

MAKING
LEARNING
AWESOME

Kahoot!

2021

KAHOOT! GROUP
STAKEHOLDER
IMPACT REPORT

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ABOUT THIS REPORT

Contained within this document is an overview of the impact of Kahoot! ASA's ("**Kahoot!**" and together with its subsidiaries, the "**Group**") corporate social responsibility efforts, initiatives, and policies concerning our users, our people, the environment, and the UN Global Compact sustainable development goals ("**SDGs**"). Additionally included herein is our Equality Report, and stated ambitions for the Group's sustained development across those primary focus areas.

The Board of Directors has the overall responsibility for aligning Kahoot's strategy and environmental, social and governance ("**ESG**") considerations, while the day-to-day responsibility lies with the chief executive officer (CEO), supported by executive management.

REPORTING SCOPE AND METHODOLOGY

This Stakeholder Impact Report refers to the financial year of 2021 and covers Kahoot! specifically, unless otherwise noted in this report. The contents of this report complies with the Norwegian Accounting Act section 3-3c and reporting on the Ten Principles of the UN Global Compact ("**UNGC**"). The report represents our first Communication on Progress ("**CoP**") to the UN Global Compact, where Kahoot! ASA became a participant in March 2021.

“
**KNOWLEDGE IS POWER.
 INFORMATION IS LIBERATING.
 EDUCATION IS THE PREMISE
 OF PROGRESS, IN EVERY
 SOCIETY, IN EVERY FAMILY.**”

KOFI ANNAN

LETTER TO STAKEHOLDERS

THE UN GLOBAL COMPACT

In 2021, the Kahoot! Group was proud to join the UN Global Compact, through which we are committed to work determinedly and systematically in the areas of human rights, labor standards, the environment, and anti-corruption, and have initiated a number of measures to ensure that Global Compact's ten principles become a part of our day-to-day work, our culture, and strategy. As part of this global network of businesses supporting the most vital sustainable business practices, we are reinforcing our commitments as a responsible company. Becoming a participant of the UN Global Compact confirms our compliance with, and support of, the Compact's ten principles covering the areas of human rights, labor, the environment and anti-corruption.

2021 has been a formative year for educators and learners across homes, schools, and workplaces. While circumstances globally have further ingrained the habitual use of digital platforms for learning, they have also left in their wake exacerbated global inequities in education. The period, too, has resulted in a trend of disillusionment amongst educators who have gone above and beyond to educate students in the most exacting of circumstances.

If there was any doubt before the pandemic, it has since been eradicated: there is no place to hide for businesses who shirk their social responsibility. Since its launch, Kahoot! has been played by 7 billion non-unique participants. That level of reach and impact brings with it a comprehensive share of responsibilities across some of the most critical conversations in global discourse, from data privacy to human rights, climate to equality, from labor to misinformation.

Kahoot!'s mission to make learning awesome is an electric current that runs through our organization, our products and our employees. The awareness of our role in empowering education globally across all learning demographics is in our DNA. As such, the Kahoot! Group remains abundantly aware of the responsibilities we bear in contributing to the global education of millions in schools, homes, and workplaces. This is evidenced by our commitment to advancing in particular SDG4 which relates to quality of education through the growing accessibility of our platform (the “**Platform**”), innovating impactful new solutions, and tangibly supporting educators wherever we can have the greatest impact.

This obligation is especially urgent as the pernicious impacts of the global education gap remain, and the era of lifelong learning gains increasing urgency as populations seek to future proof their livelihoods for the Fourth Industrial Revolution. Along with our commitment to the UN Global Compact and the realization of the 17 UN Sustainable Development Goals, the Kahoot! Group will continue to engage, collaborate, and support educators, students, partners, and ambassadors around the world in addressing and progressing the global agenda to innovate solutions, extend access and empower generations of learners.

—EILERT HANOA, CEO OF KAHOOT!

CORPORATE SOCIAL RESPONSIBILITY

KEY FOCUS AREAS

As a growth company, Kahoot! acknowledges both its increasing responsibilities and the opportunity to contribute to positive societal impact in those areas where we can have the most tangibly positive effect.

Based on our internal risk assessment we have identified our main priorities with regards to continuing to ensure sustainable growth on the Kahoot! Platform and contribute to a positive impact to the society around us:

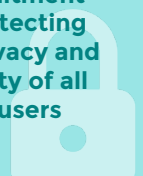
Sustain the work against corruption and bribery



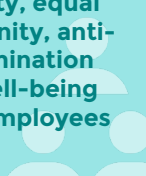
Continue to maintain safe content on our platform with our safety and moderation efforts



Persist in the commitment to protecting the privacy and security of all our users



Pursuing work in connection with diversity, equal opportunity, anti-discrimination and well-being for all employees



Environmental impact in the Group going forward



The Group's acquisitions over the last two years and its further enhanced product offering have resulted in the Group's geographic expansion and broadened its accessibility. Thus, the Group has a somewhat increased carbon footprint as compared to the pre-acquisitions period, in addition to new challenges with regards to social and corporate governance matters.

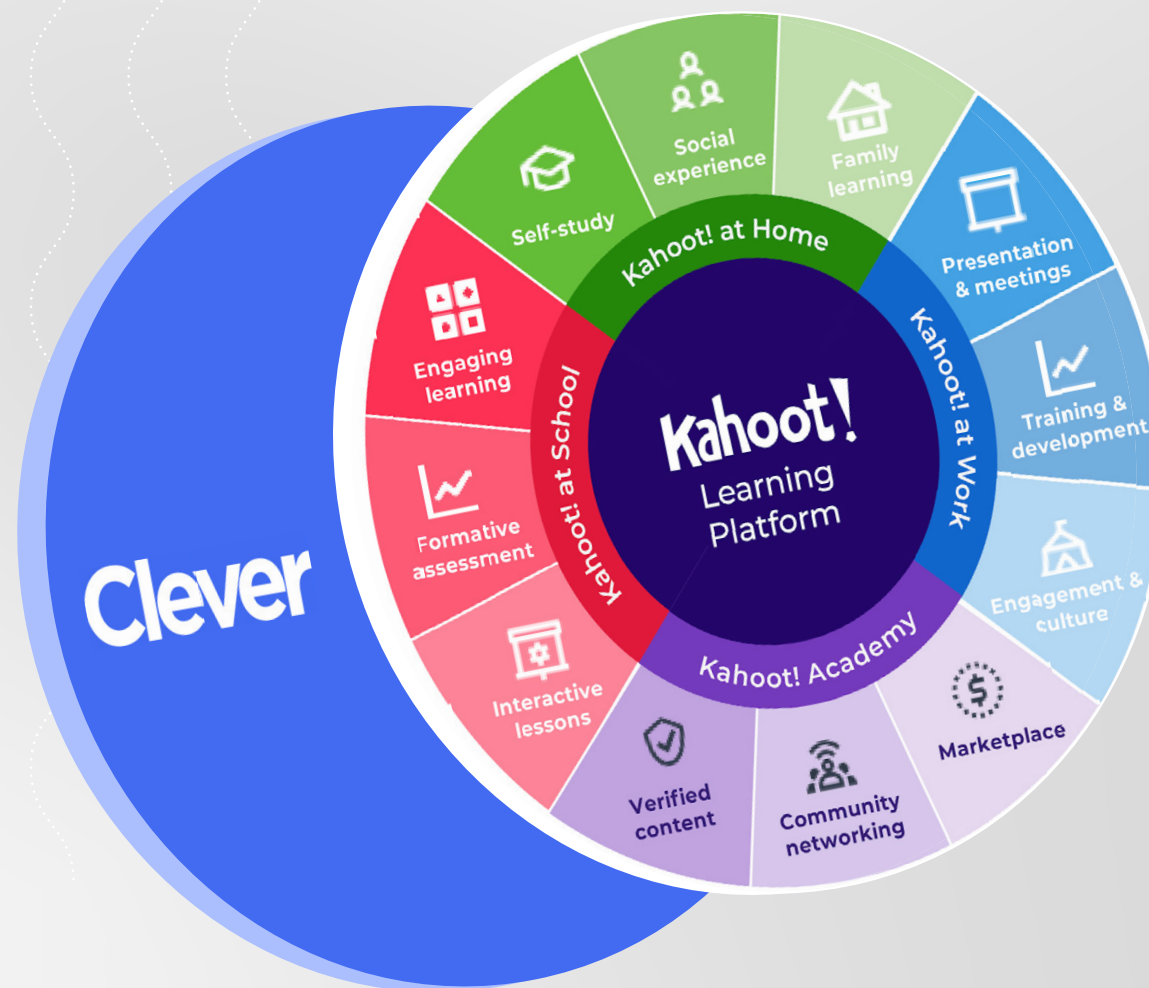
All of the above-mentioned risks, and how the Group works to mitigate risk in general, are described in more detail in the following sections following an overview of our business model. An overarching focus area for the Kahoot! Group in 2022 is the further development and implementation of group-wide policies, frameworks and training within all of the areas stated at left.

OUR BUSINESS MODEL

Kahoot! is a global educational technology (“**EdTech**”) and enterprise software-as-a-service (“**SaaS**”) group that develops a digital learning and engagement platform, additionally encompassing the single sign-on portal, Clever, since 2021. Our primary focus is on developing a comprehensive offering of engaging learning tools for enterprises, the educational sector, as well as for personal users. The Kahoot! Platform enables everyone who uses it to unlock their full potential through learning.

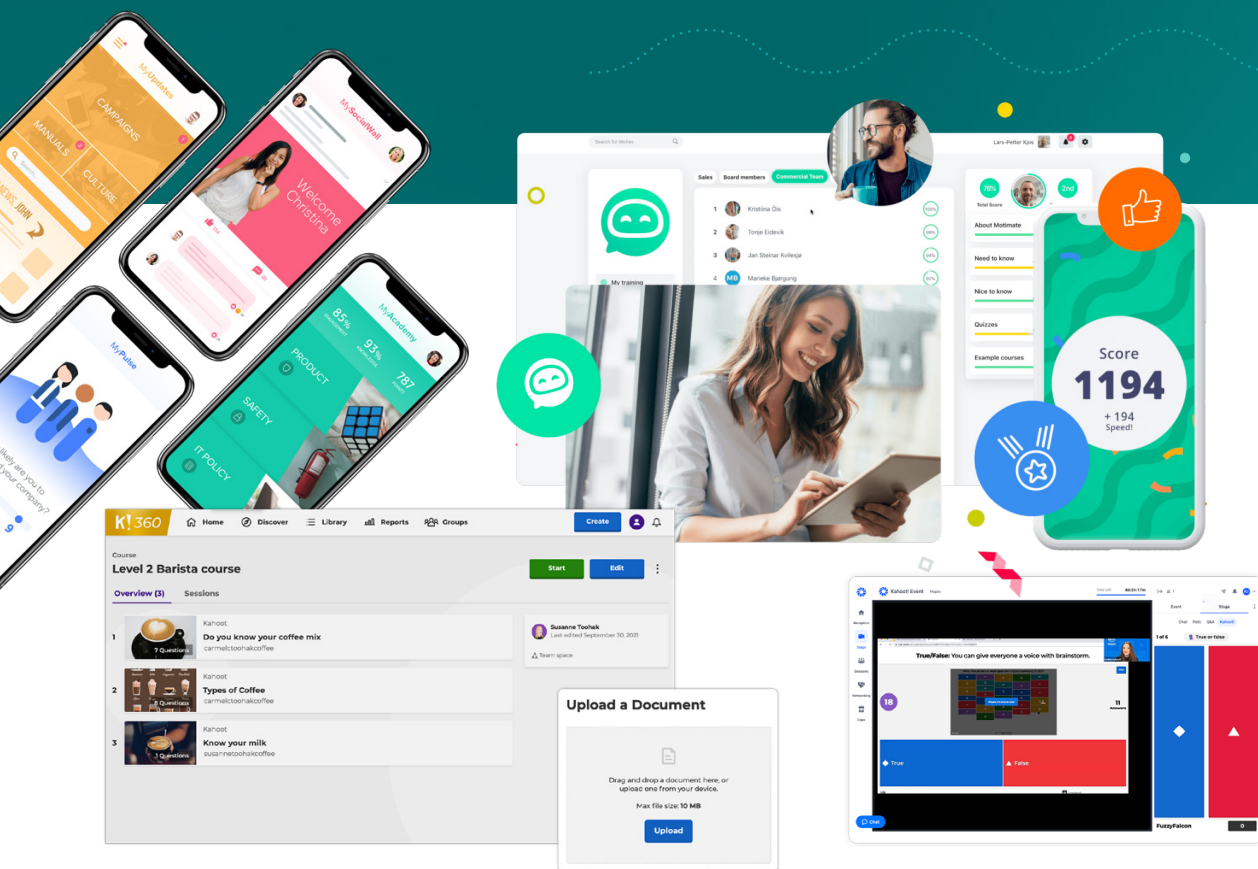
The Kahoot! Group’s offerings are inherently versatile, enabling multiple use cases in a variety of learning contexts, and thus supporting growth in several different directions simultaneously. Included within the portfolio is a tailored product and content offering directed to all user groups, which has been steadily expanded through organic development, strategic partnerships and non-organic growth throughout 2021.

Kahoot! acknowledges our social responsibility and wishes to contribute to sustainable, economic, social, and environmental development in our industry. We believe engaging learning is the key to development and empowerment at school, at home, and at work. Kahoot!’s focus as a company is to operate in a sustainable way, in alignment with the United Nations’ Sustainable Development Goals (“**UN SDGs**”).



BUSINESS AREAS

THE FOLLOWING SUBCHAPTERS DESCRIBE THE KAHOOT! GROUP BUSINESS AREAS IN MORE DETAIL.



Kahoot! AT WORK

Used in 97% of Fortune 500 companies, Kahoot! occupies a bespoke space at the intersection of employee engagement, corporate learning, training and culture building. Kahoot! at Work's offering includes the mobile learning app, Motimate, and the employee engagement app, Actimo. The Kahoot! at Work business area is optimally positioned to respond to multiple workplace scenarios thanks to a diverse portfolio of solutions and plans.

Kahoot!

AT SCHOOL

Educators across the world make learning awesome with Kahoot! by tapping into the vast, inherent potential for playful education experiences to unlock every student's learning potential. During a period of disruption and uncertainty due to the pandemic for educators and students globally, Kahoot! further evolved its offerings for more than 9 million teachers (LTM), hundreds of millions of students and thousands of schools, campuses, universities and school districts. Kahoot!'s EDU offering, since 2021 encompassing the interactive whiteboard tool, Whiteboard.fi, was enriched with features such as Team mode—designed to increase collaboration, particularly relevant in hybrid and remote learning circumstances—and the launch of Math Labs by DragonBox.

Kahoot! AT HOME

Spearheaded by the Kahoot!+ offering, encompassing award-winning Kahoot! DragonBox and Poio apps, Kahoot!'s ad-free Platform and apps enable families, students, and children to connect and learn in an engaging way at home, either through self-study or family fun. Included in the Kahoot! at Home portfolio of offerings is Kahoot!+ Study, and Kahoot! Kids. Kahoot!+ Study seeks to make study more fun, impactful and effective, leveraging Kahoot!'s position as a trusted learning tool for hundreds of millions of participating students. Kahoot! Kids expand the Kahoot! Group's demographic relevance with a bespoke, pedagogically robust product to engage a family audience which has played 100 million kahoots in the last 12 months.

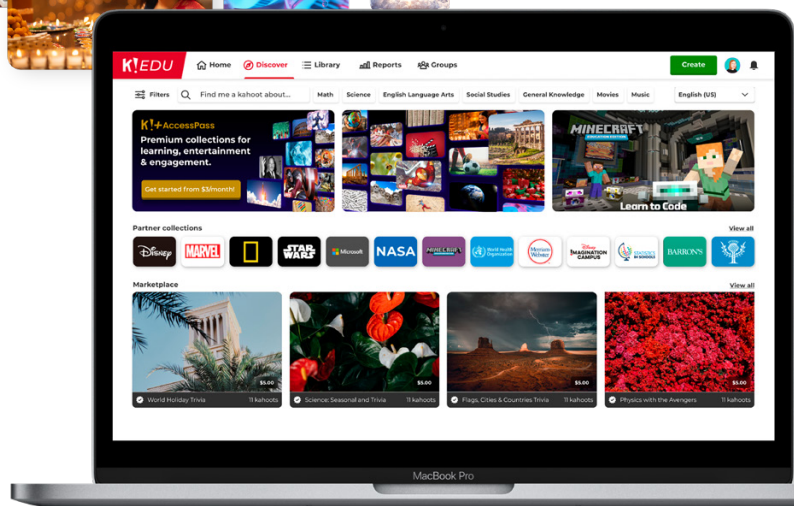


Clever

Born of the desire to save valuable time in the classroom and afford more space for innovative teaching and learning, Clever is a single sign-on portal for teachers and students. Clever has quickly become one of the most widely used digital learning platforms in the U.S., used by over 60% of K-12 schools, with over 1.4 million monthly active teachers and 22 million monthly active students on the platform. Clever and Kahoot! continue to explore synergies and possibilities as Kahoot! seeks to expand its footprint across K-12 schools in the U.S.. Similarly, efforts will continue to realize the potential for Clever to leverage the Kahoot! Group's global footprint to deliver its platform to educators globally.

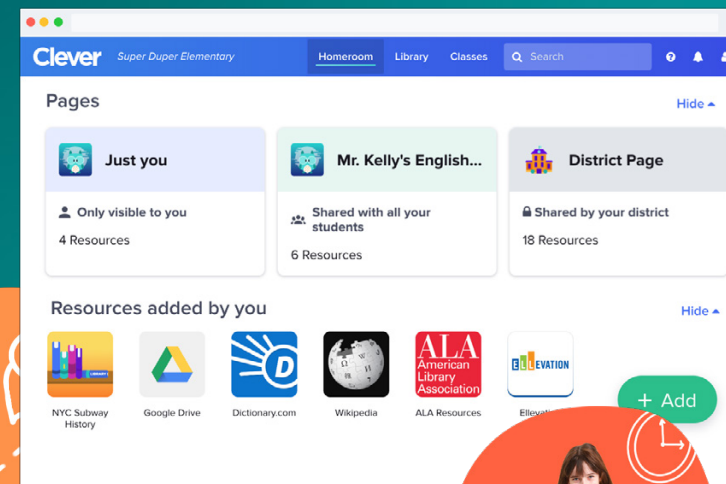


Kahoot!+ AccessPass



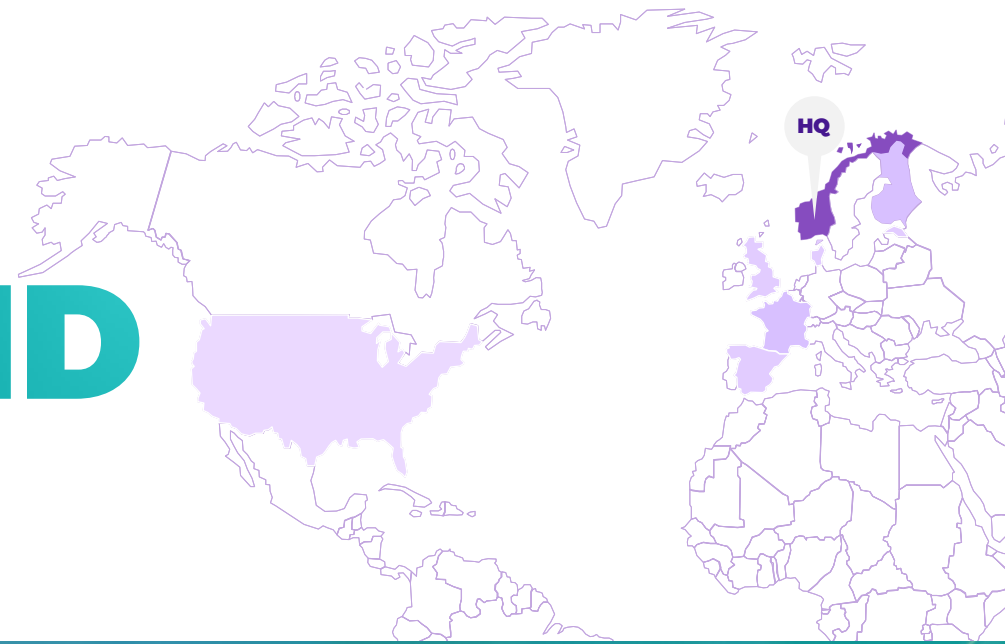
Kahoot! ACADEMY

Kahoot! Academy is a global knowledge platform, community and marketplace which enables anyone to access premium learning content and high-quality learning resources produced and curated by verified publishers and content creators. Kahoot! Academy includes the Academy Marketplace, providing teachers and other content providers with an opportunity to both share their expertise and generate income. By enabling a marketplace, Kahoot!'s Platform enables the burgeoning global creator community to promote, sell, and monetize their quality content and knowledge. Made possible by the singular viral growth and scale of the Kahoot! brand and Platform, these developments position Kahoot! to reach a captive and vast global market of educators and learners.



2021 IN REVIEW

FACTS AND FIGURES



500+

K!REW MEMBERS AND CONTRACTORS ACROSS THE GLOBE

9M+

ACTIVE EDUCATORS ON THE KAHOOT! PLATFORM IN 2021

2B

NON-UNIQUE PARTICIPANTS IN 2021 AND 7B SINCE 2013

1.1M+

PAID SUBSCRIPTIONS

30M+

ACTIVE ACCOUNTS IN 2021

45+

NATIONALITIES ACROSS THE TEAM

\$107M

INVOICED REVENUE FOR 2021, **GROWING 137% YOY**

100M+

USER-GENERATED KAHOOT!

300M+

SESSIONS HOSTED ON KAHOOT! IN 2021

200+

COUNTRIES AND REGIONS THAT HAVE USED KAHOOT! OFFERINGS

SUSTAINABLE DEVELOPMENT GOALS

THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs) ARE 17 GOALS ADOPTED BY ALL UN MEMBER STATES. THE GOALS REPRESENT AN URGENT CALL TO ACTION TO MAKE THE WORLD A BETTER PLACE BY 2030.



Kahoot! is committed to improving learning and training experiences, and making education accessible around the world. We believe that digital solutions are essential for increasing access to education worldwide, and to train employees for the future job market. By making learning awesome by creating engaging and impactful learning experiences for everyone, Kahoot! aims to unleash the full potential in every learner. This approach contributes actively to the UN SDGs. Kahoot! strives to make an impact and contribution to said goals, that are mutually reinforcing. Next, we highlight the primary focus areas that encompass Kahoot!'s key priorities.



ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

4 QUALITY EDUCATION



SDG 4 is at the heart of Kahoot!'s mission and operations. The goal is established by the UN to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all by 2030. Education enables upward socioeconomic mobility and is key to escaping poverty. The education gap was concerning before 2020, and it has since been exacerbated by Covid-19 (as reported by the [UN](#)).

With the core Kahoot! offering, our Platform, and the Kahoot! Group's growing and diverse suite of learning tools, we are positioned with a unique opportunity to contribute across the education spectrum. The Kahoot!

Group contributes to literacy, numeracy, overcoming language barriers, making learning more inclusive, and ensuring that learners acquire knowledge to promote sustainable development. Kahoot! supports quality education through its Platform, as well as through award-winning math and learn-to-read apps by DragonBox and Poio, the Drops language learning apps which make language learning natural with immersive visuals and play, Whiteboard.fi, the interactive whiteboard tool which engages students to participate, share and collaborate in class and virtually, Motimate and Actimo, fun and easy tools for employee learning and engagement, and Clever, the single sign-on platform with over 700 EdTech apps available. Kahoot! is on a mission to make learning awesome by building the world's largest sustainable learning community so that children and adults of any background may learn through engagement.

WHILE SDG4 REMAINS THE GOAL WHERE KAHOOT! IS POSITIONED TO MAKE THE MOST SUBSTANTIAL CONTRIBUTION, WE ARE ALSO PROUD TO IMPACT SEVERAL OTHERS.



Among them is **SDG 5** (Gender Equality) which aligns closely with our value of inclusivity. Kahoot! believes strongly that increased access to quality education has the potential to significantly reduce discrimination, a value which is also a vital component of our hiring practices and corporate culture, where we are committed to establishing a safe, open, welcoming, diverse, and inclusive workplace.



Similarly, we have been pleased to observe the growing impact of the Group across **SDG 9** (Industry, innovation and infrastructure) whereby Kahoot! contributes to a positive change in the education industry through the development of a digital infrastructure for learning and engagement. Finally, concerning **SDG 11** (Sustainable cities and communities), Kahoot! continues to scale up its digital infrastructure with stronger enablement of virtual and hybrid connectedness for teachers, students, families, and colleagues throughout the world, contributing to a reduction in the typical levels of travel necessary for millions of educators, learners and professionals globally.



“
**ONE CHILD, ONE TEACHER, ONE BOOK,
 ONE PEN, CAN CHANGE THE WORLD.**”

MALALA YOUSAFZAI

OUR USERS

THREE WORDS, ONE MISSION:
 MAKE LEARNING AWESOME

It shouldn't take a crisis to remind anyone of the vital role of education in our lives. Yet, if anyone doubted the pivotal role that education and educators play in sustaining our societies and economies, the recent pandemic and lamentable geopolitical disruption have proved a vivid reminder. Education is vital, but fragile. Increasingly, it's up to business, and not just educators, to play an active role in both protecting and developing it.

Kahoot!'s mission amounts to just three words, but it remains the substantive, tangible foundation on which all of our work, collaboratively or individually is built. Make. Learning. Awesome. And while the phrase adorns our websites, our social media bios and our investor presentations, it is not a passive mantra. Rather, it is a lived experience of each of our employees who have gravitated towards it as a compelling reason for going to work in the morning.

Shared among us is a recognition that education does not just happen. It requires empowerment. Educators whose work and personal lives are overwhelmingly and suddenly disrupted by unforeseen circumstances need to be empowered. Companies whose essential connection to their employees are lost in a new way of work need to be empowered. Displaced peoples arriving in new countries and learning new languages need to be empowered.



Delivering that empowerment requires tangible actions. We are as proud today as we were when we first announced that Kahoot! will be free for teachers forever. We are equally pleased that anyone in the world can download Drops for free and begin learning a new language. For young learners, we are passionate about helping children and students build key skills and discover a lifelong love of math with the Kahoot! math apps by DragonBox, and to ignite children's excitement for reading with the Kahoot! Learn to Read app by Poio. Similarly, each single step we take towards making learning more accessible to students, professionals or families, is a step we celebrate; from launching new languages, to adding innovative accessibility features to our offerings. Knowing that corporate learning is now not just more engaging, but also reaches deeper into organizations including employees from HQ to the front line is grist to the mill of our essential mission.

ENSURING SAFE CONTENT ON THE KAHOOT! PLATFORM

We are driven by the aspiration to allow the learner to unlock their full learning potential in a fun and engaging way. We work hard every day to maintain a safe and playful community. Kahoot! is dedicated to protecting the integrity of our Platform as a safe environment that makes learning awesome for all of our users around the world. Kahoot! values the creativity and free expression of our users and contributors. At the same time, we recognize how important it is for Kahoot! to be a place for **facts, safety, privacy** and **dignity**. Therefore, Kahoot! reserves the right to remove or disable access to any user content that breaches our policies, or standards. We may suspend users who don't respect our rules. We have implemented several safety and moderation efforts to help us keep content safe, such as trained moderators, flagging, customer service response, and a safe nickname generator.

Our **Editorial Guidelines, Terms and Conditions** and **Acceptable Use Policy** regulates the content and use of Kahoot!. All users shall know and comply with these standards.

For more, read our **safety guide for content on Kahoot!**

Verified content creators

In 2021, we initiated our new offering with content from verified content providers. The verification of creators—such as educators and other learning providers—makes it easier to discover high-quality content on Kahoot!. When a creator applies to become verified on Kahoot! Academy, their profile and content undergoes several different evaluations to assess the overall accuracy and quality. Content from verified creators are tagged with a blue checkmark on Kahoot!.





PROTECTING OUR USERS' PRIVACY

Kahoot! Group is committed to protecting the privacy and security of all our users regardless of whether they are home, work or school users. We are transparent about data processing and all Group companies' privacy policies are available on the respective websites.

Kahoot! complies with relevant privacy laws, including but not limited to the General Data Protection Regulation ("GDPR"), the Family Educational Rights and Privacy Act ("FERPA") and the Children's Online Privacy Protection Act ("COPPA") where applicable.

HUMAN RIGHTS

Kahoot! supports and respects internationally proclaimed human rights. This is an absolute and we do not accept any exemptions to this for whatever reason. We expect ethical behavior in every aspect of the Group companies' processes and professional relationships. Violation or non-compliance of legal rules, written ethical guidelines or ethical norms are handled in accordance with Group procedure and may involve liability under labor, criminal and tort law. This applies to any person that is employed by, delivers work to or is otherwise engaged with the Kahoot! Group.

Kahoot! follows up human rights issues through risk assessments and audit programs.

For more information, see the [Kahoot! Code of Conduct](#).

PARTNERSHIPS FOR GOOD

Kahoot! aims to foster partnerships with organizations and institutions that share our vision for positive social impact and can offer content we believe is important to our learners, including the youth audience – our future game-changers. Our partnerships with such organizations as the United Nations, UNICEF, Common Sense Education, Amnesty International, and many more are examples of our strong shared commitment to this vision.

In close collaboration with these partners on the important topics of human rights, children's rights, bullying prevention, cyberbullying & online safety, diversity and inclusion, inspiring women in history, the dangers of drugs and alcohol use and sustainability, we've been able to engage millions of learners and their educators around the world. Our partnerships with such organizations as the Ad Council reflect our commitments to this belief and enable Kahoot! to offer meaningful and inspiring learning content that can open minds and break stereotypes associated with gender, ethnicity, religion and neurodiversity (e.g., ADHD and autism).

ANTI-CORRUPTION AND BRIBERY

Kahoot! Group has zero tolerance for bribery and corruption. We are committed to professional, fair and integrous business conduct in all situations and in any jurisdictions in which we operate. We promote free and fair competition and take a stand against corruption in all its forms.

Kahoot! Group and Kahoot! contractors acknowledge that any corrupt activity is a threat to all businesses and have zero tolerance towards offering, giving, asking for, accepting or receiving any form of bribe.

Please see our **Anti-Corruption Policy** for more details. The Anti-Corruption Policy applies to all companies within Kahoot! Group, all employees and representatives of the Kahoot! Group, as well as Kahoot! Group's agents and subcontractors. We have also implemented a **customer on-boarding instruction** for assisted sales which sets out certain customer due diligence measures in order to combat corruption and money laundering.

SANCTIONS

Kahoot! will comply with all economic sanctions laws, regulations, embargoes or restrictive measures ("**Sanctions**") to which it is subject. We maintain effective measures to ensure compliance with and awareness of its Sanctions related obligations. To give effect to this we have adopted a sanctions screening procedure. Failure to comply with Sanctions can lead to severe civil and criminal penalties, both for our business and individual employees, officers and directors.

WHAT'S NEXT

- ▶ Continue to invest into innovating new learning offerings across the Group's business areas thus broadening accessibility of Kahoot!'s suite of learning tools across geographies, demographics and accessibility requirements
- ▶ Continue to expand our collaboration with renowned global partners to disseminate and amplify content that educates and progresses topics of societal urgency
- ▶ Further develop moderation processes and ensure that verified resource content support accurate and informed discourse globally
- ▶ Empowering the global educator community through the Kahoot! platform

Kahoot! ASA will assess the status of the actions above in the next reporting period.

EMPOWERING OUR PEOPLE

DID YOU KNOW?

The Kahoot! K!rew is a diverse composition of team members with backgrounds from over 45 nationalities working across the globe. Find out more about work-life at Kahoot! at kahoot.com/jobs.

WHO WE ARE

We have a guiding star at Kahoot!, and we call it our mission: to make learning awesome. This is the core motivation for each of us, because day-in-day-out, we're fortunate to witness the countless ways our K!rew, our work and our collaboration can positively impact the lives of millions of people around the world.

To make that happen, we rely daily on the skills, commitment and creativity of our employees. For this reason, and many more, we make every effort to support them in their work by building a warm, welcoming and

supportive workplace that enables them to exercise all of their unique talents to the best possible degree.

That enablement takes place in multiple ways from social initiatives that support their mental wellbeing and happiness, financial support for home offices, and progressive labor and hiring policies that ensure a work environment that reflects the progressive modern societies where we operate.

Underpinning all of this are three vital elements of common understanding and our approach to company culture: our values.



we are

PLAYFUL

we are

CURIOUS

we are

INCLUSIVE

PUTTING PEOPLE FIRST: OUR COMPANY VALUES

Having registered more than 7 billion non-unique cumulative participants since launch across 200 countries and regions, Kahoot! has a uniquely global reach. With such a diverse audience using our Platform and products, it is absolutely essential that our organization reflects that by placing inclusivity at the top of our agenda. The inclusive nature of Kahoot! begins with our hiring practices, our openness to news ideas, and making sure all team members can be heard. However, it extends beyond that, into making our products as accessible as possible across languages, cultures, age-groups and abilities. In fact, Kahoot!'s first steps as a product began with the distinct intention of creating a more inclusive teaching and learning environment.

That legacy continues to guide who we are today, as does the inherent playfulness of the core Kahoot! offering. Every single day, we're proud to see the creative, innovative ways Kahoot! is used to engage audiences in offices, schools, universities and homes around the world.

The pace of innovation never rests. That's why one of our anchoring values is curiosity. We are, in a good way, obsessed with how people engage audiences and empower learning. That inherent curiosity fuels our work across the entire organization. In real terms, it drives us to develop our talents through continuous learning, but it also means that we're always focused on finding solutions together. Because most of the time, the best way to learn is from each other.

SUPPORTING AND ENABLING OUR K!REW

It is not news to anyone that the pandemic disrupted the lives of employees around the world. At Kahoot! we are used to a flexible work approach and our company culture has always been a strong bulwark to prevent the greatest challenges to employee mental health. During the pandemic, we extended our efforts to ensure our K!rew is seen, heard and supported.

Our efforts included regular virtual social events, financial support for home office set-ups, as well as webinars on mental health and ergonomic best-practice. Our values of playfulness and curiosity shone through as we welcomed new employees virtually with selfie kahoots, which gave the K!rew a uniquely engaging way to meet and bond with their new colleagues.

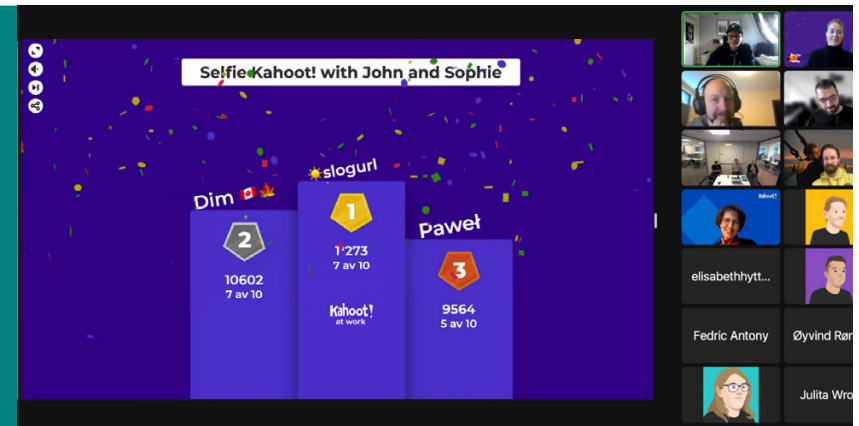
During the pandemic Kahoot! has stayed committed to improving our employees' experiences and happiness at work. We have provided financial support of employee sporting communities and Norwegian language classes in Norway, and continued commitment to and development of our health and safety policies.

Integral to the essence of our Company culture is the empowering of employees to pursue their own professional development. We are pleased to have established a more robust internal jobs market while enabling many of our team members to advance into more senior roles to continue their career progression within Kahoot!.



SELFIE KAHOOTS: NEW NORMAL, NEW INTRODUCTIONS

Which countries have I traveled to? How many pets do I have? What's my hidden talent? New K!rew members put their colleagues to the test with questions like these in a live selfie kahoot, while the whole team has fun getting to know all about our newest colleague!





WELCOMING AND RETAINING AWESOME TALENT

As our global reach, activity and offerings have grown, so has our K!rew of talented professionals. Our people are passionate about putting magical learning moments at everyone's fingertips. We take pride in the recruitment and hiring process, which is where a new K!rew member gets their first introduction to the Kahoot! company culture. To us, it is vital that this process reflects our values and the mission of Kahoot!.

Hiring in Kahoot is done on a global level. Our approach to hiring has been crucial not only in growing a global team, but in making it thrive. We apply a lean and standardized process for all candidates, still we strive for continuous improvement such as making our job listings inclusive so that all candidates feel empowered to apply, regardless of gender or background.

LABOR

Kahoot! aims to be a purposeful and awesome place to work and applies the highest standards for working conditions. This includes;

- ▶ Supporting the right to freedom of association and the right of all workers to form and join a trade union of their choice
- ▶ Always strive to empower children's education and work against unacceptable working conditions in all its forms and does not use, be complicit in or benefit from any form of forced or child labor
- ▶ Strong commitment to equal opportunities for our employees, irrespective of skin color, race, nationality, social background, disabilities, sexual orientation, political or religious conviction, gender, age or other personal characteristics not related to their merit or inherent requirements of the job

These standards are reflected in international and local laws, as well as our external and internal guidelines and policies.



WORKING ENVIRONMENT AND WORK-LIFE BALANCE

We ensure the health and safety of our employees, which involves having routines for internal control and development of the Company's psychosocial and physical work environment.

We encourage our employees to find a good work/life balance, and promote flexibility including respect for working hours, and to be mindful about time zones.

WHISTLEBLOWING

We are committed to conducting our business with honesty, integrity, accountability and transparency. We expect all staff to maintain high ethical standards and comply with our policies, procedures and values. Anyone in Kahoot! has a right to report censurable conditions at the workplace and Kahoot! encourages our staff to voice their concerns when discovering information that may imply serious malpractice or other censurable conditions in our organization.

Kahoot! Group companies have implemented a **Whistleblowing policy** and a channel for employees to voice their concerns.

WHAT'S NEXT

- ▶ Supporting the right to freedom of association and the right of all workers to form and join a trade union of their choice
- ▶ Always strive to empower children's education and work against unacceptable working conditions in all its forms and does not use, be complicit in or benefit from any form of forced or child labor
- ▶ Strong commitment to equal opportunities for our employees, irrespective of skin color, race, nationality, social background, disabilities, sexual orientation, political or religious conviction, gender, age or other personal characteristics not related to their merit or inherent requirements of the job.
- ▶ These standards are reflected in international and local laws, as well as our external and internal guidelines and policies.

Kahoot! ASA will follow up on the status of the actions above in the next reporting period.

EQUALITY REPORT 2021

THIS EQUALITY REPORT COMPLIES WITH KAHOOT! ASA'S REQUIREMENTS TO REPORT ON ITS ACTIVITIES PURSUANT TO CHAPTER 4 OF THE GENDER EQUALITY AND DISCRIMINATORY ACT (NORWEGIAN: "AKTIVITETS- OG REDEGJØRELSESPLIKTEN").

The following includes details of Kahoot!'s current gender equality status on a set of different parameters, an assessment of potential risks of discrimination or obstacles to equality, in addition to an assessment of what has been done so far and what is planned in the future to improve diversity, equality and inclusion at Kahoot!. The reporting includes figures and assessment for employees in Kahoot! ASA only, and not its employees in the subsidiaries.

The job levels used in this report

For the purposes of reporting, employees have been allocated to management levels from 1 to 5 (1 being the CEO and employees reporting to the CEO) based on their level of responsibility, experience and competence. These levels have been agreed by management and employee representatives in the Work Environment Committee as the most appropriate way to report statistics in this report to ensure that we are identifying equal pay for equal job value.

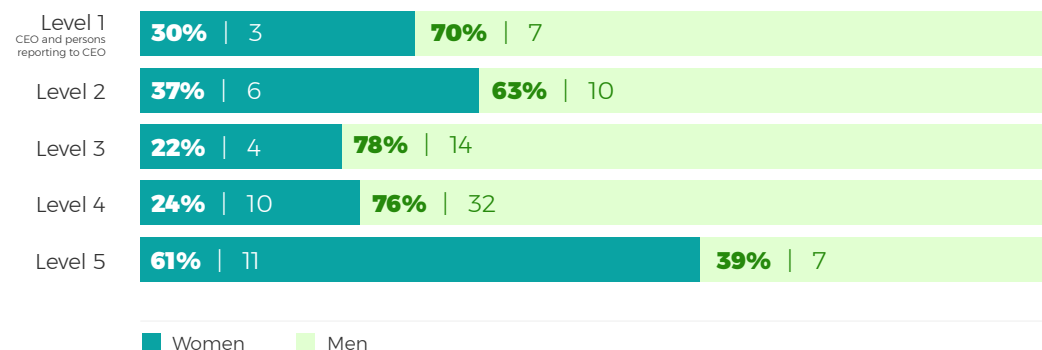
While CRO, Mads Rebsdorf, and CTO, Jostein Håvaldsrud, are considered part of the executive management of the Kahoot! Group, they are not included in the equality reporting as they are not employed by the parent company Kahoot! ASA.

PART 1

GENDER EQUALITY STATUS

Gender balance

Gender balance is shown as the percentage of women and men per level. Of 104 employees in Kahoot! ASA, 32.7% are women and 67.3% are men.

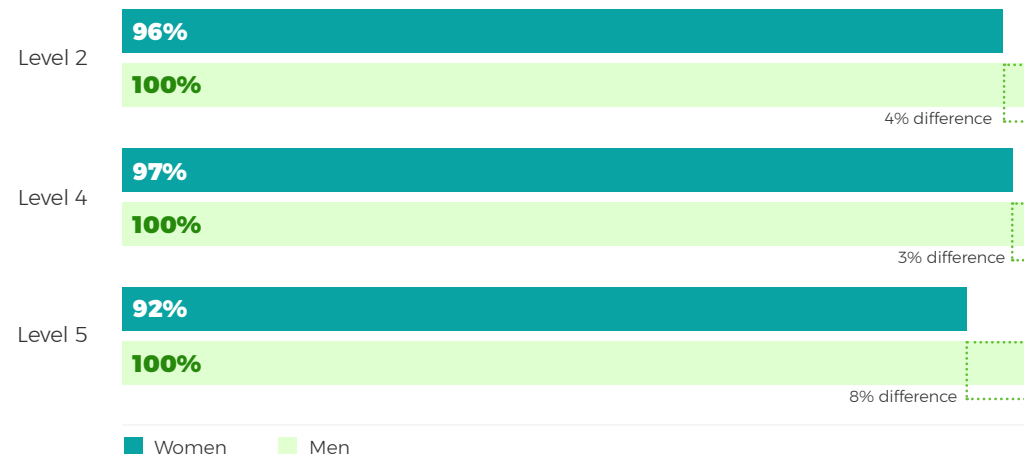


Salary

Salary is shown as women's salary compared to men's salary at each level to assess equal pay for equal value of work. Certain levels where there are fewer than five persons of each gender at that particular level will not be reported due to privacy issues. This is relevant to Kahoot! as Level 1 and Level 3 have fewer than five persons of each gender, and the rest of the levels have more than five persons for each gender. These differences in salary are described in more general terms in the statement below. The figures include base salary as stated in the employees' contract and actual paid-out bonus, as applicable.

For level 1, women were paid less than 80% of the salary than men on average. For level 3, women were paid around 90% of the salary of men on average.

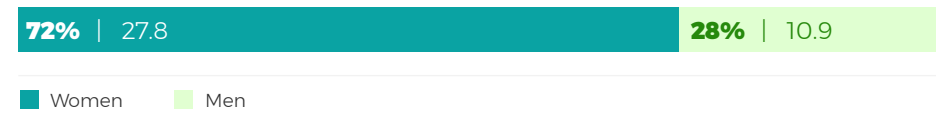
All employees are included in the Company's share option program. For the new starters included in the program during 2021, women and men are granted equal number of options based on objective criteria such as level and position.



Parental leave

Six women who had the right to parental leave took a combined total of 167 weeks of such leave in 2021. Twelve men who had the right to parental leave took a combined total of 132 weeks of such leave in 2021.

The average number of weeks women and men were on parental leave



Working conditions

As of 31 December 2021, there were no temporary or part-time employees at Kahoot! ASA.



PART 2

OUR WORK ON GENDER EQUALITY AND NON-DISCRIMINATION

HOW HAVE WE BEEN WORKING ON GENDER EQUALITY AND NON-DISCRIMINATION?

To ensure that Kahoot! attracts the best possible talent to its workforce Kahoot! is committed to continuously strive towards improved diversity, equality and non-discrimination. Kahoot! therefore works actively and determinedly to promote diversity and equality and to prevent discrimination and harassment. The following are examples of our efforts:

- ▶ Our management team is regularly involved in discussions regarding gender equality and non-discrimination and actively uses internal fora to discuss the topics of diversity, inclusion, and equality
- ▶ Kahoot! has implemented good parental leave programs and promotes and encourages all employees to take parental leave and help in the transition before and after the parental leave
- ▶ Our whistleblower's policy sets out how employees can report inter alia discriminatory behavior in the workplace
- ▶ To promote and encourage inclusive attitudes in the workplace
- ▶ Kahoot! has a diverse composition of team members with backgrounds from over 45 nationalities working across the globe. This implies that our working language is English which enables global hiring and thereby continuing to contribute to diversity and inclusion

OUR GOALS

An important goal for Kahoot! is to position the Company as an attractive employer for all relevant talent, in an increasingly global talent market, and to ensure the best people are allocated to the right tasks and roles in the Company. To support this agenda the Company is aiming to increase its female proportion of employees across the Company's operations. As in the wider technology industry, improved gender equality is a focus area in Kahoot!. In order to attract and retain the best talent it behooves Kahoot! to continue to maintain an inclusive environment where everyone enjoys an environment to perform to the best of their ability in order to create, contribute and inspire. Furthermore, Kahoot! recognizes the importance of our diverse teams in order to deliver the most relevant, inclusive, and engaging products to our inherently diverse user-base. This includes cultural diversity as an important factor and which the Group is fortunate to have over 45 different nationalities among our team members.

Reference is also made to the milestones included under "People" in the "Stakeholder impact Report" on page 17 above.

Inclusion and diversity goals:

- ▶ Continued focus on diversity in all our teams and participate in network organizations. Furthermore, we will continue to focus on facilitating for all applicants to apply for our open positions.
- ▶ Continue to educate team members on the concept of unconscious bias, inclusivity and awareness of equality and non-discrimination topics, and provide discussion forums for all team members on equality and non-discrimination related issues
- ▶ Strengthening mentoring and coaching programs with relevant representatives across the organization to ensure professional development of team members



ASSESSMENT OF RISK OF DISCRIMINATION OR OBSTACLES TO EQUALITY

Methods to assess risk of discrimination or obstacles to equality:

- ▶ Analysis of statistical HR data, such as gender distribution, salaries, parental leave, and sick leave
- ▶ Employee feedback through yearly employee engagement surveys
- ▶ Pulse surveys with open feedback form sent to all employees
- ▶ Discussion with employee representatives/ Work Environment Committee

Identified risk factors and potential reasons for risk:

Risk: Low female representation in management positions

Potential reason(s) for risk: Currently, the executive management team and personnel reporting to the CEO are 70% men, approximately mirroring the

overall gender balance in Kahoot! ASA. Although the ratio has improved over the last years and is not uncommon in the tech industry, it is important to note that a skewed gender balance in principle may lead to undesirable outcomes, such as losing contribution from key female talents in developing the Company.

Risk: Salary gap between gender

Potential reason(s) for risk: The salary gap between genders is likely caused by an overrepresentation of men in senior positions such as Level 1, as well as line personnel (operational positions) as opposed to enablers (support positions). However, we do also see a salary gap between employees at certain of the defined levels. The Group has experienced significant developments in employee composition due to the rapid organic and inorganic growth the last couple of years. Acknowledging this, the Company is evolving and will focus on reducing the salary gap between women and men at each level.

Risk: Uneven work-life balance environment may be considered demanding

Potential reason(s) for risk: Rapid growth and innovative high performance environment may be considered demanding and may require additional initiatives from the Company to secure work-life balance.

MEASURES TO PREVENT DISCRIMINATION AND INCREASE EQUALITY IN KAHOOT!

Recruitment measures:

- ▶ Marketing materials: Our employer branding materials are consciously created to illustrate the diversity of our team members from different genders and professional backgrounds. Our career page includes interviews with both new employees and more tenured colleagues to portray the variety of opportunities and people we have

in the Company. Our intent is to make sure we continue to attract a diverse pool of candidates.

- ▶ Review of job applications: We use objective screening forms to avoid any bias in the screening process and make sure all candidates are evaluated on the same criteria, to control for any unconscious bias in the selection process and that the decision is made on objective criteria.
- ▶ Structured interview process: We have a standardized recruitment process. All candidates must follow the same process.

Systems for reporting breaches

We have systems and routines for notifying censurable conditions. Censurable conditions are understood as conditions in breach of laws and regulations, internal guidelines and/or ethics, or a common understanding of what is acceptable. This includes, but is not limited to, threats to life or health, corruption, unacceptable physical or psychological working environment (such as harassment), or breaches of the law. A notification can always be given anonymously and is protected from retaliation by law. Please see our comment on our Whistleblowing policy included on page 21.

Work environment

Like many other companies, the pandemic has forced us to discover and embrace new ways of working and collaborating. Some of these remain a part of our working processes and the general sentiment among our employees is that they prefer a combination of physical attendance

at the office and days working from home. As a result, we have formalized a new Work From Home Policy. In this, the teams decide their optimal way of working, but as a company, we recommend a minimum of three days a week at the office to maintain a strong team feeling and to develop an inclusive culture. As with core-time, we believe that giving employees more flexibility in how and where they perform their work makes it easier for employees to maintain a good work-life balance.

ASSESSMENT OF RESULTS

Gender distribution of employees and areas of focus

As of 31 December 2021, there are 32.7% women and 67.3% men out of 104 employees in Kahoot! ASA which is in line with the overall technology, media and telecommunications industry.¹

Level 1 (CEO and personnel reporting to the CEO) are currently 70% men, which is in-line with the overall gender balance in Kahoot! ASA and the overall gender balance in the tech industry. In addition, level 3 and 4 are only 22% and 24% women, respectively. The reason for this is that a considerable amount of tech employee roles are represented in these levels, and the majority of our tech personnel are men. Kahoot! will strive to improve gender balance and establish leadership structures including a broader involvement of leaders within the Company and Group.

Salary gap

Women earn approximately 85% of men's salary across all levels of the Company. This gap can be explained by the

uneven distribution of men and women in management positions and certain functions of the Company (for example technology), something that we are working towards improving. The salary gap in level 1 between men and women is considerable and the reason for this is that there is a relatively larger gap within this level in seniority, experience and tenure than for other levels even though all employees report to the CEO. For three out of the five levels, the difference between the salary gap between men and women is less than 10%.

Future expectations

The focus of our own efforts, as well as what we are legally required (and allowed) to measure and report, have been focused on gender. We are encouraged by the current state to continue our initiatives and diversity efforts. Going forward, we will continue to ensure diversity on a variety of dimensions, being nationality, age, experience, or culture.

Kahoot! ASA will assess the status of the actions above in the next reporting period.

¹ Deloitte Insights 2022, "Technology, Media, and Telecommunications Predictions 2022", [Link](#), p. 102.

“ MAKING PEACE WITH NATURE IS THE DEFINING TASK OF THE 21ST CENTURY. ”

ANTÓNIO GUTERRES, SECRETARY-GENERAL OF THE UNITED NATIONS

PROTECTING THE ENVIRONMENT

Climate change is one of the most urgent and impactful megatrends affecting business across all sectors today. Kahoot! is not immune to the current or future impacts of climate change, with severe climate events posing the threat of damage to our offices as well as potentially disrupting the delivery of our services and offerings.

However, the general level of risk and potential impact from physical climate change for Kahoot! is considered relatively low. Risks resulting from the transition to a low-carbon society, such as changes in policy and legislation, technology, or social sentiment can affect Kahoot! operations, and consumer preferences which may have a material effect on Kahoot!.

Going forward, Kahoot! will further integrate climate change into its risk analysis and disclose relevant information to stakeholders pursuant to applicable regulations.

RESPONSIBLE CONSUMPTION

Kahoot! acknowledges that our environmental responsibility spreads beyond ourselves, and has set high expectations for the vendors and partners we engage with. We have developed our **Code of Conduct** and expect that standards for environmental responsibility is complied with by our vendors and partners.

A SEASONAL GIFT WITH PURPOSE

We are passionate about making a positive impact on our planet and want to reduce plastic waste. In 2021, we were pleased to gift reusable and recyclable Ocean Bottles to our K!rew. Ocean Bottle collaborates with The Plastic Bank, which responsibly remunerates local workers in areas lacking essential recycling infrastructure for collecting plastic. Through our gift, we were able to finance the collection of 420K plastic bottles, equivalent to more than 4.5 tons of plastic.

Education is key to addressing climate change

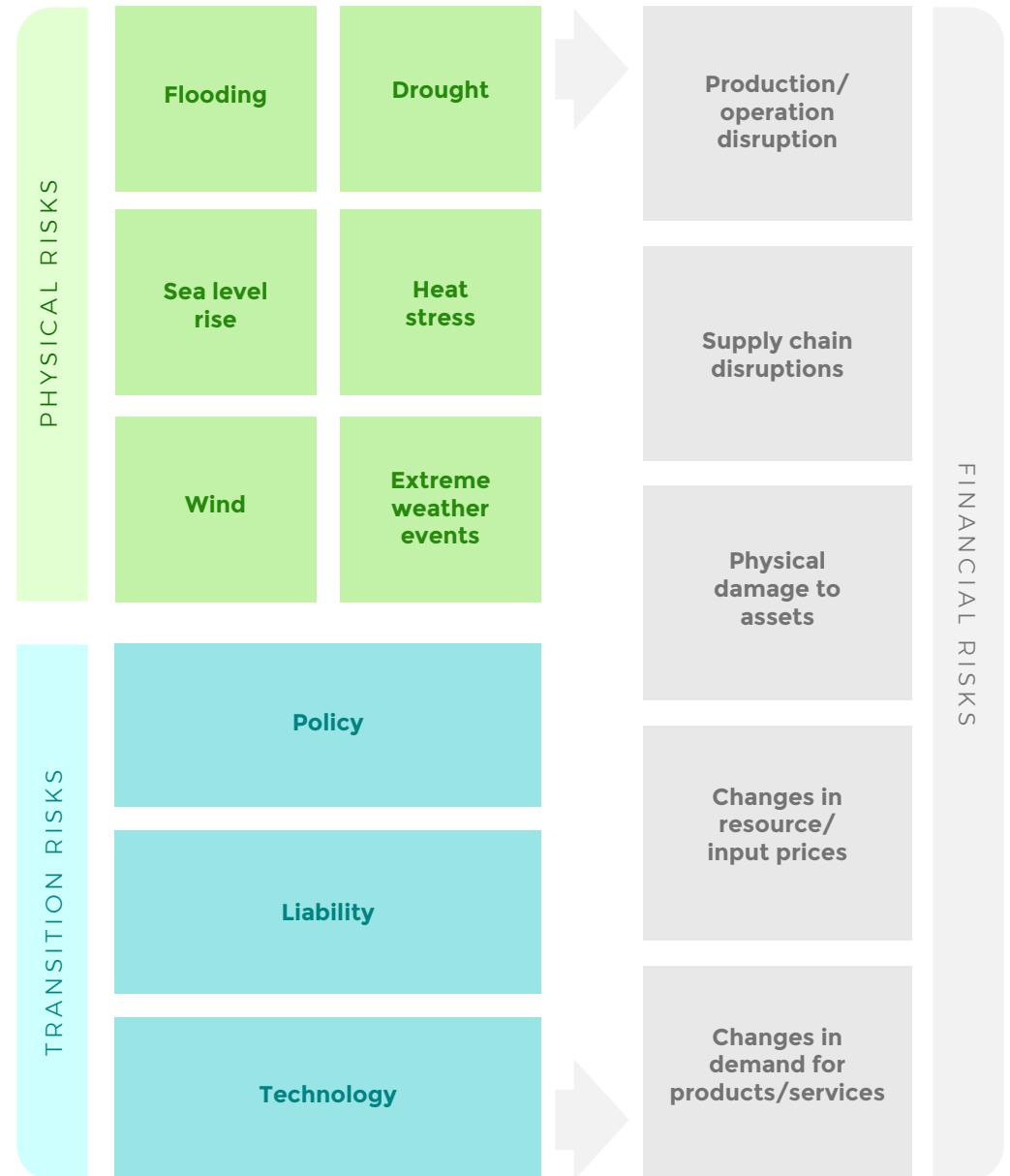
At Kahoot!, we are deeply passionate about education, and believe that education is key to encouraging people to positively change their attitude and behavior; and support informed decision-making.

We deliver effective tools that can be used to share and develop knowledge of environmental topics in an engaging way. Within this work, we are also proud to partner up with **The Nature Conservancy's Nature Lab**, **Angry Birds**, **Time for Kids** and **National Geographic**, who have created verified kahoots to address environmental topics and build environmental literacy skills for learners of all ages. Moreover, our language learning app, Drops, is helping learners **build a vocabulary to talk about the environment and climate change**, empowering people to use their voice and spark meaningful conversations. Together, these kahoots have enabled environmental training in a fun and engaging way for tens of millions of players worldwide.

Development and diffusion of environmentally friendly technologies

Throughout 2021, Kahoot! has scaled up its digital infrastructure with even stronger enablement of virtual and hybrid connectedness for teachers, students, families and colleagues throughout the world. With this, we enable a reduction

OVERVIEW OF POSSIBLE CLIMATE RISKS



in the typical levels of travel necessary for millions of educators, learners and professionals globally. We will continue to innovate with the purpose of enabling learning and engagement that, in addition to live and in-person, also allows for awesome experiences in hybrid and asynchronous environments that limit unnecessary traveling.

Kahoot!'s impact on the environment: reducing our environmental footprint

Connecting our users digitally across the globe on our online Platform requires significant data storage and processing capabilities, and energy usage from data centers account for the majority of Kahoot!'s environmental impact in addition to our energy consumption for our offices. Kahoot! predominantly uses third-party, cloud based external data center providers for this purpose. Our main data center supplier, Amazon Web Services is

committed to long-term goals to increase energy efficiency and to work towards more renewable energy sources.

At Kahoot!'s headquarters in Oslo, Norway, we strive to minimize our environmental footprint by investing in an office with natural lighting and recycling. We focus on educating our employees on sustainability issues and engage them to participate in promoting sustainability. This includes inter alia having Kahoot! mugs and cutlery available in the office, and where we need to use one-time use, it is wooden, in addition to minimal printing and copying of documents. Kahoot! reduces energy consumption in its offices by utilizing light sensors to switch lights off when spaces are not in use. We also encourage employees to unplug electricity consuming devices when they are not in use, and use reusable bags for shopping or transport needs in an effort to cut down on the use of plastic bags. The effects of our focus towards reducing our environmental

footprint is that all employees become more conscious about their everyday choices and may implement the same strategies at home privately in addition to at the office.

We monitor our business travels carefully and strive to minimize the need for traveling between offices by using video conferencing.

WHAT'S NEXT

- ▶ Further embedding of environmental considerations in assessment and decision-making processes and policies including, but not limited to, energy usage, travel, recycling, and working environment
- ▶ Continued focus on partnerships and content which drives awareness of the climate crisis among our global audience through quality-assured, fact-checked resources
- ▶ Continued focus across the Group on environmental aspects related to procurement of office supplies, minimize waste and manage waste output, energy consumption and recycling
- ▶ Continue to educate employees in general on sustainability matters and encourage employees to promote sustainable solutions in every aspect of their function

Kahoot! ASA will follow up on the status of the actions above in the next reporting period.

Kahoot! ASA

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