

The KKR logo is displayed in a bold, purple, sans-serif font in the top left corner of the slide. The background of the entire slide is a photograph of a city skyline at dusk, with a boat in the foreground and a large, stylized white graphic of curved lines on the right side.

KKR

Sourcing Women Talent in GPs

20 AUGUST 2024 | MELISSA CHEW

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Landscape

While there has been progress in recent years, it will be several decades before the PE industry achieves gender parity at the senior levels (McKinsey, 2023)

Underrepresented at senior levels

- At the end of 2022, 48 percent of all entry-level roles in PE were held by women.
- However, women in PE are still underrepresented in leadership positions, with only 20 percent representation in managing-director roles.

Longer road to promotion

- Women in investing roles are promoted at significantly lower rates than men.
- Globally, men in investing roles are about 50 percent more likely, on average, to be promoted than their female colleagues, a trend that persists across all levels in investing roles

Underrepresented in investing and operating roles

- Women hold only 33 percent of entry-level investing roles, compared with 44 percent of operating roles and 59 percent of non-investing roles at that level.
- Women are also underrepresented at the managing-director level, with only 15 percent of managing-director-level investing roles.

Growing interest from LP's

- Institutional investors are broadening their view of DEI beyond the investment team and institutional investors now increasingly ask about DEI metrics within portfolio companies and their boards

What do we look for?

Junior

- Technical skills
- Communication (speaking up, having a view, presenting)
- Critical thinking (second order thinking)

Mid Level

- Sourcing
- Communication (influencing, storytelling)
- Relationship building / management
- Business building

Senior

- Franchise building
- Ownership
- People management

Sourcing Channels

Where should we look at?

- Universities & B-Schools
- Investment banks
- Competitors (PE, VC)
- Recruitment agencies
- Career returners
- Big 4, Other Asset Managers
- Talent beyond Southeast Asia

How should we develop the pipeline?

- Early outreach
 - Spring week > Internships > Full time offer
- Build brand awareness & upskill women
 - Partnerships with student / diverse organisations
 - Open days
 - Talks at schools / events
- Social media presence (e.g. LinkedIn)
- Networking Events
- Mentorship
- Adopt a more relational approach prior to the recruitment process

ENSURE AN EQUAL MIX OF CANDIDATES IN OUR INTERVIEW PIPELINE
COMMITMENT FROM SENIOR MANAGEMENT