

Team, diversity and well-being

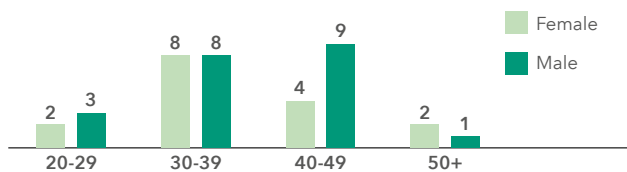
Our greatest asset is and has always been our people and as such, attracting and retaining top talent is a key priority. Kinnevik regards diversity as a lever for value creation, and we make full use of the opportunities that arise from employing a team with different backgrounds and perspectives.

A SMALL AND DIVERSE TEAM

While the nature of our work changes frequently, our core values do not. Kinnevik's team members share an entrepreneurial spirit, as well as a belief in long-term business building, long-lasting partnerships, accountability, adaptability and responsible investing.

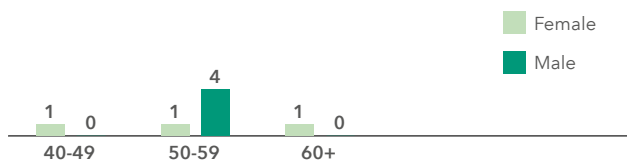
Kinnevik strongly advocates diversity and equal opportunities. This is reflected in the composition of our organisation, where a total of eight different nationalities are represented. Kinnevik's organisation comprised 37 (37) people on average during 2018, with 24 people based in the Stockholm office and 13 people in the London office (full-time equivalents "FTE"). The investment management organisation is mainly based in London and consisted of 11 professionals. In addition, during 2018 Kinnevik employed 26 people across Finance, Legal, GRC, Corporate Communications, Human Resources and Administration. All employees but two, both women, are on permanent contracts. All employees but two, both women, are on full-time contracts.

Age distribution of employees in 2018 (FTE)



The proportion of women employed at Kinnevik was 44 (43) percent (FTE average) for 2018. The proportion of women in Kinnevik's investment organisation was 17 (16) percent, and on the Board of Directors 43 (30) percent. Over the next few years, we aim to increase the proportion of women in both the management team and the investment team, and we know that the Nomination Committee share our ambition in relation to the composition of our Board.

Age distribution of the Board of Directors in 2018 (FTE)



AN ATTRACTIVE EMPLOYER

Kinnevik offers our employees continuous opportunities for personal growth in order to develop their professional skill set and to take increasing responsibility for value creation at Kinnevik and our investee companies. The small size of our organisation enables us to personalise career development and training opportunities for each employee. Ongoing assessments of employees' performance and success in meeting their objectives are key in order

to ensure that Kinnevik offers the right personal development tools at an individual and group level. All employees participate in yearly performance reviews and have individual objectives that are reviewed twice a year.

Kinnevik added 8 new people to the team during 2018, and 3 people left Kinnevik, excluding termination due to end of fixed-term contract or retirement. We had a total new hire rate of 22 (11) percent and a turnover rate of 8 (13) percent for 2018.

New employee hires and employee turnover during 2018

NEW HIRES					TOTAL	RATE
Sweden	20-29	30-39	40-49	50+		
Women	4	0	0	0	8	22%
Men	1	0	2	1		
UK						
Women	0	0	0	0	0	0
Men	0	0	0	0		
TURNOVER					TOTAL	RATE
Sweden	20-29	30-39	40-49	50+		
Women	0	1	0	0	2	8%
Men	0	0	1	0		
UK						
Women	0	0	0	0	1	1%
Men	0	0	1	0		

Note: New hire and turnover rate is calculated in relation to the FTE average number of employees in each region during the year.

In 2018, the average parental leave taken was 0 (3) weeks for men and 52 (48) weeks for women. This refers to parental leave that started during 2018 and includes the full number of weeks requested. The leave may therefore be completed during the following year.

The low level of sick leave, below 1 (<1) percent of total working time, highlights Kinnevik's efforts to improve our employees' health through healthcare insurance and other initiatives.

