

KIN+CARTA

Your digital transformation partner

Kin+Carta Americas

FY21 Impact Report

Aug 2020 – Jul 2021

Certified



This company meets the highest standards of social and environmental impact

Corporation

November 2021





**We exist to build a
world that works
better for everyone**

Connective, Adaptive, Responsible

“Kin + Carta’s mission is to build a world that works better for everyone. And this mission goes beyond our client work. It means we are committed to making the world a better place for future generations. Becoming a B Corp proves that we are on the right track, but there is a lot more work ahead of us.”



Kelly Manthey
CEO, Kin + Carta Americas

The Journey to **Triple Bottom Line**

Our commitment to creating positive impact using the B Corp framework

With Kin and Carta Plc having set out on our **responsible business journey** over 3 years ago, we were very happy to have the progress that Kin + Carta Americas has made during that period recognised through **B Corp certification** in January 2021.

This represents validation of existing behaviours and **significant improvements** to many of our social and environmental policies and practices. We have increased our focus on people and planet in addition to profit, in order to become a more socially responsible company, acting to try and **reduce inequality in society as well as mitigate against climate change and environmental damage**.

We strive to run our business for the benefit of all stakeholders – **customers, employees, suppliers, communities, the environment, and shareholders**.

The adoption of the triple bottom line approach is **integral to Kin+Carta's long-term success** as it is a key factor in driving engagement across our teams, our businesses, and with our clients, whilst providing growth opportunities for our people as well as our service lines.

Kin+Carta exists to build a world that works better for everyone: for our people, our communities, and our planet.

We are working towards becoming the best place to work, driving charitable outreach programmes, and committing to a carbon neutral and zero waste future, as well as engaging with more of our customers to solve social, ethical or environmental business challenges using technology.

This report, which focuses on Kin+Carta Americas (our Kin and Carta U.S. and Argentina operations*), sets out how our business and people have made a positive impact over the past 12 months, and how we plan to continue and improve on those efforts in the coming year where possible.

FY21 was a challenging year in many ways, and we did not achieve some of our responsible business KPI goals, but we have increased focus and resource for FY22.

Kin+Carta Americas delivers first class results for our people and our communities

- We are the digital transformation partner for the real world, combining deep industry expertise, data-intelligence, world-class engineering and seamless delivery
- Our people are our company, and they determine how we use our business as a force for good
- Through strong people and community programmes, Kin+Carta Americas scores well in these areas of the B Corp assessment, supported by our robust governance framework
- We are working to improve our environment and client-related positive impact performance in the coming year

85

Kin + Carta Americas

B Corp Assessment Score – January 2021



32

People



18

Community



17

Governance



11

Environment



7

Customer



B Corp certification is earned by achieving a minimum of 80 points on a third party assessment that is focused on governance, workers, community, the environment, and customers. See [BCorporation.net](https://www.bcorporation.net) for more information.

During FY21, Kin+Carta Americas has made **good progress** in many areas of impact focus



People

- New Employee Value Proposition created and launched
- Introduction of hybrid work model
- Significant increases in gender and ethnic minority representation
- Achieved 98% pay equity
- Future Women Leaders program launched



Community

- Reduced levels of charitable giving due to Covid, but still good levels of volunteering
- Worked with Face2Face Masks and BEAT19 to support the fight against Covid
- Over 200 net new jobs added during the year



Environment

- Revised company goals to be carbon neutral and zero waste to landfill by end of 2023, and net zero carbon by end of 2027
- Offset all scope 1, 2 and 3 FY21 emissions
- Development of new Climate Strategy and Action Plan



Customer

- Over \$5m of net revenue from positive impact projects
- New Environmental and Social Risk policy implemented
- New Responsible Business Sales Enablement role created to focus on increasing positive impact revenue

Key Performance Indicators

We have selected eight Responsible Business metrics to track and improve on as the most important and relevant to our business, communities, and the environment

KPI	Background	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target	Commentary
1. Employee Net Promoter Score (eNPS)	Standard metric scored -100 to +100. Tracks overall wellbeing and collective feeling of our employees	+31	+35	+33	+35	Good score achieved in most recent employee survey – aim to at least maintain and ideally improve this level of employee engagement / happiness
2. % of employees promoted in last 12 months	Career progression is an important part of our responsibility as an employer	25%	15%	19%	20%	We succeeded in progressing almost a fifth of our workforce in the past year, and will look to maintain this level of career advancement in future
3. Mean gender pay gap	Calculating and narrowing the gender pay gap is a key step for us to ensure gender equality	+16%	+12%	+15%	14%	Whilst we slightly reduced our gender pay gap in FY21, we did not reach our goal, reflecting high levels of recruitment at more junior levels (across both genders). This is likely to be similar for FY22, hence a less ambitious target
4. % of US employees identifying as race / ethnicity other than white*	The first step towards racial equality is to ensure proper representation	26%**	33%**	33%**	35%	As part of the implementation of our new IDEA strategy, we substantially increased US ethnic minority representation in our business during the year

KIN+CARTA *U.S. results (representing 79% of Kin+Carta Americas workforce) only due to legal restrictions on diversity data collection in Argentina

** FY20 actual and FY21 target and actual restated to include Kin and Carta Denver employees

Key Performance Indicators

We have selected eight Responsible Business metrics to track and improve on as the most important and relevant to our business, communities, and the environment

KPI	Background	FY20 Actual	FY21 Target	FY21 Actual	FY22 Target	Commentary
5. Equivalent % of net income raised for charity	We are committed to charitable giving through direct donations and employee matching, fundraising efforts, and volunteering time	4.3%	3.0%	0.8%	3.0%	Significantly lower charitable contributions than prior year and target in FY21, due to Covid affecting our volunteer opportunities (local and international) and company-matched fundraising events. Renewed efforts are being made to recover contributions in FY22
6. Net no. jobs added in last 12 months	Providing new careers in emerging technology is an important part of making our communities thrive	2%	3%	47%	20%	As the business recovered and grew in H2 of FY21, we saw major recruitment efforts resulting in a significant number of hires and increase in employee base. The rate of job growth will slow in FY22 but remain relatively high.
7. Carbon intensity (tonnes CO2 / \$m revenue)*	Passing on a healthy planet to our children is an increasingly important part of our job	2.2**	1.5**	0.4**	10**	Our Scope 1 and 2 carbon intensity reduced in FY21 below target, due to reduced office energy use. We will include relevant Scope 3 categories in our FY22 target and measurements
8. Total revenue from positive impact projects	We must continue to look for ways to use our skills to better our society and our planet	\$4.1m	\$500k	\$5.4m	\$6.5m	We have increased our positive impact project revenue, and are looking to continue and accelerate this trajectory in the future

KIN+CARTA *Revised KPI (from % of carbon emissions offset) to more fully reflect our climate impact and efforts to reduce as well as offset emissions

** FY20 and FY21 actual and target carbon intensity includes Scope 1 and 2 emissions; FY22 target includes Scope 1, 2 and 3 emissions



People: Engagement

KPIs

Team Engagement

+33

Employee Net Promoter Score (eNPS) (Jul 2021)

FY22 target: **+35**

Long-term goal: **+50**

19%

Percentage of employees promoted in the last 12 months (FY21)

FY22 target: **20%**

Long-term goal: **20%**

FY20/21 Achieved

- New Employee Value Proposition created and launched
- Development of new Employee Handbook bringing all policies together, including more inclusive Parental Leave policy
- Introduction of Hybrid Work Model
- Introduced Unlimited PTO Policy in the US to create more flexibility for our Kin
- Employee Stock Purchase Plan implemented in the US
- Implemented global HR Information System for more streamlined employee experience

FY21/22 Goals

- Launch of Kin Accelerator Programme to enhance career progression for new and existing employees
- Implementation of broader LTIP award strategy to wider proportion of employee base



People: Case Study

Employee Value Proposition

During the year we developed and implemented a new Employee Value Proposition (EVP) – Connecting Curious Minds – the framework we use to continuously refine the employee experience. It provides our teams with:

- opportunities to learn
- tools to help them embrace new challenges
- a global connective of experts to share knowledge
- meaningful coaching and feedback to advance careers

The building blocks of our Employee Value Proposition are:

1. Fair recognition and reward systems
2. Programs that support personal wellbeing
3. Career paths that allow both vertical and horizontal progression
4. A purpose and culture that reinforces our values and our commitments to running a triple bottom line business.

We believe that the work we have done and continue to do to bring our EVP to life is key in attracting, retaining, progressing and rewarding all of our people.





People: IDEA (Inclusion, Diversity, Equity and Awareness)

KPIs

IDEA

+15%

Mean Gender Pay Gap – % average male hourly pay is higher than average female hourly pay (Apr 2021)

FY22 target: **+14%**

Long-term goal: **+5%**

33%*

Percentage of employees **identifying as another race / ethnicity to white** (Jul 2021)

FY22 target: **35%**

Long-term goal: **45%**

FY20/21 Achieved

- Increased female representation from 31% to 38% in the US, and from 37% to the target 40% in LatAm
- Increased US ethnic minority representation from 26% to 33%*
- Evolved our recruitment process to create a more diverse pipeline
- Undertook gender pay equity analysis and acted to achieve 98% pay equity
- Future Women Leaders programme launched in the Americas
- Raised awareness and knowledge levels through publication of comprehensive IDEA glossary of terms

FY21/22 Goals

- Continue to improve gender and ethnic minority representation across the Americas
- Review and reduce any bias our Kin experience through key stages of their K+C career
- Ensure active allyship at K+C and with clients and suppliers
- Develop supplier diversity programme
- Run pay equity analysis twice per year to ensure we maintain equitable pay
- Publish new IDEA policy



People: Case Study

Championing Inclusivity

We recognised that our workplaces and recruitment processes were not as inclusive as they could be for our LGBTQIA+ Kin. To rectify this, we:

- Created a space specifically for our LGBTQIA+ Kin to connect and grow in the LGBTQIA+ Affinity Group, which increased in size to 25+ members
- Became a corporate sponsor of [Out in Tech](#) and received 30+ job applicants through its recruitment board
- Organised company-wide workshops, DJ jams, panel discussions and educational events to make K+C a more welcoming place
- Celebrated Pride month remotely and received fantastic feedback

We are proud of what we have achieved but will continue to improve our efforts on inclusivity, including education and allyship within K+C, to support all of our Kin





Community

KPIs

Charity

0.8%

Equivalent % of net income raised for charity

FY22 target: **3.0%**

Long-term goal: **4.0%**

Economy

47%

Net no. jobs added in last 12 months

FY22 target: **20%**

Long-term goal: **15%**

FY20/21 Achieved

- The Americas philanthropy programme was reduced significantly by Covid, which affected our ability to hold volunteer and fundraising events
- Nevertheless, we still managed to volunteer over 700 hours, donate \$14,500 and raise \$11,500 raised for charity*, across three main programmes:
 - Pay it FWD mass employee online volunteering at local charities
 - Donation of c.250,000 masks to people in vulnerable communities
 - Collection of c.100,000 surveys to help fight Covid with beat19.org
- Over 200 net new jobs added across all our Americas offices during the year

FY21/22 Goals

- Selection of new, strategic US and LatAm charity partners to focus charitable giving efforts on
- Undertake Pay It Fwd event in person again, across all our Americas offices
- Continuation of our recruitment program to add significant number of net new jobs across the region
- Increase coverage of suppliers accountable to and evaluated against our Supplier Code of Conduct



Environment

KPIs

Carbon Intensity

0.4*

Tonnes CO2 / \$m revenue

FY22 target: **10**

Long-term goal: **2**

FY20/21 Achieved

- Revised company goals to be:
 - Carbon neutral and zero waste to landfill by end of 2023
 - Net zero carbon by end of 2027
- Offset all of FY20 and FY21 Americas scope 1,2 and relevant scope 3 emissions through certified and verified offset schemes
- Development of new Climate Strategy and Action Plan

FY21/22 Goals

- Implement Climate Strategy and Action Plan across all Americas offices
- As we return to our offices, introduce more robust waste reduction and recycling programs
- Review and update reduction targets for energy usage and GHG emissions in light of new offices and more accurate measurement
- Progress towards renewable energy usage in all offices
- Develop and implement new Business Travel policy



Customer

KPI

Positive Impact Revenue (annual)

\$5.4m

Total revenue from positive impact projects

FY22 target: **\$6.5m**

Long-term goal: **\$20m**

FY20/21 Achieved

- Several positive impact projects undertaken, including work for:
 - Healthfirst – New York’s largest not-for-profit health insurer, helping disadvantaged groups gain access to medical care
 - Uplight – powering the clean energy transformation by helping energy providers with their decarbonization goals
- New Environmental and Social Risk policy implemented to qualify out opportunities which pose risk of environmental or social harm
- New Responsible Business Sales Enablement role created to focus on increasing positive impact revenue

FY21/22 Goals

- Incorporation of accessibility, inclusivity and / or sustainability into all service lines where relevant
- Finalisation and roll-out of more robust positive impact project definition and measurement



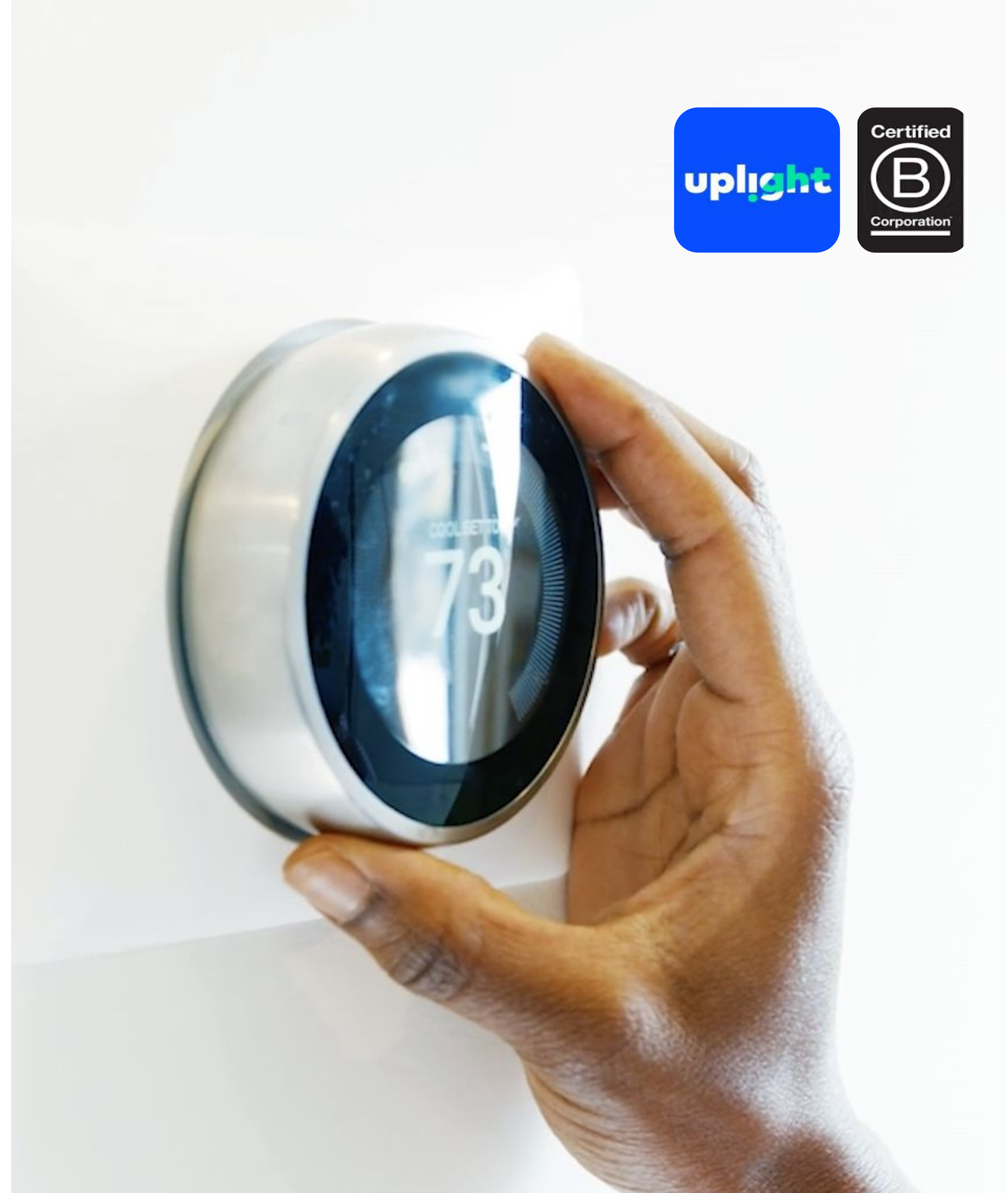
Customer: Case Study

Uplight: Harnessing cloud infrastructure for sustainable modernization

We are helping our fellow B Corp and clean energy transformation company Uplight with their ambitious environmental goal of reducing CO2 emissions by more than 100 million metric tons, and saving consumers more than \$10 billion on their energy bills.

Kin + Carta is Uplight's go-to data product development partner in its mission to build more sustainable energy supply. We collaborate to bring hidden customer data into the light to support consumer energy action management.

Our marquee data enablement project makes the most of modern cloud infrastructure and product development to help solve one of the world's most pressing problems



Thanks

KIN+CARTA

Carlee Jaslowski

Responsible Business Lead – Americas

carlee.jaslowski@kinandcarta.com

Paul Hunter

Responsible Business Enablement Lead – Americas

paul.hunter@kinandcarta.com

Nick Zinzan

Head of Responsible Business

nick.zinzan@kinandcarta.com