

## Diversity: Harnessing the Power of Different Perspectives

*We welcome and support employees with varied backgrounds and perspectives. Their contributions help strengthen our Firm, improve our performance, and enhance our investment decisions.*

### Why Inclusion and Diversity?

We see tremendous value in, and are strongly committed to, having a well-rounded, inclusive workplace – one that includes employees who reflect the investors we serve, the companies and other stakeholders with whom we partner, and the communities in which we live and conduct business.

To help us realize this inclusive workplace, in 2014 we created the Inclusion & Diversity Council (IDC). It includes 11 KKR members who possess distinctly global points of view. This group works with an Advisory Group of approximately 20 diverse KKR executives at various levels across the Firm to drive recruiting, promote retention, and maximize external partnerships.

### Attracting Talent

We are working to attract diverse talent at all levels across the organization. To do so, we are leveraging our external partners, monitoring and tracking our efforts, launching initiatives to recruit talent, and introducing candidates to our workplace.

Among these initiatives, we introduced our annual on-site U.S. MBA Diversity Insights Program and U.S. MBA Summer Internship Program. We hired 100 percent of our 2017 MBA summer intern class to join the Firm in 2018. In addition, we rolled out workshops globally to open up dialogue about diversity's role in driving performance. These workshops also created opportunities to share internal best practices, helping us rethink and begin to adjust the ways we evaluate candidates and make hiring decisions.

As inclusion and diversity have been added as formal components of our Firm's annual strategic planning process, we have increased Member and business leader accountability for tangible progress and results. Leaders now have ownership for tracking diverse candidate slates during recruiting, and there is greater personal engagement in hiring decisions at all levels of seniority. In 2017, we positively moved the needle in terms of representation of women and ethnic minorities at the Firm.

### RETAINING DIVERSE TALENT

KKR seeks to not only recruit diverse talent, but retain it as well. One way we accomplish this is by reinforcing KKR as a family-supportive employer of choice. The Inclusion & Diversity Council, in partnership with the Advisory Group, has created a series of initiatives designed to provide support for employees who are parents. KKR has taken a number of substantive actions, including:

-  Extended paid leave for primary caregivers to a minimum of 16 weeks<sup>1</sup>
-  Implemented a firm-paid Childcare Travel Program
-  Launched Parental Leave Executive Transition support primarily for investment professionals and their managers to support parental leave transitions
-  Continued to improve lactation support and resources for new mothers
-  Introduced adoption reimbursement benefits for all U.S. and London employees and seek to expand that benefit to employees in other European and Middle Eastern offices in 2018

<sup>1</sup> KKR's minimum commitment to paid leave for primary caregivers is 16 weeks. Additional paid or unpaid time varies by country.

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**Our overarching goal is to achieve an outstanding investment and service experience for our investors and we believe that having diverse teams will drive our success and improve our competitive advantage.**

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Suzanne O. Donohoe

KKR Member & Head of Client and Partner Group  
Chair, Inclusion & Diversity Council

## Cultivating Partnerships

In an effort to enhance our diversity practices, brand, and recruiting capabilities, we have identified and partnered with several leading diversity organizations. We seek to leverage our relationships with these organizations to access diverse talent, broaden our network and prospective stakeholder base, and brand the Firm in the marketplace.

### WOMEN'S ORGANIZATIONS

- 100 Women in Finance
- Alternative Investments Forum
- Girls Who Code
- Girls Who Invest
- Level 20
- Private Equity Women Investor Network (PEWIN)
- The Women's Foundation Hong Kong
- Women's Alternative Investment Summit
- Women's Private Equity Summit

### DIVERSITY AND INCLUSION ORGANIZATIONS

- Center for Talent Innovation
- Management Leadership for Tomorrow
- Out for Undergraduate Business
- Out on the Street
- Reaching Out MBA
- Sponsors for Educational Opportunity
- The Robert Toigo Foundation

## External Recognition

We are pleased to have been recognized for our commitment to enhancing our diversity and inclusion efforts. It is early in our journey, with opportunity for continued progress.

### WORKPLACE AWARD

#### The Dave Thomas Foundation for Adoption

KKR was recognized by The Dave Thomas Foundation for Adoption in 2015, 2016, and 2017 as one of the Best Adoption-Friendly Workplaces and one of America's Most Foster-Friendly Employers.

### LGBT POLICY SCORECARD

#### Human Rights Campaign Corporate Equality Index

For the third consecutive year, in 2018 KKR received a 100 percent score from the Human Rights Campaign's (HRC) Corporate Equality Index, a national benchmarking tool, for the Firm's Lesbian, Gay, Bisexual, and Transgender (LGBT) policies.

### CEO-DRIVEN COMMITMENT TO DIVERSITY

#### CEO Action for Diversity & Inclusion

In 2017, we joined the CEO Action for Diversity & Inclusion, with Co-Founders and Co-CEOs Henry R. Kravis and George R. Roberts committing to this pledge.

### Important Information

This document is being made available regarding Kohlberg Kravis Roberts & Co. L.P. and its efforts on environmental, social, and governance performance. It does not constitute an offer to sell or a solicitation of an offer to purchase any security of any fund or any other investment vehicle or product sponsored or managed by KKR. No part of this constitutes investment, legal, tax, regulatory, accounting, or other advice of any kind. Unless specified, any views reflected herein are those solely of KKR and are subject to change without notice. Neither KKR nor any of its affiliates are under any obligation to update or keep current the information contained herein. Additionally, this report contains forward-looking statements. Actual events or results may differ materially from those reflected or contemplated in such forward-looking statements. All information and data are as of December 31, 2017, unless otherwise noted.