

Hiring Veterans and Strengthening Communities

The Vets @ Work program highlights the extensive range of talents and leadership abilities veteran hires can bring to private sector employers. It also strengthens KKR's efforts to promote veteran-focused career development and retention practices at our portfolio companies.

Vets @ Work, launched in 2011, is an initiative aimed at recruiting, hiring, developing, and retaining veterans across KKR's U.S.-based portfolio companies. Veterans possess specialized skills, extensive training, leadership experience, and strong character from their years of military service, making them welcome additions to our diverse companies across the United States. Nearly 40 of our current and former portfolio companies have taken part in this initiative during the past six years, focusing on all aspects of hiring veterans and military spouses. This program features two primary strengths: a strong focus on its goal and the ability for participants to customize its

2016 Program Highlights



Hiring Progress: Nearly 48,300 veterans and military spouses have been hired by 36 of our U.S.-based portfolio companies since 2011.



Veterans Initiative Summit: KKR has built on the Vets @ Work program by co-hosting a Veterans Initiative Summit in Washington, D.C. and New York City in 2015 and 2016, respectively. The events were collaborations with several other private equity firms and emphasized how our collective portfolio companies can attract, retain, and promote veterans.




The summits featured sessions across four thematic areas: hiring, sourcing, integration, and career development and retention. Nonprofit, corporate, government, and other experts on veterans issues shared valuable insights to help push companies' initiatives forward. During the inaugural Veterans Initiative Summit, former first lady Michelle Obama addressed the audience and led a working roundtable for leaders from KKR and the other sponsoring firms to more deeply discuss the issues facing veterans. During the second summit, participants received a 124-page Veterans Initiative Playbook to help programs at portfolio companies advance more quickly.



Veterans Hiring 2.0 Pilot Projects: These projects analyzed retention, role- and site-specific trends, and the performance of military-affiliated employees at two portfolio companies.

VETS@WORK RESOURCES

As part of our commitment to the portfolio companies engaged in this initiative, we offer programs and resources to assist with common challenges.

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 Introductions to external and internal resources such as peer contacts (veterans hiring experts within the portfolio) and external best-in-class practitioners
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 Annual webinars with presentations from veterans service organizations (e.g., Team Red, White & Blue; Hiring Our Heroes; and The Value Of a Veteran) and leading companies within our portfolio
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 An ongoing partnership with Hiring Our Heroes to sponsor a portfolio-wide, national Military Hiring Fair open to transitioning active-duty military members, veterans, and military spouses



Where can I find additional information?

Collaboration and sharing best practices are keys to success. We welcome you to connect with the KKR Vets @ Work team (email VetsAtWork@kk.com) and explore these resources:

- Vets @ Work webpage: kk.com/responsibility/citizenship/vets-at-work
- 2016 ESG and Citizenship Update website: kkresg.com
- Creating Sustainable Value video: kk.com/global-perspectives/video-library/creating-sustainable-value

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