsibility of all Kin.**

In addition, the modern slavery policy affirms our commitment to respecting and guaranteeing freedom of workers to terminate employment, freedom of

movement, and freedom of association and the rights to collective bargaining of our Kin. We have the same expectations for workers in our supply chain.

Kin + Carta expressly prohibits and condemns all forms of forced or compulsory labour and the following associated conducts:

- Any threats of violence, harassment, and intimidation
- Use of worker-paid recruitment fees
- Compulsory overtime
- Child labour
- Discrimination
- Confiscation of workers' original identification documents
- Unsafe working environments

One of the challenges we face is the need to achieve both technical accuracy and effective utilisation of our suite of company policies throughout the organisation. That is why it was so critical to offer in person training options for people to better understand this policy and how it can be used to influence their decision making.

Where appropriate, and with the welfare and safety of local workers as a priority, we may give support and guidance to our clients, suppliers, or business partners to help them address coercive or exploitative work practices in their own business and supply chains.

During the year, we updated our 2023 Modern Slavery Statement and approved a group wide standalone modern slavery policy, with associated training for our employees, supporting our zero-tolerance policy towards any form of modern slavery or child labour. **To improve communication to Kin on its importance and impact, every employee was required to acknowledge the new policy and complete training** to facilitate the identification, mitigation, and management of modern slavery and human rights risk across our supply chain.

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As a global technology consultancy, we are keenly aware of our privilege and responsibility. Indeed, it is the access, equity, and progress that technology delivers when built with integrity, freedom from bias, and with consideration of externalities that inspires us and our clients every day.

The powerful trifecta of external verification (in our B Corp status), the strength of our internal policies and processes, and the passionate values of our Kin are a compelling match for the increasing requirements of our world-class clients.

I am excited about the collaboration, innovation, and ultimately impact of our collective responsible business investments to support building a world that works better for everyone.



Kelly Manthey
Global CEO
Chicago, USA

KIN + CARTA



Global Headquarters
The Spitfire Building
71 Collier Street
London
N1 9BE
United Kingdom

US Headquarters
7th Floor
111 N. Canal Street
Chicago, Illinois
60606
United States

kinandcarta.com

