

KKR

2024 Corporate Sustainability Disclosures

Supplementary disclosures on various KKR-level operational sustainability topics



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Introduction

About KKR

KKR & Co. Inc. is a leading global investment firm that offers alternative asset management as well as capital markets and insurance solutions. We have a deep commitment to our clients and portfolio companies and believe in shared success. KKR sponsors investment vehicles that invest in private equity, credit, and real assets and has strategic partners that manage hedge funds. KKR's insurance subsidiaries offer retirement, life, and reinsurance products under the management of The Global Atlantic Financial Group LLC and its subsidiaries (Global Atlantic).

Sustainability at KKR

KKR's approach to sustainability is deeply connected to our commitment to create and protect value. We aim to integrate material sustainability factors across our investment activities through how we invest, where we invest, and how we support our companies. We believe that this improves our ability to deliver strong returns to those we serve.

KKR's 2024 Sustainability Reporting Suite

This year, updates on our sustainability-related activities across our investments and operations can be found across the following documents.

Additional information can be found on our website at the following links:

- [kkr.com/sustainability](https://www.kkr.com/sustainability)
- [kkr.com/delivering-better-outcomes](https://www.kkr.com/delivering-better-outcomes)



¹ Our reporting suite documents activities and includes performance data for calendar year 2024, unless otherwise noted. Where noted, we also include our progress and planned activities for 2025.

About the Corporate Sustainability Disclosures

At KKR, we aim to disclose high-quality, relevant information as part of our annual sustainability reporting efforts, a commitment we have upheld since publishing our inaugural report in 2011. As a continuation of these efforts, we have developed the following set of supplementary sustainability disclosures to provide shareholders and stakeholders with additional information on KKR's operations. It covers how we integrate sustainability into our business activities across material topic areas that KKR considers important to both our stakeholders and our business. These disclosures document activities and performance data for calendar year 2024, unless otherwise noted. Where applicable, we have also included links to relevant policies and programs, and to other parts of our reporting suite, including our disclosures against key sustainability reporting frameworks, such as TCFD and SASB.

These disclosures should be read in conjunction with other KKR disclosures, including those available on [kkr.com](https://www.kkr.com), ir.kkr.com, filings with the U.S. Securities and Exchange Commission (SEC), and KKR's broader reporting suite.

 For definitions of key terms used throughout our Sustainability Reporting Suite, see the [2024 Sustainability Report](#).

How to Navigate This Document

To simplify navigation and communication of our activities and performance, this report provides:

 Links to other resources within our sustainability reporting suite and content on [kkr.com](https://www.kkr.com)

 References to disclosures aligned with the SASB Standards

Governance and Business Ethics

Approach

As fiduciaries of capital, we are dedicated to employing the highest standards of integrity in all our dealings to uphold trust and create and protect value for our clients.

KKR's continued success and ability to maintain our social license to operate requires a robust corporate governance framework. With oversight from the Board of Directors of KKR & Co. Inc. ("KKR Board"), the management team aspires to nourish a culture that goes beyond risk management and compliance, and values responsible business practices, personal integrity, and ongoing communication. We believe this commitment to operating ethically creates long-term value for our clients and shareholders.

Corporate Governance

In October 2021, we announced Joe Bae and Scott Nuttall as our new Co-CEOs. We also announced structural changes that are planned to increase the rights of our common stockholders, further align the interests of our current and future leadership with our common stockholders, and enhance corporate governance at KKR. By 2027, all common stock of KKR & Co. Inc. will have one vote per share.

 Read more on [Corporate Governance](#) and in the the relevant policies below:

- [Audit Committee Charter](#)
- [Corporate Governance Guidelines](#)
- [Code of Business Conduct and Ethics](#)

KKR Board Composition

The KKR Board currently consists of 14 directors, 10 of whom are independent under NYSE rules relating to corporate governance and the independence standards described in our corporate governance guidelines. We seek to encompass a broad range of expertise, experience, and backgrounds in the KKR Board. We believe that a diverse board can strengthen its effectiveness in fulfilling its oversight role. Among the 14 directors on our board, four have self-identified as women, and three have self-identified as non-white.

In a people-driven business, we believe a breadth of perspectives, skills, and experiences is the most effective way to produce exceptional results. We strive to maintain an appropriate mix of skills and expertise on the KKR Board to enable effective oversight of KKR's risks as a financial services company. We believe the directors on the KKR Board have business experience and backgrounds relevant to sustainability topics. This includes current or prior board service at leading U.S. nonprofit organizations, including ones focused on environmental advocacy and education, and multiple board roles at leading technology and software companies.

The KKR Board has five standing committees: an Audit Committee, a Risk Committee, a Conflicts Committee, a Nominating and Corporate Governance Committee, and an Executive Committee.

 Read more about the composition and committees of the KKR Board in the KKR & Co. Inc., [Annual Report on Form 10-K \(2024 10-K\)](#).

Enterprise Risk Management

KKR seeks to maintain a robust approach to risk management supported by an integrated team of experienced risk professionals. The Enterprise Risk Management (ERM) team is responsible for ensuring that our risk management framework is consistently applied to help KKR achieve its strategic objectives and operational efficiency while operating within KKR's risk appetite. The ERM team's objectives are to:

- Identify and monitor risk from KKR's businesses to understand global, horizontal risk trends and issues
- Assess and measure risks and controls for risk-relevant programs
- Aggregate risk information to better monitor, report, and inform risk-based decision-making

Using this approach, KKR works to manage a broad set of risks that are relevant to our global businesses, operations, and stakeholders. Our risk leaders and governing bodies evaluate an evolving list of risk areas to enable proactive risk management, prioritization, and identification.

Governance

KKR has three primary governance and oversight committees that are responsible for risk oversight for KKR.

- **The Risk and Operations Committee (ROC)**, comprised of senior employees from across our asset management and insurance businesses and operating function, provides oversight and management of KKR's significant operating and business risks. This committee is aided by various other committees focused on the oversight of risks to our business, including a Global Conflicts and Compliance Committee.
- **The Risk Committee** of the KKR Board meets at least quarterly to provide assistance to the KKR Board with respect to its oversight of KKR's levels of risk, risk assessment and risk management, and its oversight of KKR's overall risk management framework, including monitoring KKR's reporting systems for compliance with legal and regulatory requirements.

- **The Audit Committee** of the KKR Board meets at least quarterly to assist the KKR Board in overseeing the quality and integrity of our financial statements (including investment valuations), compliance with legal and regulatory requirements, the performance of our internal audit function, and our independent registered public accounting firm's qualifications, independence, and performance.

Programs and Initiatives

We develop programs and initiatives to address the evolving business landscape, focusing on managing operational risks that occur in day-to-day business execution.

- **Operational Risk Incident Reporting:** In 2024, we enhanced our oversight of operational risks with additional targeted reporting to senior management to provide transparency into existing risk exposure and prompt timely incident reporting. This effort drives accountability and focus on investment in areas with materializing risk to minimize exposure to KKR, our clients, and the environments in which we operate.
- **Vendor Risk Management:** We engage third-party vendors to support our business activities and regularly review outsourced providers to assess their control environment for key risk areas including cybersecurity. The vendor risk management team within our ERM team oversees our vendor risk management program including diligence of KKR's third-party vendors. In 2024, we continued working to expand and deepen our efforts to effectively onboard and monitor vendors.
- **Data Privacy:** To safeguard the personal information and data we manage on behalf of our stakeholders, we collaborate with the Compliance team to seek to ensure, as appropriate, that we are maintaining personal information in accordance with applicable global privacy laws and the evolving regulatory privacy landscape.

- **Information and Cybersecurity:** Protecting our data and technology infrastructure is important for our operations, as cyber threats become increasingly sophisticated. Cyber attacks are becoming more frequent, complex, and damaging across the market, with attackers using advanced tactics to gain unauthorized access to systems and data. Our Information Security team actively monitors cyber threats and implements safeguards to protect our technology and data infrastructure.
- **Geopolitical Developments:** As global tensions arise, we proactively evaluate the impact of new regulatory developments in an effort to mitigate risk and impact to our business activities and operations. In partnership with the Public Policy and Affairs, Compliance, Legal, and Global Macro teams, the ERM team works to assess potential exposure and impacts to our operations, including our investment portfolio. This was a continuing focus of 2024, where we sought to strengthen our controls and capabilities to respond to geopolitical crises around the world.

Business Ethics

We expect that every person at KKR is responsible for acting in alignment with KKR's business ethics and values. All employees are expected to adhere to the responsibilities of our one-firm approach, to speak up, and to respect and listen to each other. KKR aims to foster a culture of compliance and ethics to meet the expectations of our clients, shareholders, employees, and other stakeholders. KKR maintains policies and procedures that foster ethical conduct in our business activities and interactions to promote ethical behavior across KKR.

Governance

Our Global Chief Compliance Officer (CCO) oversees KKR's overall compliance program in conjunction with the Chief Compliance Officers of various business lines and regions. The CCOs act as a resource for all KKR employees and are responsible for supplying relevant and adequate compliance training. They also serve as a reporting mechanism for compliance violations or concerns and keep KKR employees informed about changes to compliance policies and procedures. The Global CCO answers to the Audit Committee of the KKR Board, which considers concerns and violations directly reported to it by KKR employees and the Legal and Compliance teams.

The Global CCO is Chair of KKR's Global Conflicts Committee, which includes senior members of KKR's management, including the Chief Financial Officer and Chief Legal Officer and General Counsel. The Global Conflicts Committee oversees compliance with KKR's policies in its Global Conflicts Policy and will review and analyze specific issues, such as potential investment fund-related conflicts of interest and other compliance risks related to KKR's business as a whole or individual transactions. After reviewing compliance risks, the Global Conflicts Committee, as needed, passes the analyses to the appropriate other members of KKR management and to investment committees for action, as needed. Additionally, KKR's Risk and Operations Committee identifies and prioritizes KKR's operating and business risks, including non-financial risks such as operational, cyber, geopolitical, and reputational risks.

We expect all directors, officers, and employees of KKR & Co. Inc. to adhere to our Code of Business Conduct and Ethics, which outlines our expectations on business ethics and personal integrity. The Conflicts Committee of the KKR Board is responsible for reviewing related-party transactions under SEC rules for public companies and other matters that the KKR Board believes may involve a conflict of interest.

These various oversight committees and management work together to help ensure all business conduct, ethics, and compliance policies are rigorously upheld. As part of these efforts, they review policies periodically and update them as appropriate to reflect changing regulations, company strategy, and industry trends.

Ethics Policies and Platforms

We aim to integrate our robust culture of compliance and ethics into our business practices. Our numerous firm-wide internal policies and procedures help us meet the legal and regulatory requirements and ethical standards applicable to KKR's operations, products, and services. We use multiple communication channels to familiarize employees with these internal policies including KKR's intranet, which enables our employees to access specific policies and their changes and creates a culture of compliance and accountability. We regularly review and update these policies, as applicable, to help ensure effectiveness, maintain a strong control environment, and stay ahead of regulatory advancements and industry best practices.

Our policies help to mitigate business and compliance risks and establish a standard of ethical and legal behavior that aims to prevent and detect wrongdoing within KKR. The foundation of this commitment is our Code of Ethics (Ethics Policy) and our Code of Business Conduct and Ethics. Our Ethics Policy outlines the various governance structures and procedures that help ensure, as applicable, that KKR can mitigate and manage business and compliance-related risks. The Code of Business Conduct and Ethics aims to help all directors, officers, and employees of KKR & Co. Inc. and its subsidiaries navigate particular ethical and legal issues and helps us prevent and detect wrongdoing.

2024 Highlights

70

KKR policies and guidelines were updated in 2024

We expect all employees to act with the utmost honesty and integrity when engaging with clients, shareholders, regulators, and colleagues. KKR employees are guided by our Ethics and Compliance Handbook, which highlights significant existing policies as well as KKR's values, principles, and core rules that we follow. This includes rules governing personal investing, conflicts of interest, financial crimes, information security, media and communication usage, and workplace social behavior.

Ethical Trainings, Audits, and Reporting Mechanisms

We provide mandatory trainings on our Ethics Policy and various policies for all full-time KKR employees at the beginning of their employment and periodically thereafter. Where applicable, training may also be required for part-time employees and contractors. We believe periodic regulatory self-assessments are important to educate employees on regulatory expectations, identify potential areas of enhancement to controls, and prepare KKR for potential regulatory examinations. Using our global in-house training platform, KKR University (KKRU), we onboarded several new training modules in 2024, including a training course on Cybersecurity. Our Ethics and Compliance Global Training course, administered annually, is also available on the platform.

Our internal compliance team periodically engages independent third parties to examine our control environment, policies, and procedures for SEC exam readiness. Third parties also interview our employees to independently assess KKR's SEC exam readiness. The Code of Business Conduct and Ethics requires the directors of the KKR Board as well as KKR & Co. Inc.'s Co-CEOs, Chief Operating Officer, Chief Financial Officer, Chief Legal Officer and General Counsel, Chief Administrative Officer, Global CCO, and other officers and employees of KKR & Co. Inc. serving in a finance, accounting, corporate treasury, or tax roles to promptly report any known or suspected violations of laws, rules, regulations, or provisions in the Code of Business Conduct and Ethics to the chair of the Audit Committee of the KKR Board. They may choose to submit these reports confidentially or anonymously. Additionally, they must report any matter that could compromise the integrity of the company's financial statements.

The Compliance team, with the assistance of our Internal Audit team, tests our policies and procedures at least annually to align with the ongoing program monitoring business activities, including Anti-Money Laundering, Anti-Bribery, and Anti-Corruption policies and procedures. In alignment with our internal testing procedures, the Internal Audit group may also monitor compliance activities by conducting periodic reviews.

All of our employees are expected to seek guidance from the Chief Legal Officer and General Counsel, Global CCO, any member of the Legal and Compliance teams, or other applicable KKR personnel regarding any known or suspected unethical or illegal behavior.

Key Programs and Policies

Whistleblower Policy

KKR's Whistleblower Policy outlines the process for employees to anonymously report complaints or concerns about questionable accounting, internal accounting controls and auditing matters, and compliance with legal and regulatory requirements. Our Whistleblower Policy is also designed to prevent retaliatory action against individuals who, in good faith, submit such a report or make such disclosures to the extent protected under the whistleblower provisions of law or regulation, or provide assistance to the Audit Committee of the KKR Board, management, or any other person or group, including any governmental, regulatory, or law enforcement body investigating a report, and the source of any report will remain anonymous to the extent permitted under applicable law.

The CCO of each region (Americas, Europe, and Asia) and/or their respective Compliance teams provide training regarding the Whistleblower Policy in local languages, if necessary, to KKR employees at the outset of their employment. In certain cases, a subset of KKR receives targeted training regarding particular business ethics issues most relevant to their role.

KKR offers multiple hotlines, domestic and international, which are maintained by a third-party operator 24/7. The Whistleblower Policy provides these reporting numbers and also details other methods of making a confidential report, which include a website (hosted by a third-party operator), or in writing or in person to the Chief Legal Officer and General Counsel or Audit Committee of the KKR Board, in the manner described in the Whistleblower Policy.

To help ensure anonymity, we make available for individuals a third-party operated 24/7 hotline or a website commissioned by us, both of which are confidential and administered by a third party. We do not tolerate retaliatory action of any kind against individuals submitting such a report in good faith or assisting in an investigation.

Anti-Bribery and Anti-Corruption (ABC)

This policy prohibits KKR employees from offering anything of value to themselves or to their family, friends, associates, or acquaintances to obtain an advantage for KKR or receive a benefit from a client or investor in return for a promise of a benefit from KKR. KKR is committed to conducting its businesses activities in accordance with the highest legal and ethical standards, and in a manner consistent with all applicable U.S. and non-U.S. laws, rules, and regulations. We seek to ensure that the requirements of these laws apply to our own employees, as well as outside agents, consultants, representatives, and business partners. Every KKR employee must certify that they understand and will abide by KKR's ABC Policies.

Anti-Money Laundering (AML)

These policies require that KKR business lines have AML and Sanctions Compliance programs reasonably designed to comply with the laws and regulations in the jurisdictions where they operate, including dedicated responsible individuals that provide an appropriate level of oversight. KKR has compliance officers in various jurisdictions and businesses responsible for implementing and operating all AML-related procedures within KKR, including the procedures for reporting suspicious activity, annual training programs, and independent audits to test the AML and Sanctions program.

All KKR employees must complete mandatory trainings on both AML and financial crime on an annual basis. We incorporate testing in annual web-based compliance trainings, and a minimum score in each subject matter is required to pass them. The AML program includes an appropriate Know-Your-Customer (KYC) Policy and Customer Due Diligence Policy designed to provide appropriate diligence standards to evaluate and risk rate KKR's clients and identify potentially high-risk individuals or organizations that warrant heightened scrutiny.

Responsible Product Governance and Marketing

We place great importance on maintaining the trust established with our clients, shareholders, and communities. We expect all our employees to conduct business in compliance with applicable ethical, business, regulatory, and legal standards, and, as such, we work to raise awareness of internal policies to drive progress and facilitate transparency.

At KKR, we are committed to those who invest their capital with us. Verifying our clients remains an important step in meeting our commitment to practicing ethical behaviors, and we enact protocols to help prevent financial crime. KKR implements a KYC Policy as part of our AML program.

The Head of the KKR Global Client Solutions (KCS) Group, in conjunction with the Compliance team, is responsible for ensuring that employees under their supervision comply with all relevant requirements for fundraising and marketing efforts in connection with KKR funds. Our KCS team — which comprises over 270 employees globally — is responsible for our fundraising and related investment activities and acts as the link between KKR and our fund investors, using KKR's various capabilities to meet investors' needs and goals. Our relationship managers (RMs) sit at the center of KCS' investor engagement, providing investors a full range of products and solutions, including private and public markets, while also responding to their inquiries.

RMs based in the United States are registered with the Financial Industry Regulatory Authority (FINRA) as representatives of KKR Capital Markets LLC (KCM). Where relevant and applicable, and to help ensure compliance with applicable securities laws and regulations, KCM has established Written Supervisory Procedures that provide guidelines regarding marketing securities offerings and/or KCM's broker-dealer business. RMs globally are also expected to comply with relevant local regulatory requirements.

Client Communications

We seek to build our approach to client relations on honest, open, and frequent communication, delivering high-quality solutions, and providing idea-driven distribution capabilities. Our RMs oversee our investor relations and communications. KCS supports them by providing in-depth knowledge on specific KKR products and customized product delivery, as well as a globally integrated support team and KCM, which offers direct investment opportunities in equity and debt. KCS team members have resources to help resolve investor issues and craft expert advice and solutions.

RMs play a critical role in securing capital for KKR's funds. RM marketing activities are subject to federal and state securities laws and regulations for both investment advisors and broker-dealers.

Other Relevant Policies

Below, we provide an overview of select KKR policies and procedures relevant to our business and operations.

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Code of Ethics Policy (The Ethics Policy)

This policy is essential to our commitment to ethics and compliance. We expect all employees to act with integrity and honesty when dealing with clients, regulators, and fellow employees. The Ethics Policy outlines the governance structure, policies, and procedures that ensure KKR, as applicable, can mitigate and manage business and compliance-related risks. Further, our Ethics Policy outlines the standards for legal and ethical behavior and aims to prevent and detect wrongdoing within KKR.

We use the Code of Ethics to educate employees and help mitigate potential conflicts of interest that may arise from employee conduct involving personal trading, gifts and entertainment, political activity, and outside business activities, among other factors. KKR's Compliance Group reviews employee certifications, questionnaires, and pre-approval requests to identify such potential conflicts of interest. KKR has instituted various other essential policies and procedures designed to ensure compliance with legal and ethical standards and all applicable laws, rules, and regulations including, but not limited to, the following:

- **Global Conflicts Policy:** Identifies, addresses, and mitigates potential conflicts of interest that may arise in the course of KKR's business activities
- **Confidential Information and Inside Information Barrier Policies and Procedures:** Supports our commitment to conduct business with integrity and implement appropriate restrictions on information access as it relates to the private and public sides of the business

Code of Business Conduct and Ethics

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Generative AI Policy

The Generative AI Policy sets forth the governance structures, guidelines and requirements regarding the use of generative AI at KKR. This policy is designed to assist KKR in its responsible, ethical, and legally compliant use of generative AI and help mitigate related risks.

Know-Your-Customer Policy

KKR has implemented a KYC Policy as part of its AML program. The KYC Policy includes risk-based procedures designed to obtain sufficient identifying information prior to establishing a relationship with a client, including to form a reasonable belief about the identity of the client. The information obtained during this due diligence review serves as the basis for making a determination as to, among other matters, whether such investor should be onboarded or undergo enhanced due diligence and additional monitoring due to factors that may include their status as a senior foreign political figure or politically exposed person. KKR's policy is to use reliable, independent source documents, data, or information, where necessary, to conduct customer and enhanced due diligence.

KKR Capital Markets LLC Written Supervisory Procedures

KCM written supervisory procedures set forth policies and procedures that KCM has adopted to govern RMs who are registered with FINRA as representatives of KCM. Topics discussed in the KCM written supervisory procedures include, but are not limited to, communications with the public, activities of registered representatives, and legal and regulatory matters.

Global Vendor Management and Contingent Worker Policies

KKR has established a Global Vendor Management Policy and a Global Contingent Worker Policy to assess and manage risk associated with engaging external vendors and resources to provide additional staffing support for KKR. These policies cover a wide range of vendor and contingent worker-related risks including, but not limited to, legal, regulatory, information security, physical security, reputational, and operational risk.

KKR's Antitrust Policy

This policy aims to promote and protect fair competition and guard from anti-competitive business practices. All KKR employees should refuse any attempt by any third party to form an anti-competitive alliance and report these illegal activities to the Legal or Compliance teams. Employees can report concerns and/or violations of KKR's Antitrust Policy via the anonymous whistleblower hotline or website.

Human Capital

Approach

We believe our people and our culture are the keys to our success and what sets our firm apart. We strive to create a workplace environment where employees thrive both professionally and personally. At KKR, our philosophy is to ensure we rigorously and effectively invest in our people throughout their careers. Our key focuses include driving exceptional performance and enhancing our culture of collaboration.

The primary goal of our Human Capital Management team at KKR is to attract, develop, and retain exceptional talent by providing meaningful and well-understood careers, investing in our people, and serving as a strategic thought partner for the business. We aim to do this by prioritizing professional development and training opportunities that empower our people to grow their skills, take on new challenges, and build long-term, rewarding careers at KKR. Where appropriate, we offer workshops, mentoring, and executive coaching to supplement on-the-job experiences and ongoing feedback and coaching to maximize performance. In addition, fostering a culture of physical, mental, and emotional health and wellness is a priority for KKR, and we seek to offer tools and resources to our employees so they can make informed healthcare decisions for themselves and their families.

In a people-driven business, we believe a breadth of perspectives, skills, and experiences working together collaboratively is the most effective means of producing exceptional results. We pursue this belief in a variety of ways including through our different internal committees and employee resource groups, strategic external partnerships, and our broader engagement in different communities. We believe this multi-faceted approach helps us to attract, develop, and retain the best possible talent, which is integral to our success.

 Read about how we seek to foster employee engagement across our portfolio in the [2024 Sustainability Report](#).

Governance and Accountability

The Human Capital Management function is managed by KKR's Global Head of Human Capital, who reports to KKR's Chief Administrative Officer. Our Global Head of Talent Development and Culture is responsible for KKR's global talent practices, including our commitment to sustaining a culture of inclusion. KKR's Human Capital team manages our people strategy from both a business partner and functional perspective. The team is comprised of experts in talent acquisition, which includes campus recruiting and lateral hiring; organizational design; talent management; talent development; diversity and inclusion; compensation; benefits and wellness; technology, people data and analytics; and operations.

At KKR, we are committed to cultivating talent, fostering inclusion, and delivering excellence. Fostering an inclusive culture requires oversight and involvement from senior leadership to drive long-term outcomes. These efforts are sponsored by our Co-CEOs, co-chaired by our Chief Administrative Officer and Global Head of Talent Development and Culture, and led by senior leaders at the firm who work to realize our strategic priority of creating high-performing teams who operate in a collaborative and inclusive workplace.

Talent Acquisition

Creating value for our companies and our clients requires highly skilled, motivated, diverse, and impact-driven individuals who see collaboration as being critical to our collective success. We believe in the importance of “like and trust,” and we operate with the mindset that we can accomplish more together than alone.

KKR's recent global growth has required an expansion of our talent acquisition function and scaling of our processes. Over the past few years, we focused on promoting a globally aligned approach to talent acquisition across all our markets. Our Talent Acquisition function implements a forward-looking process to fill talent gaps and help ensure, as deemed relevant and applicable, that we have the right talent at the right time in the right role. At junior levels, we work to recruit strong candidates and offer key learning and development opportunities for young employees to progress their careers at KKR. At senior levels, we also use succession plans to identify eligible candidates based on performance and potential to succeed.

Recruiting Programs

Campus Recruiting and Early Careers

As part of our efforts to connect to exceptional talent in all its forms, we aim to employ robust recruitment strategies, candidate assessments, and decision-making processes. Through our comprehensive campus recruiting strategy, we seek to collaborate with various organizations and look for opportunities to build additional relationships and broaden our talent pipeline. We market to multiple colleges and universities, through a digital job recruiting platform specifically tailored for college students as well as dedicated on-campus events. Our campus recruiting program achieved its most successful outcome to date, with 45% of the 2024 summer analyst class sourced from a KKR-hosted event.

We host a variety of programs to develop our talent pipeline and provide junior talent with the skills needed to succeed in our industry. These include summer internship programs geared toward both third-year college students and MBA students and full-time analyst/associate programs, which provide comprehensive training and support to entry-level candidates who join KKR directly from campus.

In 2024, we sought to enhance our talent acquisition efforts by launching a four-module Interview Skills Training for certain KKR employees involved in campus and early career hiring. The program was developed in collaboration with industry experts and aims to educate KKR executives on how to facilitate a best-in-class candidate experience in addition to other important guidelines and considerations.

One of KKR's 2024 priorities was working more closely with undergraduate students to increase their interest in alternative investment careers. As part of this, we partnered with Sponsors for Educational Opportunity (SEO) to launch “Level-Up Alternative Investments” (formerly known as Alternative Futures). This is an alternative investments-specific track within SEO Career offering specialized education and training to increase and strengthen the pipeline of high-achieving undergraduates for summer internship and early career opportunities in asset management. We also joined the Steering Committee for SEO Credit Academy, launched in 2024, which focuses on education, mentorship, and networking for credit investment roles.

2024 Highlights

89%

of 2024 full-time analysts participated in the 2023 summer analyst program

91%

acceptance rate for summer analysts who received a full-time offer

Experienced Hires

When recruiting for lateral positions, we use a structured process that assesses for both technical competencies and cultural alignment. We believe that this approach helps us not only identify successful candidates with the right qualities for the role but also eliminates biases and increases objectivity in hiring decisions. In 2024, we sought to improve our systems and platforms to support our hiring processes and further enhance our ability to evaluate candidates from a wide variety of backgrounds and experiences.

Talent Development and Engagement

In our nearly 50 years as investors, we have learned that our people and our culture are critical drivers of success, and that creating value for our clients and stakeholders requires us to harness and unlock insights from all of our people.²

Learning and Development Initiatives

Career Advancement and Development Programs

KKR seeks to provide our people with the expertise and experiences they need in their roles now and to lead in the future. We do this by offering effective training and professional development opportunities. Our learning and development programs aim to enable our people to achieve their career aspirations and optimize their business impact. We design these experiences to enhance employees' ability to engage, motivate, and drive high performance across their teams. Ultimately, we want to equip our people with the right skills, knowledge, and leadership behaviors they will need to advance their careers at KKR.

We offer multiple programs to encourage employees to continue developing their leadership and technical skills. Through these programs, we leverage the expertise of our internal leaders and teams to pass on critical skills and best practices to those around them.

Early Careers

- **Analyst and Associate Career Experience (ACE):** Designed for early career employees, this program consists of four distinct components: onboarding; cultural integration; technical training; and functional and skills-based development. Upon joining, Analysts and Associates spend four weeks exploring KKR's culture and values; networking and participating in community volunteer opportunities; receiving technical and skills-based training and on-the-job mentoring; and learning in-depth about KKR's business.
- **Aspire:** Provides leadership and skills enhancement opportunities for early career, high-performing, and high-potential employees. The program consists of workshops facilitated by executive coaches and programming on subjects such as executive presence and relationship building.

Mid Careers

- **Activating Apprenticeship:** Designed for Analyst managers, this session introduces a relationship-driven model centered around day-to-day work. It covers four key techniques to support the seamless integration and success of new Analysts on the desk.
- **Manager Essentials:** Tailored for mid-level managers, this program includes workshops focused on coaching fundamentals and best practices for effective feedback and delegation.
- **Own Your Career:** Designed for Principals, this workshop offers practical approaches to effective career management in a dynamic and evolving landscape.

Senior Executives

- **Manager Edge:** This immersive, cohort-based development experience for Managing Director and Director-level employees covers topics such as leadership communication style, delivering effective feedback, and promoting an inclusive environment for all employees. The program consists of in-person workshops and virtual coaching sessions facilitated by industry leading executive coaches.
- **Leading and Managing Inclusively:** Designed for Principals and above, this bespoke and immersive workshop, rolled out by the business units, equips managers with effective communication strategies and techniques to foster an inclusive environment for all employees.

² Please refer to the [Cautionary Statement](#) for important information relating to the scope of statements made in this report and this section.

2024 Highlights

1,245

employees trained through skills-based development workshops

40+

executive coaching engagements

18

unique training programs hosted

Support for Continuing Education

- **Tuition Reimbursement:** KKR offers tuition reimbursement for eligible full-time employees to further their education with external undergraduate, graduate, MBA, or certification classes.

External Partnerships

- **Culture — Expert in Residence:** We seek to incorporate internal and external thought leadership into programs to facilitate training and dialogue among our employees. One way we do this is through our Expert in Residence series, where we invite leaders to present on a topic of their expertise. In 2024, we hosted our second Expert in Residence series with Professor Amy Edmondson, the Novartis Professor of Leadership and Management at Harvard Business School. This role was established at Harvard Business School to advance the study of human interactions that drive the creation of successful enterprises and contribute to the betterment of society. During her presentation, Professor Edmondson spoke to employees about the importance of psychological safety in the workplace to help foster learning, innovation, and growth. She offered employees practical guidance and shared real-world examples of organizations that exemplify the connection between psychological safety and high performance.

- **Learning Hub:** We aim to provide employees with skill development opportunities through our Learning Hub. As part of this, we partnered with Harvard Business Publishing to make their full suite of leadership and professional development on-demand courses available to the firm. We also partnered with Wall Street Prep to provide access to Excel and PowerPoint courses firm-wide, allowing employees to upskill on their schedule, at their own pace. In 2024, 63% of KKR employees engaged with the Learning Hub through enrollment in a development program, teach-in, and/or virtual course.

Desiree Nunes, Principal, Global Client Solutions.



Feedback and Engagement

To evaluate the effectiveness of our learning and development programs, our Human Capital team gathers employee feedback throughout the year, including anecdotal feedback and live post-training surveys. We also conduct program assessments to evaluate KKR's professional development and career advancement opportunities. We seek to continually improve our programs to develop our global workforce and ensure they have the skills needed to succeed. We believe that our approach to talent development directly affects our ability to retain our employees and achieve our business strategy.

We value continual and robust dialogue with our employees. Our feedback loop is a cornerstone of our culture, reflecting the changing needs and perspectives of our diverse workforce at KKR. We regularly conduct anonymous employee surveys to gather feedback, better understand employee needs, and learn how we can best support them.

Engagement Surveys

In 2024, we conducted an engagement pulse survey to assess progress on key opportunities from the 2023 culture survey and evaluate employee connectivity to KKR's business strategy, sense of purpose, and career development. With a 93% participation rate, overall employee sentiment remained consistent to 2023 and employees continued to feel positive about KKR's emphasis on teamwork and culture of collaboration. In line with past feedback, key opportunities included simplifying our processes and further enhancing transparency on career development and performance management.

Beyond our survey, we also stay connected with our employees through internal communication channels in an effort to foster a greater sense of community and increase transparency across the business. The KKR Conversation Series program aims to connect employees with external and internal thought leaders by learning about their stories, experiences, and backgrounds. We also provide regular opportunities for employees to hear from KKR senior leaders, stay updated on firm priorities, and learn about various events available to them, such as wellness- and community-related activities.

Career Advancement and Mobility

Career Navigator

Through our Career Navigator initiative, we strive to empower management teams to have effective conversations and provide a clear framework to enable upward mobility at KKR. It outlines the required skills, behaviors, and competencies for each role, level, and function across businesses. This also includes interactive panel discussions where leaders, managers, and team members detail their own journeys to their own career advancement and promotion within KKR.

KKR Talent Marketplace

We recognize how important it is that employees gain experience in various parts of the business and across our geographic footprint as a way to gain new skills and progress in their careers. Our internal KKR Talent Marketplace aims to improve awareness and access to these types of opportunities and reinforce mobility as a part of KKR culture. By providing our employees with engaging and new experiences over the long term, we seek to support them in building lasting careers at KKR.

Affinity Groups and Mentorship

We work to cultivate an environment where all employees at KKR feel a sense of purpose, belonging, and achievement. Our nine firm-sponsored Employee Resource Groups (ERGs) work together to foster a sense of connection across members of a community and their allies. We believe these groups, which are open to all employees, aim to foster collaboration and productivity by enabling employees to connect with others who share similar experiences and interests, learn from each other about our business and culture, and ensure everyone has a platform to share their voice. In 2024, we formalized our ninth ERG, KKR Disability, which is dedicated to embracing authenticity and resilience through the promotion of disability awareness and inclusion.

Our Firm's Nine Global ERGs

- KKR API: Asian Pacific Islander Network
- KKR Disability: Disability Network
- KKR Kulanu: Jewish Heritage Network
- KKR Parents: Working Parents Network
- KKR Pride: LGBTQ Network
- KKR Unity: Black Network
- KKR Veterans: Veterans Network
- KKR Viva La Casa: Latin and Hispanic Network
- KKR Women: Women's Network

As of January 2025, 60% of our global employees are affiliated with at least one ERG.

KKR Workforce Composition

Nationality (Global)

80+
different nationalities, with

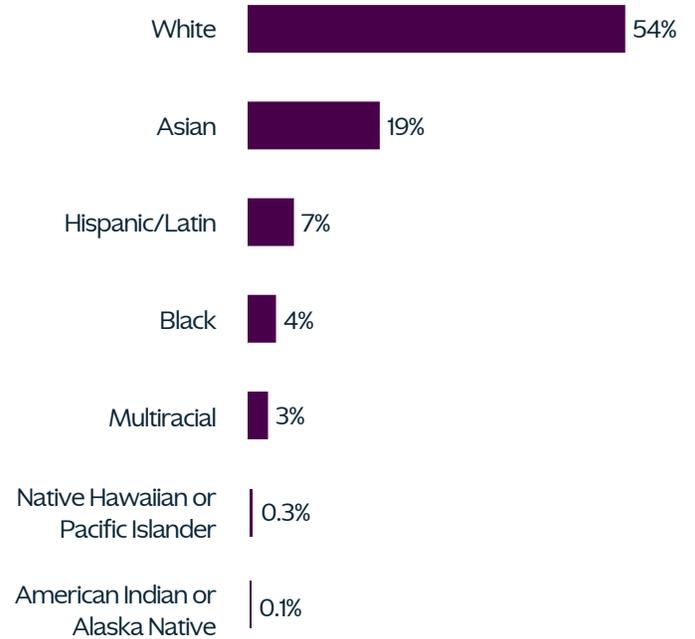
55+
different languages spoken

Gender (Global)

46%
of our total workforce are women

29%
of KKR senior executives are women (including Partner, Managing Director, and Director)

Ethnic/Racial (U.S.)



Veteran Status (U.S.)

15 (1%)
Veterans

Sexual Orientation (U.S. and EMEA)³

5.8%
Lesbian, Gay, Bisexual, or Queer

³Data based on only those employees who self-identified sexual orientation.

Benefits and Well-being

We can only be our best when our people are thriving at work and at home. KKR invests in our employees and their families by offering top-tier benefits designed to maximize value and provide access to care that supports employees throughout their work-life continuum. We aim to equip our people with the tools necessary to maintain physical, mental, and emotional health and well-being in a demanding yet rewarding environment.

Differentiated Healthcare and Wellness Benefits

Our comprehensive healthcare benefits focus on preventive care and provide navigation for the myriad of healthcare challenges eligible employees and their loved ones may face, including primary care, mental health, musculoskeletal, and cancer care, through multiple modalities — on-site, near-site, or virtually. We have on-site health centers for New York- and London-based employees, which include access to in-person primary care, mental health, and physical therapy services. At KKR, we believe in the power of prevention and encourage employees to get their annual physical and/or age-related screenings and endeavor to remove barriers to care by providing annual physicals in our on-site clinics. Additionally, KKR's U.S. employees are provided a medical premium discount based on their engagement each year.

KKR has a strong culture and our benefits and programming are designed to facilitate opportunities to connect with colleagues. We provide a wide variety of free healthy meal options, snacks, and drinks to help our employees stay energized throughout the day. Our fitness reimbursement program provides flexibility for custom wellness journeys and can be used for wellness expenses including gym memberships, personal trainers, online subscriptions, yoga, or meditation studios. We host an annual global step challenge and a variety of activities and programming to increase employee engagement in health and fitness.

We are committed to supporting employees' overall well-being, resilience, and work-life integration, ensuring that our people are supported both in and beyond the workplace. In 2024, we enhanced our healthcare and wellness benefit offerings to include:

- Complex work-life support benefit globally, providing individual assistance for employees who need help navigating complex personal and professional challenges including legal matters, financial planning, managing terminal illnesses, and family care.
- Addiction support benefit for our employees and their families globally, providing access to online resources to help with a variety of dependencies, such as tobacco, alcohol, and caffeine.
- Digital platform that provides employees and their families with access to expert healthcare professionals for support with menopause, fertility, men's and women's health, and more in the United Kingdom and Ireland.

Inclusive Benefits and Family-building Resources

We are continually focused on expanding our inclusive benefits offerings to support the diverse needs of our global employees at KKR, whether they are starting or growing their families, looking for help balancing work and home life, or looking for additional support for later-in-life needs, such as menopause.

Our family-forming benefits program at KKR provides financial assistance and personalized guidance to support one's unique path to parenthood, including support for in vitro fertilization, fertility preservation, donor tissue, surrogacy, fostering, and adoption. Our family support benefits include access to behavioral health experts for parents with children with developmental disabilities, as well as caregiver support, including back-up child and elder care.

In 2024, we focused on strengthening our collaboration with the KKR ERGs to further promote and enhance our benefit offerings. We believe working closely with the ERGs helps ensure that our benefit plans are tailored to meet the diverse needs of all employees, fostering a more inclusive workplace.

Expert-facilitated Financial Security Resources

KKR is committed to helping KKR's employees build financial security now and in the future through life insurance, disability benefits, and retirement plans — and for eligible employees, through the ability to commit their own capital to KKR investment funds — all of which are designed to build a solid foundation for long-term wealth creation, preservation, and planning. Through a combination of firm-sponsored and supplemental life and disability coverage, and certain voluntary benefits such as a group personal umbrella program, long-term care, and legal assistance, each of KKR's employees is provided with options to secure their families' long-term financial well-being. In addition, KKR offers access to financial counseling in the United States and United Kingdom through advisors who can help KKR's employees make the most of benefits available to them and create a plan to meet their personal financial goals.

Members of the Real Estate, Legal, Finance, and Investor Relations teams.



Benefits Summary⁴

Healthcare Coverage

Comprehensive health insurance, which includes full medical, dental, and vision insurance (including prescription drug coverage)

Life and accidental death and dismemberment insurance

Disability insurance

Voluntary benefits program, including long-term care, pet insurance, and group legal plan

Discounts on healthcare premium contributions each year when preventive health care activities are completed

Health Services and Resources

Access to a suite of health programs through various third-party service providers, including:

- Company-sponsored membership to a private primary care practice that offers virtual visits, same-day primary care physician appointments, 24/7 phone support, mobile app access, travel medicine needs, and email communications with physicians
 - Medical consulting service for health care decisions and second opinion support
-

Free annual on-site flu vaccine

Access to Memorial Sloan Kettering (MSK) for annual mammograms as well as global access to MSK's cancer navigation support where KKR employees and their families can receive expedited appointments for in-person or remote care from MSK in collaboration with their local doctors

Multi-cancer early detection blood test

Virtual ergonomic consultations as well as tele-physical therapy (PT)

Mental Health and Resilience

Mental well-being platform providing access to screening, navigation, and scheduling of up to 12 in-person or virtual visits with licensed therapists/psychiatrists to all employees and their family members globally

Complex work-life support benefits, including personalized assistance for challenging personal and professional situations, such as legal matters, financial planning, terminal illnesses, and family care

Wellness Services and Resources

Fitness reimbursement program

On-site health and wellness suite with primary care, mental health, and PT/chiropractic services, and access to wellness rooms or multipurpose wellness rooms at select offices

Various wellness programs including health clinics, walking/running challenges, wellness education, free subscriptions to a mindfulness and meditation app, as well as a nutrition app

⁴Availability of the benefits summarized here depends on office location with certain benefits accessible globally. Consistent with local law, benefits may vary in their application across the jurisdictions in which KKR operates.

Childcare and Family-building and Support

Fertility management/support programs, including IVF coverage, egg freezing treatments, sperm freezing and testing, donor tissue coverage, and surrogacy/adoption expense reimbursement

Family support resources, including:

- Parental coaching and support through the spectrum of family needs, from considering to infant care, child/teen care, and elder care
 - Birth center coverage
 - Support for delivery at home
 - Breast pump coverage
 - Breast milk shipping through a third party for employees traveling for business both domestically and internationally
 - Dedicated nursing mothers' rooms in several offices
-

Paid parental leave policy:

- 18 weeks of paid leave for a primary caregiver new parent
 - Four weeks for non-primary caregiver
 - Four weeks of paid family caregiving leave, regardless of tenure, to support a serious health condition of a family member
-

Childcare travel program covering costs related to childcare provider accompaniment on essential business-related travel

Access to a third-party service that provides navigation assistance for KKR employees with children with special/developmental needs

Emergency backup child/elder care, adult/elder care navigation, return to work support, and additional family support, such as college coaching/application support

Coaching program for executives and their managers to support the transition between parental leave and full-time work

Financial Wellness and Retirement

Access to financial counseling services when a KKR employee or their family member passes away

Firm-sponsored personal financial planning with a specialist advisor

Retirement benefits (including a firm contribution)

Other Benefits

Paid time off (PTO) benefits, including vacation time, personal days, sick days, funeral or bereavement days, and jury duty service

A curated guide outlining KKR's LGBTQ+ benefits

Lunch allowance, meal vouchers, and/or on-site canteen provisions

Performance and Compensation

We believe our one-firm approach helps ensure we share responsibility and success at KKR. This approach extends to our compensation practices, which are based on the performance of KKR as a whole, in addition to an individual's contributions to KKR. Our evaluation, pay, promotion, and succession processes are designed to engage and reward employees, and we believe this structure promotes collaboration, resource sharing, shared accountability, and alignment of interests. To ensure our employees at KKR are compensated appropriately and competitively compared to the market, we conduct annual benchmarking exercises.

Performance Evaluations

We believe that providing guidance, support, and feedback to employees is a key aspect of their career development. KKR's employees participate in a goal-setting exercise at the beginning of each calendar year and participate in formal performance evaluations annually, with a six-month informal review to track progress against pre-set goals. These evaluations include a discussion on feedback, performance, compliance, conduct, and contributions to our firm's culture, values, and sustainability-related efforts. These considerations all factor into compensation and promotion decisions. The evaluation process is based on input from a wide range of sources, which we feel promote a measure of objectivity as a balance to a single manager's judgment. In 2024, 2,500+ full-time employees participated in KKR's review process, with a 94% completion rate.⁵

Compensation Practices

All employees at KKR receive a base salary and are eligible for a cash bonus and equity compensation as well as additional incentives. Select employees are also eligible to receive a carried interest allocation.

Equity awards are a critical component of our compensation program. These awards help attract highly skilled people in our highly competitive industry, encourage retention, and align the financial interests of such individuals with those of our firm. We believe that providing an equity stake in the future success of our business motivates our employees to achieve our long-term business goals and increase stockholder value. Cash bonus, equity compensation, and carried interest allocation are discretionary, and carried interest and equity awards are typically subject to a vesting period of several years.

 Read more on our compensation practices in the KKR & Co. Inc., [Annual Report on Form 10-K \(2024 10-K\)](#).

KKR is an equal opportunity employer and prohibits discrimination in all aspects of employment, including compensation. To promote pay equity, our compensation structure and determinations are required to be based on job qualification and financial and personal performance-based factors. We periodically review our compensation structure, along with our other human capital and workplace policies and practices, to help ensure that our commitment to equal employment opportunity and pay equity is upheld.

⁵The reported metric does not include Global Atlantic.

Relevant Policies

Below, we have provided an overview of select KKR policies and procedures relevant to Human Capital.

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Harassment Policy

KKR prohibits sexual harassment and harassment because of race, color, sex, age, disability, religion, national origin, marital status, familial status, family care status, gender (including pregnancy, childbirth, breastfeeding, or related medical conditions), sexual orientation, gender identity or expression, ancestry, military or veteran status, genetic information, as well as any other basis protected by applicable law. All such harassment violates this policy and will not be tolerated. Sexual harassment may occur between individuals of the same or different gender and need not be motivated by sexual desire to be in violation of this policy. Harassment violates this policy whether it involves co-worker harassment, harassment by a manager, harassment by persons doing business with or for KKR, or harassment by any individual with whom an employee comes into contact with as part of his or her job. This policy prohibits harassment that occurs at KKR's offices or outside KKR's offices while on KKR's business.

Equal Employment Opportunity Policy⁶

KKR will provide equal employment opportunity to all employees and applicants for employment. No employee will be discriminated against in hiring or employment because of race, color, sex, age, disability, religion, national origin, marital status, sexual orientation, gender identity and/or expression, ancestry, military status, genetic information, or any other basis protected by applicable federal, state, or local law. It is the policy of KKR to:

- Comply with personnel procedures to ensure equal employment opportunity for all people without regard to race, color, sex, age, disability, religion, national origin, marital status, sexual orientation, gender identity and/or expression, ancestry, military status, genetic information, or any other basis protected by applicable federal, state, or local law.

- Comply with all the relevant and applicable provisions of the Americans with Disabilities Act (ADA). KKR will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability.
- Make reasonable accommodations wherever necessary for all employees or applicants with disabilities, provided that the individual is otherwise qualified to safely perform the essential duties and assignments connected with the job and provided that any accommodations made do not impose an undue hardship on KKR.
- Achieve understanding and acceptance of KKR's policy on Equal Employment Opportunity by all employees and by the communities in which KKR operates.
- Investigate instances of alleged discrimination and take corrective action if warranted.
- Refrain from discriminating against any employee based on the employee's or the employee's dependent's reproductive health decision-making, as provided under New York Labor Law Section 203-e. Applicable remedies in case of violation of this prohibition include damages (including back pay and attorneys' fees), injunctive relief, reinstatement, or liquidated damages.
- Be alert to identify and correct any practices by individuals that are at variance with the intent of the Equal Employment Opportunity Policy.

⁶The Equal Employment Opportunity Policy summarized here applies to KKR employees in North America. Consistent with local law, similar employment policies may apply in other jurisdictions in which KKR operates.

Workforce Composition

Gender and Race/Ethnicity⁷

	2024			2023		
	Female	Male	N/A	Female	Male	N/A
Executive Management	22 %	78 %	— %	23 %	77 %	— %
Non-Executive Management	39 %	61 %	0.4 %	36 %	64 %	— %
Senior Executives	34 %	66 %	0.3 %	32 %	67 %	— %
Professionals	43 %	57 %	0.1 %	45 %	55 %	— %
All Other Employees	94 %	5 %	1 %	94 %	6 %	1 %
Total Firm	46 %	54 %	0.2 %	47 %	53 %	— %
% of New Hires	45 %	54 %	1 %	44 %	56 %	— %
KKR Board	29 %	71 %	— %	31 %	69 %	— %

	2024								
	White	Asian	Black	Hispanic / Latin	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Two or more races	Other	Prefer not to answer/ Unknown
Executive Management	75 %	10 %	4 %	3 %	— %	— %	2 %	— %	6 %
Non-Executive Management	59 %	19 %	3 %	5 %	— %	0.2 %	3 %	1 %	10 %
Senior Executives	64 %	17 %	3 %	5 %	— %	0.2 %	2 %	1 %	9 %
Professionals	46 %	23 %	4 %	7 %	0.1 %	— %	3 %	1 %	14 %
All Other Employees	51 %	11 %	8 %	13 %	1 %	2 %	5 %	1 %	8 %
Total Firm	54 %	19 %	4 %	7 %	0.1 %	0.3 %	3 %	1 %	11 %
% of New Hires	49 %	14 %	3 %	5 %	— %	— %	3 %	1 %	25 %
KKR Board	71 %	7 %	7 %	7 %	— %	— %	— %	— %	7 %

⁷ The information in this table relates only to KKR. Definitions: “Executive Management” defined as global Partners and Managing Directors; “Non-Executive Management” defined as global Directors and Principals; “Professionals” defined as global Associates, Analysts, and Professionals; “All Other Employees” defined as global Staff and Support.

Operational Footprint

Approach

We aim to improve resource efficiency to reduce our operational footprint and minimize environmental impacts. We are proactive in reducing KKR's direct footprint, including through efforts to manage and reduce greenhouse gas (GHG) emissions from our own operations. Furthermore, we recognize the majority of our environmental impact stems from our investment portfolio, and we are committed to working together to support the effective management of material environmental issues alongside our portfolio companies.

 Read about how we seek to manage climate-related risks and opportunities across our portfolio in the [2024 Sustainability Report](#).

Emissions Monitoring and Measurement⁸

Since 2018, we have been tracking our GHG footprint and working to reduce our emissions. Our carbon inventory follows the revised GHG Protocol Corporate Standard and the Corporate Value Chain Accounting and Reporting Standard. Our 2024 GHG footprint calculations satisfy ISO Standard 14064-1.

Our 2024 GHG footprint comprises emissions from both direct (Scope 1) and indirect sources (Scope 2 and certain Scope 3), amounting to an estimated 38,980 metric tons CO₂e. This figure does not incorporate our financed emissions.

Source	Emissions			Details	
	2024	2023	2022		
Scope 1	Space Heating; Fugitive Refrigerants	1,860 mtCO ₂ e	2,136 mtCO ₂ e	786 mtCO ₂ e	Estimated, based on site characteristics
Scope 2	Purchased Electricity, District Heating, District Cooling	6,419 mtCO ₂ e	4,807 mtCO ₂ e	2,315 mtCO ₂ e	KKR office emissions (location-based)
Scope 3	Multiple Categories	30,702 mtCO ₂ e	26,774 mtCO ₂ e	11,781 mtCO ₂ e	Scope 3 includes: <ul style="list-style-type: none"> Category 1: Purchased goods and services (office-related materials, contractor spend) Category 3: Fuel- and energy-related activities Category 5: Waste generated in operations (office consumables, mixed solid waste) Category 6: Business travel (commercial air travel, car service and rental, private jet, rail, hotel) Category 7: Employee commute (physical commute, remote work)

⁸Our GHG footprint, as detailed in this table, is based on firm-level Scope 1 emissions arising from our direct impacts and operations, indirect Scope 2 emissions, and certain categories of Scope 3 emissions; it does not account for financed emissions. Our GHG footprint does not include emissions from KJRM but does include emissions from Global Atlantic for 2023 and 2024. During the 2024 data collection process, we reassessed and improved our approach in gathering the GHG emissions data. As a result, we have updated and restated our 2022 and 2023 emissions figures to reflect this approach. KKR's 2024 GHG footprint is developed in accordance with the revised GHG Protocol Corporate Standard and the Corporate Value Chain Accounting and Reporting Standard. Portions of KKR's 2024 inventory relied on proxy data to develop the resource consumption estimates and resulting emissions impact. We believe the procedures developed and executed during the development of the KKR Inventory for Reporting Year 2024 satisfy ISO Standard 14064-1. We have not had our footprint verified by an independent third-party. Notwithstanding the foregoing or any other statements made in this report, the disclosures in this report do not purport to be applicable to, or derived from, all of the legal entities, business units, activities or operations constituting the KKR Group, KKR, or Global Atlantic, as defined. For further information, please refer to the Cautionary Statement.

Sustainable Operations

Energy Efficiency

As a firm with global operations, we strive to integrate recognized environmental standards into our site selection processes and new design and construction projects. When selecting office buildings, we seek to review the sustainability attributes of their structures and operations. Some of the considerations we evaluate include whether the building has obtained a sustainability certification, such as LEED (Leadership in Energy and Environmental Design) or BREEAM (Building Research Establishment Environmental Assessment Method), and if there are elements such as charging stations for electric vehicles, waste management and recycling programs, procurement of renewable energy, and/or use of cleaning products with qualities that mitigate their environmental impact.

For example, our Frankfurt office is in a building that is powered by 100% renewable energy and LEED Gold certified, joining our New York, San Francisco, Seoul, Beijing, and Los Angeles buildings in achieving various LEED certifications. KKR's Madrid office is BREEAM Outstanding — the highest level of environmental recognition available for BREEAM — and has charging stations for electric vehicles, while our Hong Kong office is in a LEED Platinum building as of early 2024. Additionally, our London office at 18 Hanover Square achieved BREEAM Outstanding and ISO 14001, while also participating in the ESOS scheme, a mandatory energy assessment administered by the UK's Environmental Agency, which is conducted on a four-year cycle.

When renovating existing interior office spaces, we seek to pursue the highest level of LEED Interior Design and Construction certification, to the extent feasible. Looking forward, we plan to achieve LEED and/or BREEAM certifications based on the scope of the projects and what is achievable in the local market.

Waste Management

In addition to reducing the impact of our office spaces, we strive to reduce food waste by managing food ordering, deliveries, and production quantities. Despite these efforts, there is always an element of food waste in the catering industry, and we continue to work to reduce the food waste that KKR produces.

We are continuing our global effort to eliminate single-use plastics across our offices in favor of reusable or biodegradable products, where possible. This includes incorporating the use of reusable cutlery, glassware, and dishes, and offering recyclable or compostable containers.

Data Responsibility

Approach

We recognize the importance of protecting KKR, employee, investor, and vendor information, and employ a systematic approach to safeguarding data and information security across KKR.

Data responsibility at KKR encompasses cybersecurity and data privacy. Our cybersecurity practices include efforts to secure data from unauthorized use or access. Data privacy refers to how we collect, manage, store, and appropriately control the use of personal information. Both are vital to maintaining operational integrity and stakeholder trust. As cyber threats evolve and increase in presence, we seek to prioritize the continuous improvement of our data responsibility processes.

Our Data Responsibility efforts are guided by the following policies:
Information Security Policy
Use of Technology Policy
European Data Protection Policy
Consumer Privacy Policy and Procedures

2024 Highlights

- Continued global Cybersecurity Awareness Month programming
- Enhanced KKR's Cybersecurity Annual Training
- Globalized the KKR Consumer Privacy Policy and Procedures
- Continued KKR's Generative AI Working Group

 Read about how we seek to protect data security and privacy across our portfolio in the [2024 Sustainability Report](#).

Cybersecurity

Governance

KKR's Chief Information Security Officer (CISO) leads the Information Security team whose responsibilities include securing data from unauthorized use or access. The cybersecurity strategy and program at KKR includes, among other things, annual employee training about cybersecurity risks and new employee onboarding about KKR's security policies. The KKR Information Security team's mandates can be broadly grouped into three categories:

- Operations and engineering
- Threat detection and response
- Governance

Additionally, the Information Security team maintains various levels of certifications — including CISSP, GIAC security operations certification, certified information security manager, and other certifications focused on specific technologies.

The KKR CISO is a member of KKR's Operational Risk Committee. The Operational Risk Committee is comprised of senior employees from across KKR business and operating functions. The committee focuses on significant operating and business risks, which includes among others, regulatory, cybersecurity, operational, geopolitical, and reputational risks, and is responsible for ensuring risks are identified, assessed, managed, and mitigated effectively. The cybersecurity risk environment for KKR includes identifying and monitoring KKR's technology risks, including those related to information security, business disruption, fraud and privacy related risks, and also promoting cybersecurity awareness at KKR.

The Operational Risk Committee reports to KKR's Risk and Operations Committee, which is comprised of senior employees from across our asset management and insurance businesses and operating functions. KKR's Risk and Operations Committee includes our Chief Financial Officer, Chief Operating Officer, Chief Legal Officer and General Counsel, and Chief Compliance Officer. At least annually, management will present to the Audit Committee and the Risk Committee of the KKR Board on various topics relating to KKR's technology risks, including KKR's cybersecurity program, the current cybersecurity threat landscape, and risk management.

Risk Management and Strategy

KKR has a cybersecurity incident response plan, which was developed taking into account industry standard guidance provided by institutes such as the National Institute of Standards and Technology. This plan is a key component of the cybersecurity program, which is generally incorporated within our enterprise risk management framework.

The KKR CISO and KKR's Chief Compliance Officer co-chair a cybersecurity incident response team (CIRT), which aims to manage and mitigate the risk and impact of cybersecurity breach events at KKR, including those arising from third-party service providers, and providers who have access to KKR's customer and employee data. Cybersecurity considerations affect the selection and oversight of our third-party service providers. We perform cybersecurity-related diligence on third parties that have access to our systems, data, or facilities.

In addition to the KKR CISO and KKR's Chief Compliance Officer, the KKR CIRT includes members of KKR's Legal, Technology, Compliance, Risk, Public Policy and Affairs, Human Capital, and Finance groups. KKR has established a notification decision framework to determine when the KKR CIRT will provide notifications regarding certain cybersecurity incidents, with different severity thresholds triggering notifications to different recipient groups, including the Risk and Operations Committee, senior members of management, and the KKR Board or its committees.

The KKR Information Security team conducts regular internal and external audits with third-party cybersecurity experts to identify and evaluate potential weaknesses in our cybersecurity systems. Some of these third-party monitoring functions continue throughout the year, while other third-party

security experts are periodically retained to audit specific areas of the cybersecurity program. In addition, the KKR Information Security team conducts periodic phishing simulations, as well as periodic employee training on KKR's security policies and controls and provides other security trainings as part of new employee onboarding.

 Read more on cybersecurity at KKR in Part 1 Item 1A of our KKR & Co. Inc., [Annual Report on Form 10-K \(2024 10-K\)](#).

Cyber Awareness and Education

KKR's commitment to cybersecurity starts with our employees, and, as such we focus on providing dynamic, tailored programming. For example, in October 2024, our Information Security team hosted a range of events for Cybersecurity Awareness Month, including a session focusing on the critical importance of personal information protection, the persistent shortage of cybersecurity professionals, and the evolving techniques employed by cyber attackers — including the use of generative AI.

Data Privacy

KKR appreciates the significance of data privacy in the current digital era. Understanding that data privacy is not merely a regulatory requirement but a foundation for trust and security, Under the oversight of our Chief Data Privacy Officer, KKR has implemented comprehensive strategies to safeguard personal data. Examples of our data privacy initiatives include:

- **Encryption and security measures:** Encrypting data both saved and in transit through our systems is a cornerstone of KKR's privacy protection strategy. This seeks to ensure that data remains secure from unauthorized access at all stages. Complementing encryption, KKR employs robust security measures such as multi-factor authentication and firewalls. These tools are essential in fortifying the defense against potential threats, creating a layered security approach.
- **Respecting individual privacy rights:** Respect for individual privacy rights is fundamental to KKR's data privacy program. To this end, KKR has established processes to handle requests for access, rectification, deletion, and portability of personal data. These processes aim to ensure that individuals can exercise their privacy rights effectively, promoting transparency and accountability in data handling practices.

- **Employee education and awareness:** Educating employees about privacy policies, procedures, and their roles in protecting personal data is crucial for fostering a culture of privacy within KKR. Regular training aims to keep employees informed. This ongoing education helps embed privacy practices into the organization.
- **Incident response plan:** A well-defined incident response plan is critical for timely action in the event of a data breach. KKR is committed to maintaining such a plan, which includes measures for prompt notification to affected individuals and authorities. Compliance with regulations on breach notification ensures that KKR not only responds swiftly to breaches but also mitigates their impact.
- **Third-party vendor compliance:** Ensuring third-party vendors adhere to privacy standards is vital for maintaining data protection throughout the supply chain. KKR aims to conduct a thorough due diligence process and establishes clear contractual terms relating to data privacy. These efforts aim to ensure that all partners align with KKR's high privacy standards, thereby safeguarding data at every stage of processing and management.

At KKR, we believe in the potential of generative AI to enhance productivity and analytics capabilities. Recognizing the responsibility that comes with deploying such powerful technology, we are striving for the ethical, responsible, and legally compliant use of GenAI. We have a GenAI pre-clearance working group as well as a global GenAI policy in order to provide clear and direct governance of our strategy and programs. We have put in place internal controls, policies, firm-wide training, oversight, risk assessment, and mitigation, and actively monitor legal and regulatory changes, to guide our internal implementation of this technology.

We proactively seek to evaluate the impact that GenAI can have on our existing investments and our potential acquisitions, and we utilize a robust due diligence process to inform investment decisions, where relevant.

 Read about our [privacy practices](#), including those applicable to California, United Kingdom and European Union, Non-European Union, Singapore, and Job Applicants.

Relevant Policies

Below, we have provided an overview of select KKR policies and procedures relevant to Data Responsibility.

 Read more in our publicly available corporate documents and policies at ir.kkr.com.

Information Security Policy and Use of Technology Policy

KKR maintains an Information Security Policy and Use of Technology Policy. KKR is also a member of the Financial Services Information Sharing and Analysis Center (FS-ISAC), a nonprofit group dedicated to reducing cybersecurity risks throughout the global finance industry. Additionally, our cybersecurity Incident Response Plan is a key component of our cybersecurity program, which is generally incorporated as part of our enterprise risk management program.

Corporate Citizenship

Approach

KKR's Corporate Citizenship platform helps build stronger communities through philanthropy, employee engagement, and scalable community programs where we operate. We strive to take a holistic approach to Corporate Citizenship at KKR, empowering strong communities where we have a presence through our Strategic Philanthropy approach and leveraging the dedication and expertise of our global team. We seek to collaborate on programs that create pathways for economic mobility.

The Corporate Citizenship team, led by our Head of Corporate Citizenship and reporting to our Chief Administrative Officer, is responsible for developing and leading our global Corporate Citizenship strategy in collaboration with team members across KKR's global offices.

 Read more about [Corporate Citizenship](#) on [kkr.com](#).

Employee Engagement

KKR Cares

KKR team members are a vital asset in our efforts to support and empower communities. We see this as a win-win — both to continue generating positive social outcomes and to enhance employees' experience and connection to KKR.

KKR Cares encompasses the collaborative effort and engagement of our employees through four key programs:

- **40 for 40 Volunteering:** KKR employees are eligible for 40 hours of paid volunteer time each year
- **Matching Gift:** KKR matches employee donations to eligible nonprofits up to a designated limit per year
- **Nonprofit Board Service:** KKR provides pathways for employees to serve on nonprofit boards aligned with their interests
- **Pro Bono Service:** KKR employees and teams share their skilled expertise to help communities and nonprofit organizations achieve their goals

2024 Highlights

\$8.6 M

in grants provided through Corporate Citizenship programs impacting

20

countries

850+

nonprofits supported⁹

Nearly 1,400

KKR employees participated in KKR Cares through volunteering or matching gifts program

⁹Includes KKR strategic philanthropy grants, matching gifts, and corporate contributions.

Charitable Giving

Strategic Philanthropy

Through our Strategic Philanthropy efforts, we aim to increase the positive impact we can make in our communities. We seek to do this by driving long-term, sustainable economic opportunity and economic security in communities where we operate by building businesses, opening pathways, and growing financial preparedness in support of shared economic mobility globally.

We plan to measure our success based on outcomes, and the positive impact our funded programs drive in communities. Our philanthropy is focused on four key constituencies:

- Opportunity Talent
- Opportunity Youth
- Small Businesses and Social Enterprises
- Civil Servants

Selecting our nonprofit partners is a team effort at KKR. KKR's Global Grants Committees review and approve grants to nonprofits aligned with our priorities. Including representatives from each of our business regions enables local team members to advance programming tailored to community needs.

Disaster Relief and Crisis Response

Community need is amplified in times of crisis. KKR seeks to support communities where we operate, helping them to respond and recover. We provide support to local, national, and international nonprofits providing relief on the ground and have also implemented innovative programming to support segments of the population that face unique challenges in the wake of disasters. For example, in 2024 we held matching gift campaigns to provide disaster relief support for events such as Hurricanes Helene and Milton in the U.S. and the earthquakes in Japan.

KKR's Gurugram office hosts a volunteer event to support a local nonprofit.



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