



LOVE TO  
*share*

*We are here for others!*

KAVLI TRUST ANNUAL REPORT 2021

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**TEAM MATES:** Team leader Francois Elsafadi and participant Ali at the educational camp Guttas Campus Vestland in October 2021. Kavli Trust has supported Guttas Campus for several years, and in 2021, the foundation allocated funds to expand the camp in Northern Norway. (Photo: Trude Brun Wilhelmsen)

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# We are here for others!

Kavli Trust is the foundation that owns the entire Kavli Group, and which distributes the entire profit to good causes. In 2021, we distributed NOK 93 million (£7,8 million) to projects within our two priority areas:

- 1) Child and adolescent mental health
- 2) Climate and environment

We were able to do this thanks to another year of fantastic efforts from all the skilled employees in our companies, and the consumers who choose Kavli products.

Kavli Trust works purposefully to ensure that the profits from the Kavli Group are managed efficiently and in a way that creates ripple effects in people's lives, both for individuals and for society. On pages 14–57 you can read about our allocation strategy, how we distribute the funds and about the projects that received support from Kavli Trust in 2021.

70 percent of the funds are allocated to good causes in the four countries where we have food production: Norway, Sweden, Finland and the UK. The rest goes to international aid projects in countries where poverty,



Photo: Anne Elisabeth Næss/Kavli Trust

***"Kavli Trust will continue with what we see as our number one job: to distribute the entire profit to good causes."***

economic inequality and other humanitarian challenges are widespread.

Kavli Trust will help solve the great societal challenges of our time. Our belief is that if we really want to make a difference, we have to contribute to those societies struggling with the largest impact of these challenges.

As a result of the pandemic, the extent of poverty and the gap between rich and poor has increased globally. Even before the pandemic, 260 million children around the world were not allowed to go to school\*. In March 2022, a new report from Unicef stated that the pandemic has led to even more children dropping out of school, especially in low- and middle-income countries.

It is a matter of solidarity for our fellow human beings. It is also a matter of living by the words "no one is safe until everyone is safe". The great humanitarian challenges increase the risk of refugee crises and political instability, which has ripple effects for the whole world.

As of this writing, we are in the midst of a new crisis that is affecting us across national borders: the war in Ukraine. Again, we all need to contri-

bute where we can. Many are helping those who have fled Ukraine to our countries.

The great crises and upheavals in today's world can seem overwhelming to many. But we must never give up! The pandemic has shown us how much we can achieve when we collaborate, locally, nationally and internationally. Many have extended a helping hand to family, friends, neighbours and strangers. We need to continue all our good efforts.

Kavli Trust will continue with what we see as our number one job: to distribute the entire profit to good causes. In 2022, we celebrate our 60 year anniversary, "fitter" than ever. The forecasts show that we will allocate another NOK 100 million in our anniversary year.

It can be this easy to contribute. Every time you buy a product from Kavli, you do a good deed. We are here for others!

*Inger Elise Iversen*



# *The father of spreadable cheese*

The story of The Kavli Group is a Norwegian industrial adventure with cheese as the main ingredient, and an innovative, charismatic man from the north western part of Norway in the lead role.

The next time you make yourself a sandwich with Primula Cheese'n' ham, you can send a thought to Fannestranda by Årø outside the city of Molde. It was here, with a view of the majestic Romsdal Alps, green fields and a fjord full of fish, that the Kavli adventure began.

On January 7, 1872, Ole Knudsen Kavli was born, as the fourth child among six siblings. The family's farm was small, and everyone had to pull their weight for the family to have food on the table. With cows, sheep, chickens

and pigs, fishing and logging, they made ends meet through hard work.

Ole, or Olav as he later starts calling himself, quickly learns that frugality, hard work and saving are important virtues, and already as a seven-year-old he begins to save. He earns money on various small jobs, and his goal is clear: He wants to travel and start his own business.

## **GOOD TIMING**

When Olav turns 18, he has an equity of 60 NOK. This corresponds to about a



THE MERCHANT: Olav Kavli (1872-1958)





**TRADE CERTIFICATE:** A proud Olav Kavli left the Bergen Police Station on March 28, 1893, with an approved trade certificate in his pocket. The Kavli adventure was underway.

monthly salary, and the money will be the start of The Kavli Group.

Just a few days after Olav has come of age, he goes to Bergen. The plan is to take evening classes at the Norwegian School of Economics (NHH), work during the day and gain valuable experience before starting up his own business. Only three years after he arrives in the capital of Western Norway, March 28, 1893, the energetic 21-year-old registers the company O. Kavli. His business sells cheese, butter and meat products, with whey cheese from Trøndelag as the most important product in the early phase.

Kavli is lucky with the timing of his start-up. Bergen is growing rapidly. Dairy products are produced industrially, and luxury goods such as cheese and butter are becoming increasingly popular. With a general increase in prosperity in the population, success is around the corner for young Kavli.

#### SUCCESS AND DOWNTURNS

And it will be a success. Through a century marked by two world wars, economic collapse and reconstruction,

cold war and nuclear armament, the Kavli family builds up their food group, product by product. Sometimes one step forward and at least two steps back. In 1924, the company O. Kavli goes bankrupt after liquidity problems and some bad investments. However, only one month later, the limited company O. Kavli AS is established, and the business continues.

"The story of Kavli is fascinating," says Ola Honningdal Grytten. The professor of economics knows the Kavli history well, having written "Kavli – an Industrial Adventure", together with Kjell Bjørn Minde. The book was published in 2013, on the occasion of the 120th anniversary of The Kavli Group.

"The Kavli Group is very untypical for Norway and Bergen: a multinational company based on cheese, not fish. Olav Kavli became a pioneer in product development, Norwegian exports and international industrial start-ups," Grytten points out, adding:

"Olav Kavli was a true adventurer who traveled with his suitcase full of cheese. He realised early on how important marketing and publicity were, and he considered each country where he left his suitcase packed full of cheese, as a new export country. This way he could eventually claim that The Kavli Group exported products to several dozen countries."

## THE STORY OF KAVLI

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**THEN CAME PRIMULA**

Olav Kavli strived to be the first on the market with his products. Around 1920, there was a competitive race in the international cheese industry to make a soft, tasty and not least, long-life spreadable cheese. Combining all three in one product was demanding, but whoever managed it would be successful.

In 1923, Olav and his staff had managed to make a processed cheese that tasted good, was not too salty and had a long expiry date. In September that year, he invited an exclusive gathering of guests to the secret launch of Primula, packed in a crescent-shaped box with a healthy-looking milkmaid on the label. The cheese became popular, mass production started and in 1924 the trademark Primula was registered.

Primula was launched internationally in 1925 as the world's first long-life spreadable cheese, and quickly took large chunks of the market at home and abroad. The cheese became the foundation for The Kavli Group's further success.

**FACTORIES ABROAD**

The Kavli Group was also the first in the world to sell cheese in tubes, as early as 1929. When export and import rules in the 1930s made it difficult to sell Norwegian products to other

countries, Olav decided to establish his own Kavli factories in Austria, Denmark, the UK and Sweden. In fact, the international part of the group gradually became more important than the Norwegian one. After World War II, the turnover volume almost quintupled in a few years.

"In everything Olav did, his ambitions shone through. In the course of 65 years, he managed to build up a multinational food corporation from Norway. Part of the success lay in his ability to recruit good employees, show them trust and let them work independently," says Ola H. Grytten.

"Olav Kavli was the visionary entrepreneur who traveled the world as a living adventure. He probably visited about 80 countries. In over 60 of these, he sold his cheese, often by use of his charm. He is rightly described as the Ole Bull of spreadable cheese," he adds.

The violinist and composer Ole Bull was the first Norwegian artist to achieve international fame.

All adventures have an end. After a brain haemorrhage in the summer of 1953, Olav Kavli never recovered. He withdrew completely from the daily management of his company. On September 22, 1958, Olav Kavli passed away, aged 86.



***"Primula was launched internationally in 1925 as the world's first long-life spreadable cheese, and quickly took large chunks of the market at home and abroad."***



## A FOUNDATION IS BORN

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**ENTREPRENEURIAL COUPLE:** Karin Kavli (1906-1990) and Knut Kavli (1896-1965). Karin Kavli was a famous Swedish actress.

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## A foundation is born

He wanted to give back to society as well as ensuring the future of the Kavli Group. Knut Kavli laid the foundation for both when he established Kavli Trust on April 25, 1962, and made the foundation the sole owner of the Kavli.

60 years later, Kavli Trust makes a difference both in the lives of individuals and for society, in several countries on three continents. It would certainly have made both the founder, Knut Kavli, and his father Olav, who established the Kavli Group, extremely proud.

### GENEROUS AND PASSIONATE

Bergen, 1958. Olav Kavli has spent his entire life developing Kavli into a large, multinational food corporation. When he dies that year, his son Knut Kavli takes over as the main shareholder and director of the Kavli Group.

Knut is passionate about culture and humanitarian purposes. He has a reputation for being generous and socially engaged like his father, and is happy to help young people both with their education and professional ambitions. He often does this discreetly.

"Knut and his wife Karin never had children. Thus, there were no heirs to take over the Kavli Group after him," says Ola Honningdal Grytten, who wrote a book about the Kavli Group on the occasion of the 120th anniversary in 2013.

## A FOUNDATION IS BORN

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*“The money played a part, but the recognition that came with the support meant a lot to the recipients.”*

Bergen towards the end of the 1950s: Knut Kavli is struggling with a number of health problems. He is thinking about what would be best for the company in the future. Knut does not want his father's life's work to weather and be distributed among many owners. His goal is to ensure that the ownership remains with one or a few owners, that it will grow and develop further and not least: that the Kavli Group will continue to be based in Bergen.

#### A FOUNDATION IS BORN

After considering a number of solutions, Knut finally makes a decision. “Christmas 1961 may have been a decisive time for Knut. He reflected on the Christmas spirit and his father's upbringing in a strongly religious community, where doing good to others was highly valued. For Knut, it was crucial to manage his father's legacy in a way that benefited society. At the same time, he wanted to ensure the future of the Kavli Group,” says Grytten.

In a letter to director Olav Jacob Dreyer in May 1962, Knut writes:

“As I am getting older, I wish to secure the future of our company in such a way that after my death I will not risk the company falling into the hands of or under the influence of outsiders, and by outsiders I mean people who are not working in the company in higher positions. I have therefore, after many and long considerations, decided to establish a charitable foundation...”

On April 25, 1962, the O. Kavli and Knut Kavli Charitable Trust, today called Kavli Trust, is established by Knut Kavli. From the outset, the purpose is “to promote humanitarian work, scientific research and culture”. This is to be done by distributing profits from the company.

No one else can own shares in the company, and Kavli Trust cannot transfer its shares to outsiders. This is how it happened that as long as the Kavli Group exists, Kavli Trust will be the sole owner of the whole company and distribute all its profits to good causes.

*Since 2012, the foundation has distributed a total of NOK 745 million to good causes.*

#### ARTS AND CULTURE IN BERGEN

The artist Rolf Aamot and concert pianist Jan Henrik Kayser were the first to receive a grant from Kavli Trust. They received 5,000 NOK each, which is equivalent to 56,000 NOK today. This first allocation took place in February 1965, after Kavli Trust had spent a couple of years building up capital and “finding its shape” with a three-member board, led by Knut Kavli.

The Board of Kavli Trust is, in accordance with the statutes, to allocate funds, manage capital and ensure that the company has a profit and return on the shares. No small feat for a board of three people.

Over the years, there have been some adjustments to the business model. Since 1994, a holding company, of which Kavli Trust is the sole owner, has been in charge of the Kavli Group management.

#### MODEST ALLOCATIONS

The allocations from Kavli Trust were relatively modest during the first decades of its operation.



## A FOUNDATION IS BORN

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**THE INNOVATOR:** Olav Kavli invented cheese spread. It was later made available in a tube.

"The Kavli Group was a company with a good reputation, and receiving support from the foundation was important. The money played a part, but the recognition that came with the support meant a lot to the recipients," says Grytten.

For a long time, Kavli Trust mainly supported local causes within art and culture in Bergen. A number of classical music festivals, talent programmes for young performers and decorations of public buildings have over the years been financed with the profits from the

sale of spreadable cheese – and eventually other foods produced by the Kavli companies.

#### NOK 100 MILLION A YEAR

Good results in the group have in recent years led to a significant increase in allocations. In 2012, Kavli Trust distributed NOK 20.6 million. Six years later, the amount had increased sixfold, to just over NOK 131 million.

"Since then, we have distributed an average of NOK 100 million a year,"

**"Today, 60 percent of the funds go to humanitarian work, 30 percent to research and 10 percent to culture."**

says General Manager of Kavli Trust, Inger Elise Iversen. She adds that also in the anniversary year 2022, the foundation plans to distribute NOK 100 million.

Today, 60 percent of the funds go to humanitarian work, 30 percent to research and 10 percent to culture. The allocation strategy emphasises that the allocations must contribute to solving specific social challenges.

#### UN SUSTAINABILITY GOAL

"The allocations should support the UN Sustainable Development Goals. We have chosen to prioritise goals for education, health and climate and the environment," says Inger Elise Iversen.

Kavli Trust currently supports projects in all four countries where Kavli operates.

"It is important for us to give back to the communities where the profits are created," says Iversen. The foundation also supports development projects in countries where poverty is widespread. "30 percent of the funds are allocated to development projects, with an emphasis

on child and adolescent mental health and education, and smart climate solutions. If we are to succeed in achieving the UN Sustainable Development Goals, we must also contribute to solving the problems in the societies that are most affected by the challenges of our time. Therefore, we need to look beyond our own part of the world," says Iversen.

#### HERE FOR OTHERS

Knut Kavli only got to experience the very first allocation. In the autumn of 1965, he became seriously ill and died.

"Everyone in Kavli Trust and the Kavli Group is very proud of our founders. Olav Kavli and Knut Kavli were not only innovative and skilled businessmen. They demonstrated social responsibility in an exemplary manner long before the concept existed. Thanks to them, Kavli Trust, as one of the few owners of its kind in Norway, can distribute all the profits from the Kavli Group to good causes, and create ripple effects in the lives of individuals as well as society," says Inger Elise Iversen.

"We are here for others!"

# Creating profit for good causes

“Our purpose is to create profit for good causes in a sustainable way. This provides direction for everyone in the Kavli Group, says CEO of Kavli, Kenneth Hamnes.



*“That we have a foundation as an owner, with a solid and good purpose, strikes a note with consumers.”*

Kenneth Hamnes, Group CEO of Kavli Holding AS

“Our purpose is to create profit for good causes in a sustainable way. This provides direction for everyone in the Kavli Group, says CEO of Kavli, Kenneth Hamnes.

“Kavli has always strived for sustainability. We now wish to put even more weight on this, creating a reinforcing, virtuous cycle, with all links in the value chain affecting each other,” says Kenneth Hamnes.

## STRIKING A NOTE WITH CONSUMERS

It has been just over a year since Hamnes took over as the new CEO of the Kavli Group. He already had broad experience from the grocery industry, including as CEO of Maarud AS, Sales Director in Stabburet AS and Product Manager in Lilleborg AS. He joined the Kavli Group after leaving his job as Group CEO of the listed wine and spirits company Arcus ASA.

As a newcomer to the job as CEO, he was looking forward to working with a charitable foundation as owner.

“The workday itself is probably quite similar to managing other food groups. The Board of Kavli Holding is commercial and competent, and sets just as high targets as other owners,” he points out.

“But more and more people are becoming aware that Kavli and Q-Meieriene are owned by Kavli Trust, which strengthens our brand enormously. That we have a foundation as an owner, with a solid and good purpose, strikes a note with consumers. Stronger brands will over time strengthen Kavli Trust, which in turn can distribute even more money to good causes,” says Hamnes.

## LOVE TO SHARE AWARD

To further motivate and inspire employees, he has introduced a new

award internally. He has borrowed the name from the Kavli Group’s motto, Love to Share. The new Love to Share awards will make sharing with others an even stronger part of the culture and everyday work of the entire group, across countries and brands.

“The awards should point to areas where we need to improve, such as sustainability, safety, organic growth and efficiency,” he says.

“They also give key employees, project teams and business units deserved praise, ensuring that employees are seen by the entire group. This is meant to be a positive competition, and I hope that there will be some competition for the Love to Share awards. They should be difficult to achieve,” declares Hamnes.

## SUSTAINABILITY ACHIEVEMENT

In March 2022, Q-Meieriene was ranked number three on Europe’s





*"Such achievements motivate and inspire us to continue our efforts and to step them up even more."*

largest sustainability barometer for brands, the Sustainable Brand Index.

The index reflects consumers' perceptions of the companies' sustainability work.

Q-Meieriene achieved third place in the competition which involved as many as 265 brands, giving it the highest ranking of all brands in food production.

"Such achievements motivate and inspire us to continue our efforts and to step them up even more," says a proud CEO. The work of developing and improving sustainability targets is ongoing. In 2021, the Kavli Group's long-term sustainability targets towards 2030 were updated.

"Internally, we use the motto 'Our responsibility', which describes exactly what sustainability is all about: being responsible. Our purpose is to create profit for good causes in a sustainable way. This provides direction for everyone in the Kavli Group," says Hamnes.



## Allocations IN GBP



### SUSTAINABILITY IS EXPECTED

He points out that the expectations of sustainability from both consumers and food chains strengthen awareness throughout the group, driving even more stringent demands on the Kavli companies' suppliers and partners.

"Everyone sees the importance of this. Our job is to develop smart solutions," says Hamnes.

One such solution was the launch of Kavli Bacon Cheese in tubes of recycled aluminium in February 2022.

"Recycling aluminium uses only five percent of the energy needed to make brand new aluminium," he explains. Kavli also works to increase knowledge among consumers that the aluminium tube can be recycled, including the one made of aluminium that has already been recycled.

"In 2021, we launched Action for Recycling and the project 'From tube to bicycle' to teach thousands of Norwegian school children about the potential of recycling Kavli tubes," Hamnes says proudly.

### INNOVATION IN JÆREN

Kavli's new Innovation House in Q-Meieriene's dairy operation in Jæren is the group's new pride, and will be fully operational during the spring of 2022.

"We are really looking forward to it. Q-Meieriene's many years of innovative work is evident in the name. The building is designed to show how we work and how we make our products. The consumers, who we see as the managers of Q-Meieriene, will be invited to the Innovation House," Hamnes says.



Photo by Kavli UK

New machines will make it possible to launch many more innovations.

“This gives us a completely different energy. We need to actively define our markets, and not settle for the status quo. This allows us to be braver and challenge the market with new ideas. Our goal is always to aim for relevant markets, where there will always be room for growth.”

#### **“WE NEVER GIVE UP”**

Over the past year, the Kavli Group has had major challenges with changes in the operating parameters for those playing outside the agricultural cooperative in the dairy sector.

Hamnes emphasises Q-Meieriene’s role as a challenger and innovator in the dairy sector, and points out that effective competition has meant that the annual production of Norwegian milk has been stable at around 1.5 billion litres in recent years.

“Stortinget (the Norwegian parliament) has repeatedly said that they want competition in the dairy sector, and therefore companies who are not part of the cooperative have received competitive subsidies. At Q-Meieriene we believe that compensation for permanent and structural disadvantages that we have in relation to Tine (the largest Norwegian dairy product

*“Everyone sees the importance of this. Our job is to develop smart solutions.”*

cooperative) is correct and should continue,” says Hamnes.

He emphasises that Q-Meieriene will continue to work to be part of the solution for Norwegian agriculture, even if the competitive subsidies are challenged from the cooperative side.

“We never give up. Consumers want greater selection and innovation, and delicious products made from Norwegian milk. They get all of this from Q-Meieriene,” Hamnes states.

#### **STRONG BRANDS**

After a year as CEO, Hamnes still refers to Kavli as a leading, well-respected food company with strong brands and a solid position in local markets.

“Kavli regularly asserts itself in rankings related to innovation and brand strength. We have a good dialogue with consumers and customers, and are always looking for insight that we

can turn into profitable growth,” he says, adding:

“The group’s most important strength is our multilocal organisational structure where local companies have their own value chain with product development, production, marketing and sales. This allows us to target the markets even better with local flavours and concepts. Our strengths rest on great brands, such as Kavli, Q, Skyr, Primula, Eriks, Planti, Johnny’s and many others.”

Kavli’s updated strategy outlines that the group must become more efficient and digitise. To enable this to happen Hamnes welcomes a number of improvement projects across the group.

“My wish to improve on efficiency and digitisation only reinforces what we are already doing. I want us to increase our ambitions, and one of our main goals is good and stable operation,” he concludes.



# This is the Kavli Group



## KAVLI TRUST AND KAVLI HOLDING AS

- Kavli Trust is the sole owner of the Kavli Group through Kavli Holding AS.
- The Kavli Group's subsidiaries produce a number of well-known and beloved brands in their markets.
- Kavli Trust distributes the entire profit from the sale of Kavli products to charitable causes.



### KAVLI NORWAY/ Q-MEIERIENE

O. Kavli produces cheese spread, caviar, mayonnaise, Kornbiscuits and flatbread, HaPå spread and salad dressings. Kavli owns 100 percent of Q-Meieriene.

Q-Meieriene produces Q-Milk, yoghurt, Skyr®, chocolate milk and the plant-based products Q-Planti.

Number of employees: 374



### KAVLI SWEDEN

Produces and markets Kavli cheese spread, dressings and mayonnaise. Several mustard brands, such as: Johnnys, Västerviks. Eriks sauces and dressings. Druvans vinegar and sauces. Perstorp Ättika. Bärri Yoghurt and Bollnäsfil. The plant-based products Planti.

Number of employees: 218



### KAVLI FINLAND

Produces milk-free, plant-based drinks and yoghurts under the brand name Planti (which is also sold in Sweden). Also sells Kavli products produced by Kavli Sweden.

Number of employees: 37



### KAVLI UK

Primula Ltd. located in Gateshead, producing cheese spread under the Primula brand.

Castle McLellan Foods Ltd. based in Kirkcudbright, Scotland, producing pâtés and cheese bakes.

Number of employees: 283

# *The great social challenges of our time*

“Kavli Trust will contribute to solving the great social challenges of our time,” says General Manager of Kavli Trust, Inger Elise Iversen. The foundation’s allocation strategy puts child and adolescent mental health, climate and the environment at the top of the agenda.

The Kavli Trust statutes say that Kavli Trust shall support humanitarian work, scientific research and culture. In addition, the foundation has adopted an allocation strategy that is revised and renewed on a regular basis.

“We wish to ensure that the potential of the Kavli Trust funds is maximised, and that we at any given time contribute to solving major, current social challenges,” says Iversen.

## **CHILD AND ADOLESCENT MENTAL HEALTH**

Two areas have been given top priority in the foundation’s allocation strategy.

“We will continue and strengthen the recent years’ commitment to interventions for child and adolescent mental health. This was on the agenda long before the pandemic, but has become even more important now,” says Head

of Strategy and Development in Kavli Trust, Rune Mørland.

“It is crucial for our society that children and young people are healthy, safe and have the opportunity to develop their skills,” he says.

Kavli Trust will especially support projects that promote inclusion, life skills and education.

“Education and confidence are key for children and young people to become resources both in their own lives and find their place in the community. This is an investment in our children as well as in our common future,” he states.

## **RESPONSIBLE CONSUMPTION AND PRODUCTION**

In addition, Kavli Trust will prioritise projects that support the UN Sustainability Goal 12 for responsible consumption



**CULTURE AND INCLUSION:** Kavli Trust often supports projects where cultural activities are a tool to promote inclusion and child and adolescent mental health. (Photo: Kulturhjerter)

*“It is crucial for our society that children and young people are healthy, safe and have the opportunity to develop their skills.”*

Rune Mørland, Head of Strategy and Development



## KAVLI TRUST'S ALLOCATION STRATEGY

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and production, and Goal 13 to combat climate change.

"As the owner of a food group, Kavli Trust has a special responsibility and potential to contribute to sustainable solutions within consumption and production. We will look for innovative interventions for redistribution, management and reuse of resources," says Head of Analysis and Reporting in Kavli Trust, Guro Hjetland Sundsby.

In 2021, Kavli Trust gained several new collaborative partners who contribute to the two priority areas.

"We are looking forward to finding even more partners who can help solve these challenges," she says.

#### MORE PROJECTS IN THE UK AND SWEDEN

Another important goal in the strategy is to increase the number of projects that receive funding in the UK and Sweden.

"We are constantly working to develop our work with the allocations, and we are pleased with the increase in the number of projects in Sweden and the UK last year. Kavli Trust's companies in these two countries make a significant contribution to the profits that the foundation can distribute each year to good causes. It is a real pleasure to be



#### GUTTAS CAMPUS, NORTHERN NORWAY:

Kavli Trust allocated NOK 3 million for the establishment of Guttas Campus Nord in 2021. The funds will be distributed over three years. Here from a press conference with Guttas Campus, mayor in Harstad municipality Kari-Anne Opsal and other local partners in March 2022. (Photo: Tomas Rolland / UiT Norwegian Arctic University)

***"As the owner of a food group, Kavli Trust has a special responsibility to contribute to sustainable solutions within consumption and production."***

Inger Elise Iversen, General Manager

able to share the profits with consumers and communities in these two countries," says Inger Elise Iversen.

#### SELECTING PROJECTS

With the exception of the Kavli Trust Programme on Health Research for child and adolescent mental health, Kavli Trust does not call for proposals. The Kavli Trust administration finds potential projects through outreach activities and doing its own research.

"We also obtain advice and expertise from external professional environments," says Inger Elise Iversen.

Relevant projects are invited to submit an application which is processed by the Board of Kavli Trust.

#### COMMITMENT OVER TIME

The forecasts show that Kavli Trust will be able to allocate around NOK 100 million a year for the next three years.

"These are funds that will make a difference both for individuals and for society. It is crucial that we use them well," she says, emphasising the importance of a clear, professionally adapted allocation strategy.

"There are many charitable causes that need funding. To contribute to long-term, positive change, we must focus on selected areas over time."



Photo: Øyvind Sørensen/Strømmestiftelsen



Photo: Martin Nygaard/Kavli Norway



Photo: The Salvation Army

## ***This is how the funds are allocated***

Kavli Trust distributes the profits from the Kavli Group in four different ways:

### **1) OUTREACH ACTIVITIES**

Kavli Trust finds most of the projects they support through outreach activities. The administration of Kavli Trust identifies projects within the foundation's priority areas.

In the period 2021-2023, Kavli Trust prioritises projects that promote child and adolescent mental health. The foundation also supports projects that promote smart solutions for the climate and environment, especially within responsible consumption and production.

The exception is the Kavli Trust Programme on Health Research. These funds are announced. It is always the Board of Kavli Trust that decides which projects will receive support.

### **2) THE KAVLI TRUST PROGRAMME ON HEALTH RESEARCH**

In the years 2017-2022, Kavli Trust will distribute a total of NOK 135 million to research in child and adolescent mental health. These funds are allocated through an annual call for proposals, which is run by Kavli Trust in

collaboration with the Norwegian Dam Foundation. Read more on page 42.

### **3) EMPLOYEE NOMINATIONS**

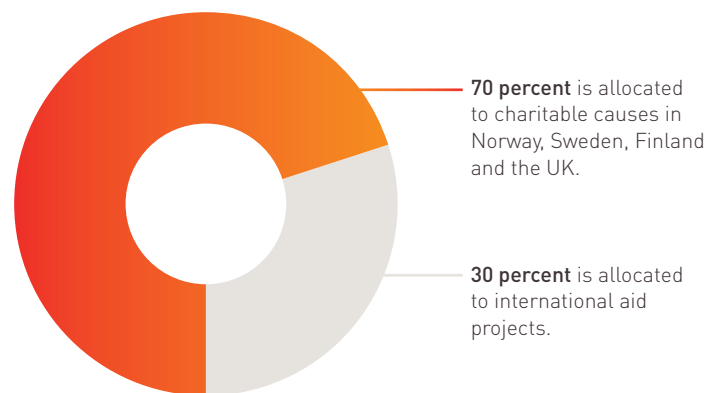
Once a year, the more than 900 employees in the Kavli Group take part in deciding who will receive funding from Kavli through the so-called "employee nominations". All employees can nominate local projects in Norway, Sweden, Finland and the UK. In 2021, Kavli's employees distributed NOK 8.3 million. Read more on page 56.

### **4) LOVE TO SHARE: KAVLI SUPPORTS LOCAL CHARITIES**

Since 2020, the Kavli companies have distributed funds to local charities in the four countries where the group operates. Consumers are invited to nominate local causes that are close to their hearts. The campaigns are called "Love to Share", which is also the motto of the Kavli Group. Read more on page 67.



## KAVLI TRUST'S ALLOCATION STRATEGY



## Funding priorities

Kavli Trust's allocation strategy prioritises the following areas: **Child and adolescent mental health**, in particular **preventive interventions, life skills and education**. We also fund projects aiming to create solutions for the **climate and environment**, with an emphasis on responsible consumption and production.

### THE UN SUSTAINABLE DEVELOPMENT GOALS

Kavli Trust focuses on four of the UN Sustainable Development Goals as a foundation for our priority areas:

Goal 3: **Good health and well-being**

Goal 4: **Quality education**

Goal 12: **Responsible consumption and production**

Goal 13: **Combat climate change**

### GEOGRAPHICAL DISTRIBUTION

Today, about 70 percent of Kavli Trust's funds are allocated to charitable causes in the four countries where the Kavli Group operates: Norway, Sweden, Finland and the UK.

The remaining 30 percent is allocated to international aid projects in countries where poverty is widespread.



Charitable work  
60 %



Research  
30 %



Culture  
10 %



Child and  
adolescent  
mental health



Responsible  
consumption and  
production

The Kavli Trust allocation strategy supports the following UN Sustainable Development Goals:



# *NOK 93 million to good causes in 2021*

**EDUCATIONAL CAMP:** Guttas Campus ('The Boys' Camp') organised educational camps both in Vestland and Oslo with Kavli Trust as one of several supporters in 2021. This photo is from Vestland. (Photo: Trude Brun Wilhelmsen)





# Projects that received funding in Norway in 2021

## Kulturhjerte (‘Culture Heart’)

Kulturhjerte is a meeting place and cultural arena for children and young people in Lillehammer, both newly settled refugees and children born in Norway. The newly settled children have priority. Together with professional instructors and technicians they create theatre performances based on cultural expressions from their various countries of origin. All participants are encouraged to share from their own culture, to better understand their own history and to learn about each other’s backgrounds and cultures. The goal is inclusion among children and young people. Kulturhjerte also engages parents as volunteers in the productions. Kavli Trust supports the operation and development of Kulturhjerte with NOK 900,000 in 2021–2023.

*“Kulturhjerte became my family when I was here alone. By getting to know Norwegian students at Kulturhjerte, I got the confidence to make contact with Norwegian students at my school.”*

Adnan Alkhateeb, participant in Kulturhjerte since 2018



**REUNITED:** Adnan came to Lillehammer in Norway as an unaccompanied minor refugee from the war in Syria in 2018. A little later, fortunately, his mother, little sister Sham and three other sisters joined him. Adnan is still an active and important resource in Kulturhjerte. (Photo: Spoon Norge)

## Guttas Campus Nord

Guttas Campus is an intervention for boys in ninth grade who struggle at school, and who want to make an extra effort before upper secondary school. During a thirteen-day, intensive educational camp, the goal is to motivate and strengthen the boys both academically and personally, so that they can work purposefully and systematically to catch up on academic lag in reading, writing and arithmetic.

For one year after the educational camp, each participant is followed up by a mentor. The goal is for the boys to complete upper secondary school. Guttas Campus’ first camp in Northern Norway is planned in Harstad in the summer of 2022. Kavli Trust supports the start-up and development of Guttas Campus Nord with NOK 3 million over three years.



## ALLOCATIONS IN 2021: NORWAY

20



**HEARTS:** Despite the pandemic, Kulturhjerter ("Cultural Heart") in Lillehammer managed to maintain most of their activities throughout 2021. This resulted in the performances Out of the Dark in May 2021 and FAME in February 2022. Here are some glimpses from the past year. (Photo: Kulturhjerter)



## The Salvation Army

An increasing number of children in Norway are growing up in families with persistent low incomes, without the opportunity to go on holiday. In previous years, the Salvation Army has facilitated family holidays at the charitable organisation's own premises on Jeløya and on Holmavatn, four weeks each summer, organised by the national arm of the Salvation Army. When the pandemic put a temporary end to these camps, local branches of the Salvation Army began organising local activities for the same target group. By expanding their service to local arenas, they have been able to reach a larger group of children and young people with free activities during the holidays.

Kavli Trust supports the Salvation Army with NOK 1 million to ensure that they can facilitate free holiday activities in 2022 for low-income families.

**HOLIDAY FOR EVERYONE:** The Salvation Army facilitates a wide range of free holiday activities across the country. Family holidays with fishing and other outdoor activities along the coast are popular in summer. (Archive Photo: The Salvation Army)

## Voksne for barn ('Adults for Children')

With support from Kavli Trust, the organisation Voksne for barn will make their social and emotional learning intervention "Passport – life skills in school" available for 4,500 school children in Norway. Passport is designed to promote good mental health and social and emotional competence in children aged 9-11 years. The programme consists of 29 sessions where the children, together with their teacher and classmates, cover various topics such as emotions, friendship, right and wrong, conflict management and life changes. The programme will also prevent bullying by facilitating good, supportive relationships, inclusion and friendship in the classroom.

Kavli Trust supports Voksne for barn with NOK two million. The funds will go to further develop, implement and disseminate Passport to ten new municipalities and 30 individual schools in Norway each year in the period 2021-2023.





## ALLOCATIONS IN 2021: NORWAY

22

**WEST END BOYS:** Since its beginning in 2018, a total of 165 boys have participated at Guttas Campus in Oslo and Vestland. The boys work to improve on their reading, writing and arithmetic skills, and the seven personality traits; self-control, willpower, social competence, commitment, gratitude, curiosity and optimism.

Evaluations show that the vast majority of the participants have achieved very good progression both academically and personally, and have progressed to upper secondary education. These photos are from the educational camp in Western Norway in 2021, supported by Kavli Trust. (Photo: Trude Brun Wilhelmsen)





## ALLOCATIONS IN 2021: NORWAY

23

**NEW PARENTAL GUIDE:**

From the launch of the new parental guide in February 2022. From the left Rune Mørland from Kavli Trust, child psychiatrist Øystein Elgen, psychologist Frode Thuen, and the founders of the VI app, Kristian Elgen and Rachel Elgen. (Photo: Lise Skjæraasen)

**TIKTOK PSYCHOLOGIST:**

Maria A. Østhassel is @psyktdeg in social media and works as a psychologist at the digital service epsyk.no. (Photo: Kristoffer Myhre)

**Mini-RISK**

Mini-RISK is a programme developed at Sørlandet Hospital (ABUP) that aims to prevent anxious children from developing an anxiety diagnosis. The programme is well-tested locally and implemented in several primary schools in Kristiansand municipality. A diagnosis is not required. Children and adolescents participate with their parents in groups for ten sessions under the auspices of the school. They learn about emotion regulation, managing anxiety and how to use various tools to manage difficult situations. The sessions are led by Mini-RISK-trained school health nurses and social workers.

Kavli Trust supports Mini-RISK with NOK 2.04 million in 2022-2023. The funds will go to the implementation of Mini-RISK groups for anxious children and adolescents in all schools in Kristiansand.

**The VI app for parents**

The VI ('We') app has been downloaded 53,000 times since it was launched in 2020 and is a free everyday tool for couples who want to strengthen their relationship. It has been developed in collaboration with some of Norway's leading experts in couples therapy. In 2021, Kavli Trust supported the development of a parental guide within the VI app. The parental guide is an easy-to-use service for all parents, where some of Norway's most experienced professionals provide free advice and guidance about big and small issues relating to everyday parenting. By empowering parents in their parenting role, the VI app aims to ensure that more children grow up in safe and stable families.

In 2021, Kavli Trust allocated the VI app NOK 750,000 for the development of the parental guide.

**@Psyktdeg**

Psychologist Maria Abrahamsen Østhassel started communicating information and advice about mental health using the profile name @psyktdeg on Instagram and TikTok when Norway closed down during the pandemic. She quickly gained tens of thousands of followers. Østhassel explains various topics relating to mental health in an easy-to-understand and humorous way, often accompanied by short video clips and texts that go straight to the point.

The purpose is to help children and young people manage large and small challenges in everyday life. Kavli Trust allocated Østhassel NOK 750,000 for the operation and development of her accounts as well as the production of the SnapChat series 'Merkelapp' ('Label') aimed at young people in 2021. Merkelapp is about living with various conditions, life situations, diseases or other aspects that can make you feel labelled.

**Matvett**

Matvett ('Foodsmart') is the food and catering industry's company for preventing and reducing food waste in Norway. They are collaborating with the food industry, authorities and research communities to halve food waste in Norway by 2030. Kavli Trust supports Matvett's work in 2021 and 2022 with NOK 300,000. The funds will be used to develop a digital platform with various resources, such as teaching programmes and information to schools and other actors working to reduce food waste. The platform will be used to launch campaigns and promote tools and resources developed by Matvett as well as other actors working to reduce food waste.

# Projects in Sweden

## Maskrosbarn

Maskrosbarn ('Dandelion Children') is a Swedish children's rights organisation for children and young people who grow up in families affected by drug and alcohol abuse, mental health issues and domestic violence. Maskrosbarn works to inform young people aged 13-18 years about their rights, and to strengthen their sense of self, independent from their parents' situation and the role they have in the family. The employees at Maskrosbarn have relevant education as well as personal experience with the challenges facing the target group. Funding from Kavli Trust has made it possible for Maskrosbarn to expand its services to Malmö and the Skåne region. In 2021, Kavli Trust allocated an additional NOK 1 million for the operation and development of the Malmö branch in 2022.



**MASKROSBARN:** At Maskrosbarn, children and young people from disadvantaged families are met by employees who, in addition to relevant professional backgrounds, have similar personal experiences. (Photo: Maskrosbarn)



## ALLOCATIONS IN 2021: SWEDEN

**FUTURE WORKSHOP:**

Picture from Erikshjälpen's Fremtidsverksted ('Future Workshop') in Adolfsberg in Helsingborg, supported by Kavli Trust. (Photo: Erikshjälpen)



## Stockholm Stadsmission (‘City Mission’), Ung Stasjon

Ung Stasjon ('Young Station') is a service that works to promote belonging, positive change and a sense of community through activities related to food and meals. The goal is to strengthen the participants' independence and sense of control over their own lives. Ung Stasjon is part of Stockholm Stadsmission's community care work. The project is in line with the organisation's vision to contribute to a society where everyone has the power to shape their own lives.

Kavli Trust supports Stockholm Stadsmission's work to expand Ung Stasjon by NOK 2.5 million in 2021-2022.

## Gothenburg Stadsmission

Gothenburg Stadsmission is a member of the Swedish Stadsmissioner ('City Missions'). The organisation helps people in difficult life situations with a wide range of activities and services. The goal is to provide emergency help to those who need it most, as well as long-term assistance to people who want to change their life in a positive direction. Kavli Trust has supported

**MEAL WITH A PURPOSE:**

Coffee and cuddles at Ung Stasjon at Vårberg in Stockholm. In the spring of 2020, many activities had to move outdoors due to the pandemic. (Photo: Anna Z. Ek)

Göteborg Stadsmission's operation of a food bank since 2018. Surplus food from local groceries and restaurants is redistributed to disadvantaged target groups in Gothenburg.

Kavli Trust supported Göteborg Stadsmission with NOK 800,000 for the operation of a food bank in 2021.

## ALLOCATIONS IN 2021: SWEDEN

26

## Mind Sweden

Mind Sweden is a mental health organisation that operates the national suicide prevention hotline Självmondslinjen ("The Suicide Line") by phone and chat. The hotline is mainly staffed by volunteers who have been trained to talk to people with suicidal thoughts, and the conversations take place via telephone, chat and e-mail. During the pandemic, the number of calls increased dramatically. Analyses of the service show that it works: In 2020, 85 per cent of users felt that they had been heard and understood. 46 per cent experienced reduced suicidal thoughts, and 54 per cent felt that the conversation had reduced their feeling of loneliness.

Kavli Trust supports Mind Sweden with NOK 2 million in 2021-2022. The funds will go towards developing the service, training of more volunteers and the establishment of new units.

**FUTURE WORKSHOP:** Since 2019, Kavli Trust has supported Erikshjälpen's Framtidsverkstaden in Adolfsberg, Helsingborg. (Photo: Erikshjälpen)

## Erikshjälpen's Framtidsverkstaden Uppsala

Framtidsverkstaden ('Future Workshop') is a service for children and young people in Uppsala, Sweden. The overall goal is to reduce and prevent exclusion in areas with socio-economic challenges. At Framtidsverkstaden, children and young people can develop their creativity and make new friends in a positive environment. Kavli Trust supports Erikshjälpen's with NOK 2.49 million in 2021-2023. With the new support, Erikshjälpen can start up a new future workshop in Gränby district in Uppsala, a district with around 8000 residents.

## En Frisk Generation

By offering families free activities, parental support and information about healthy food, En Frisk Generation ('A Healthy Generation') works to improve physical and mental health, strengthen family relationships and integration. Exercise and a healthy diet is a prerequisite for good physical and mental health. En Frisk Generation invites children and parents to participate in physical activities together, a new approach for many. The activities are mostly carried out outdoors and in the local community, which makes it feel safer for parents and children to participate. Kavli Trust supports En Frisk Generation with NOK 2.5 million in 2021-2023.





**BEAUTIFUL SURROUNDINGS:**

Birkheads Wild gives marginalised children and young people opportunities to explore, discover and enjoy the outdoors on a beautiful property near the Primula Cheese factory in Gateshead. (Photo: Birkheads Wild)



## Projects in the UK

### ***FareShare North East***

FareShare North East (FSNE) works to reduce food waste and redistribute surplus food from groceries and food producers to charities that work for marginalised people in the North East of England. Charities and community groups that redistribute the food assist people who are socially excluded, who are struggling with malnutrition or low income. Beneficiaries include families living in poverty, domestic violence refuges, homeless shelters and drug and alcohol rehab units. FSNE also runs an employability programme for young people who are unemployed. Kavli Trust supports FareShare North East with NOK 2 million in 2022-2023.

### ***REfUSE***

This non-profit social enterprise in Durham, near Newcastle collects surplus food from the food industry to redistribute it. Services include a café, lunch box and catering, where people with low incomes can pay based on what they can afford ("pay as you feel"). The organisation offers job training and other activities for young people with learning difficulties or who struggle with addiction, crime or other problems, as well as an educational programme on food waste for students in primary school. Kavli Trust supports REfUSE with NOK 1.3 million for 2022-2023 to expand the business, including a pilot programme on sustainable food cultivation for school children, nutrition and cooking courses for families, and several awareness-raising activities promoting food rescue.

### ***Bind Food Waste***

Bind is a food waste hub in Newcastle that uses positive, creative approaches to reduce food waste. Bind focuses on changing public attitudes to food waste and consumption, education and collaborating with the private and public sectors. Through its work, Bind saves an average of two tons of food a week, or about 100 tons a year. As part of their strategy, Bind has opened a café called The Magic Hat Cafe, where good surplus food is sold on a "pay as you feel" basis. Kavli Trust supports Bind with NOK 1.35 million for 2022-2023 so that they can scale up their business.

### ***Birkheads Wild***

Birkheads Wild is a social enterprise located in beautiful natural areas in Gateshead in the North East of England. They offer outdoor activities for children who for various reasons fall outside the regular school system. Birkheads Wild runs an Outdoor Youth Club for 11-14 year olds, after-school Forest School clubs for under 11's, as well as alternative education provision for young people excluded from mainstream education. In 2021, Kavli Trust allocated NOK 300,000 to Birkheads Wild. The funding will go towards expanding the capacity and management of the organisation, and to fund a pilot project providing alternative education for eight young people during 2022-2023.



## ALLOCATIONS IN 2021: UK



**REFUSE CAFE:** The entrepreneurs in REfUSE save tons of food from ending up in the bin, at the same time helping to include and empower young people in a vulnerable life situation. The core of the business, food rescue and food redistribution, is linked to a number of social initiatives in Durham outside Newcastle. With funding from Kavli Trust they will continue to grow and expand their work in the area.

(Photo: Donna Lisa Healy and REfUSE)





## ALLOCATIONS IN 2021: UK

29

### SAVED 2000 TONNES

**FOOD:** Hand over of gift cheque from Kavli UK to FareShare. FareShare North East is located near the Primula Cheese factory of Kavli UK in Gateshead.

Through the new partnership, FareShare North East and Kavli Trust will work together to reduce food waste and provide life skills and work training, as well as supporting local organisations in their work for the community and families in need of extra support.

(Photo: FareShare North-East)



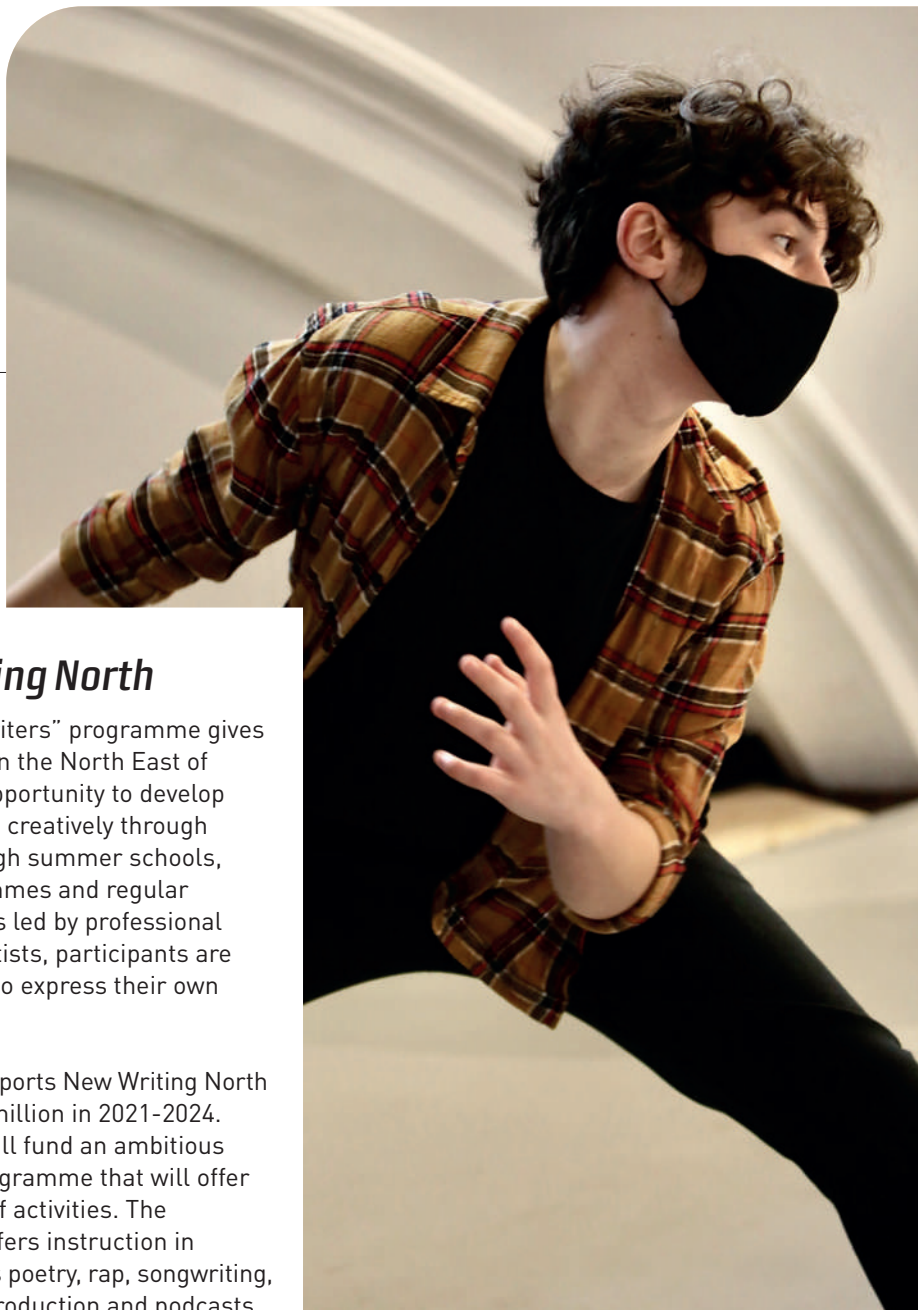


## ALLOCATIONS IN 2021: UK

30

**POETRY  
DANCE:**

Some of the participants in Young Writers who were involved in making the dance film *I Welcome The Hurdles* in 2021. (Photo: Pete Huggins)



## New Writing North

The "Young Writers" programme gives young people in the North East of England the opportunity to develop personally and creatively through writing. Through summer schools, talent programmes and regular master classes led by professional writers and artists, participants are given a space to express their own creative ideas.

Kavli Trust supports New Writing North with NOK 3.6 million in 2021-2024. The support will fund an ambitious three-year programme that will offer a wide range of activities. The programme offers instruction in genres such as poetry, rap, songwriting, theatre, film production and podcasts.





# International development projects

30 percent of Kavli Trust's funds go to projects in countries where poverty and social inequality is widespread.

## Adra Norge

Kavli Trust supports Adra Norway with NOK 4.9 million in 2022-2023. The funds will be used for an ambitious project targeting several hundred young people from disadvantaged and low-income families in Ethiopia. Through the project at least 360 students will receive government-approved education in installation and maintenance of solar cell technology. The solar cell industry is a growing market in Ethiopia, and the demand for technicians is increasing. 300 students will get relevant jobs in the renewable energy sector, which is becoming increasingly important in the face of climate change. At least 600 students will participate in waste management and recycling courses. The support from Kavli Trust will also ensure that 600 students have increased access to mental health care and psychosocial support.

## Norwegian Church Aid Waste for Value

Norwegian Church Aid's project Waste for Value provides new jobs for women in Ethiopia through collection and recycling of plastic and paper. Lack of systems and structures for clean-up, collection and recycling means that neither plastic, paper nor metal is cleaned and recycled to any great extent. Norwegian Church Aid has set up several local cooperatives that collect rubbish in different parts of the country. The waste is transported to the capital Addis Ababa where it is recycled and sold for reuse. In the cooperatives, many, especially women, are given a new opportunity for income-generating work in orderly conditions. Kavli Trust supports Norwegian Church Aid with NOK 1.5 million to expand Waste for Value in 2021-2022.



**GREEN JOBS:** Zenebech Odiro at work for the Waste for Value project in Shashemene, a city 240 km from the capital Addis Ababa in Ethiopia. The project is expanded so that even more women get new job opportunities that benefit the climate and environment. (Photo: Hilina Abebe / Norwegian Church Aid)

## Plan Norway/ The NRK Telethon, "Children, not brides"

Every three seconds, a girl is married off somewhere in the world, according to figures from Plan International. Child marriages are particularly prevalent in Bangladesh, Nepal, Malawi, Mali and Niger. In 2021, Kavli Trust allocated NOK 500,000 to Plan Norway via the NRK (Norwegian Broadcasting Corporation) Telethon, the largest information campaign and fundraising event in Norway. The funding will be used to ensure that girls can attend school, to educate both young people and adults in girls' rights and gender equality, and to ensure laws that protect girls from child marriage. Plan Norway aims to reach three million people with the goal to end child marriages in countries where girls face the highest risk.

## LEAP Science & Math Schools, Cape Town

The LEAP Science and Maths Schools is an independent non-profit organisation offering free high-quality secondary education for disadvantaged children from South African townships. The primary goal is to get as many of its students to achieve academic results that qualify them to enter tertiary education institutions, and sustainable careers afterwards. The LEAP model focuses on "the whole child" and aims to assist students so that they can continue with academic studies when they graduate. Compulsory life skills classes provide psychosocial support, build self-esteem and self-confidence, and motivate students to become responsible citizens in their local communities. Kavli Trust supports LEAP Science & Maths Schools with NOK 6.4 million in 2022-2023. The new agreement will ensure close to 170 young South Africans access to high-quality education in the years to come.



## ALLOCATIONS IN 2021: INTERNATIONAL DEVELOPMENT PROJECTS

32

### HIGH-QUALITY

**EDUCATION:** Through allocations made in previous years, Kavli Trust supported Streetlight Schools Jeppe Park in Johannesburg, which provides children in poor districts in Johannesburg with free high-quality education according to international standards. The photos are from classes in February 2022. NOK 4,5 million were allocated in 2020. (Photo: Heidi Lindberg Augestad)



### FINAL EXAMS:

Celebrating well-deserved diplomas at LEAP Science and Maths Schools in Cape Town in early 2022. (Photo: LEAP)





## ALLOCATIONS IN 2021: INTERNATIONAL DEVELOPMENT PROJECTS

33

### GIRLS ARE PRIORITISED:

The target group for Strømme Foundation's education programme 'Samvad' are young people aged 13-19 who have dropped out of school. Both boys and girls can participate, but girls are given priority because they face even more obstacles to finishing their education in Nepal. During a one-year course, which combines life skills with simple vocational training, participants gain important knowledge about their own rights and their local community. In the last three months, they are taught simple vocational, reading and writing skills. Evaluations show a significant reduction in child marriages in areas where Samvad has been implemented. Kavli Trust supported Samvad in 2021 through a four-year agreement from 2019. The agreement ensures participation for over 4,000 children and young people in Samvad. The picture is from Samvad groups in southern Nepal in 2020. (Photo: Øystein Venås Sørensen / Strømme Foundation)



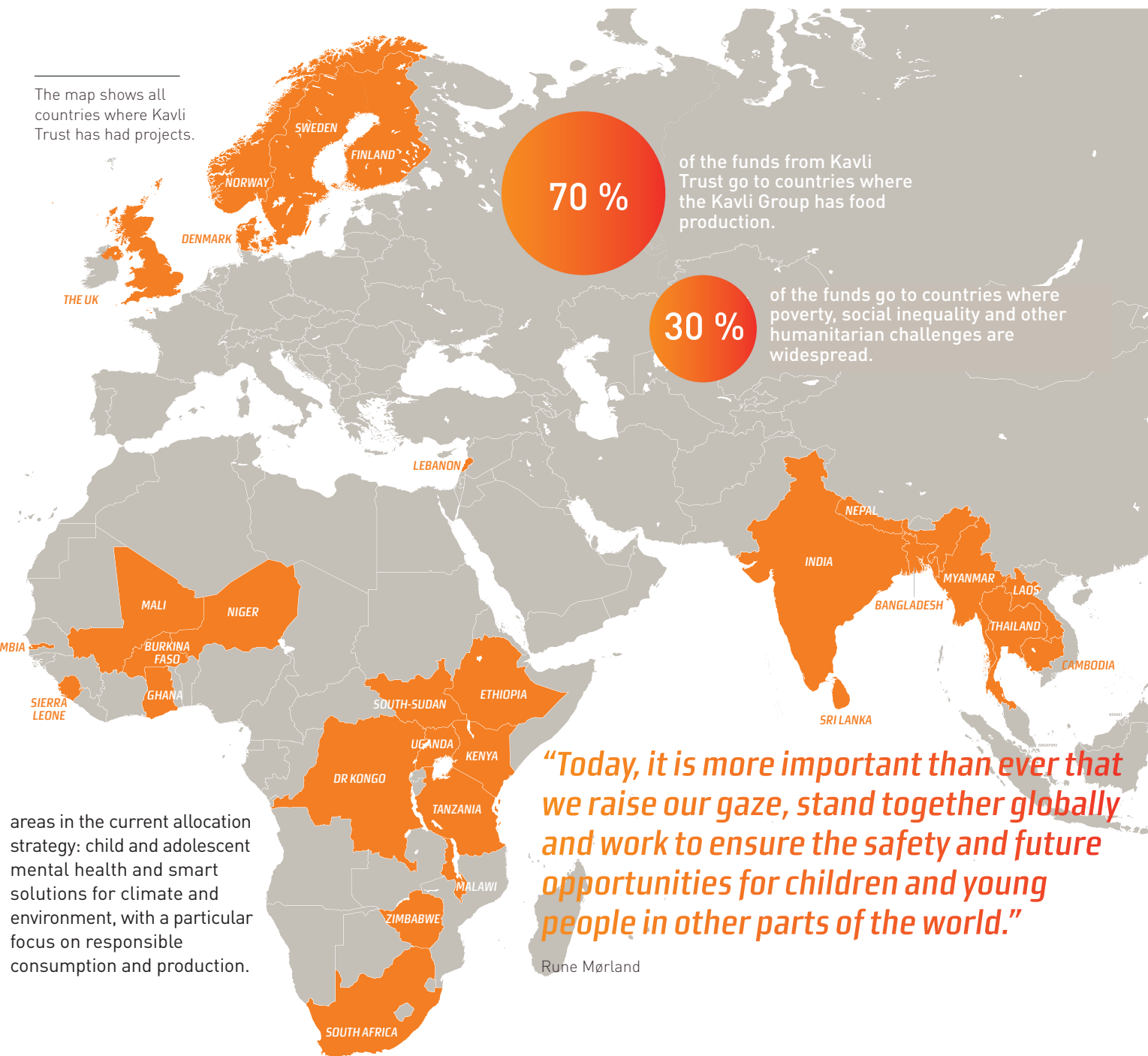
## Around the world with Kavli Trust

Today, 70 percent of the funds are allocated to the four countries where the Kavli Group has food production: Norway, Sweden, Finland and the UK. The rest is allocated to aid projects.

“We are proud to be a foundation with an international commitment,” says Head of Strategy and Development in Kavli Trust, Rune Mørland. Mørland is also grant manager for international development projects of the foundation.

Since 2001, Kavli Trust has allocated more than NOK 300 million to various development assistance projects in Africa and Asia. Schooling for children and young people, job creation, maternal health, infant health, development of a vaccine against the rotavirus, work against child marriage and life skills programmes for young people are some of the areas Kavli Trust has supported.

The foundation now supports development projects within the two priority





## *User participation ensures useful research*

“Kavli Trust will make sure that our research funds go to useful health research. To achieve this, we must involve those who will benefit from it as well as the experts,” says General Manager of Kavli Trust, Inger Elise Iversen.



Photo: iStock (Getty Images)

## THE KAVLI TRUST PROGRAMME ON HEALTH RESEARCH

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"At Kavli Trust we constantly ask ourselves: How do we ensure that we support good causes that are guaranteed to be useful," says General Manager of Kavli Trust, Inger Elise Iversen.

In 2016, she was present at a research conference at Dam Foundation (Stiftelsen Dam) where the foundation's programme manager Jan-Ole Hesselberg spoke about wasted health research. Iversen was surprised to learn that 85 percent of all health research in the world has been wasted. According to a study, published in The Lancet in 2009, every year the world pours 100 billion USD into health research that adds nothing of value – neither for health professionals, patients or their relatives.

"The Kavli Trust Board has been very forward-thinking and wanted to learn more about how we could allocate research funds more purposefully and with better quality," she says.

After the conference, Iversen contacted Dam Foundation and Hesselberg for advice on how Kavli Trust could best ensure that the foundation's funds went to research that actually makes a difference.

### CAN BE AVOIDED

"Wasted health research can be avoided," says Jan-Ole Hesselberg.



**THE TEAM:** General Manager of Kavli Trust, Inger Elise Iversen, Senior Adviser Ida Charlotte Svege and Programme Manager Jan-Ole Hesselberg of the Kavli Trust Programme on Health Research. (Photo: Anne Elisabeth Næss / Kavli Trust)

*"How do we ensure that we support good causes that are guaranteed to be useful?"*

The contact with Dam Foundation resulted in a collaboration in 2017 named the Kavli Trust Programme on Health Research, under the leadership of Hesselberg and Head of Programme Development at Dam Foundation, Ida Svege.

"There are a variety of reasons why research is wasted," according to Hesselberg:

The methods and planning may be poor, some results are never published, and some research is conducted in areas where the evidence is already good enough and further verification is unnecessary.

"In some cases it may not be useful to do further research on the effect of a drug, if patients are unable or unwilling to use it," Hesselberg explains.

### BRITISH MODEL

The structure of the Kavli Trust Health Research Programme is based on a model developed by the James Lind Alliance in the UK. The key was to develop a method for identifying evidence gaps, i.e. what evidence is lacking and where there is a particular need for more research.

"Two areas stood out as underfunded: mental health and musculoskeletal disorders," says Hesselberg.

The Board of Kavli Trust thus decided to direct all allocations from the new health research programme to child and adolescent mental health in the years 2017-2022. The programme has a budget of NOK 135 million for the years 2017 to 2022.

### THOROUGH PROCESS

Before each annual call for proposals, new evidence gaps within child and adolescent mental health are identified through a thorough process, involving both professionals and users.

"In this context, evidence gaps are meant as research questions where



## *"Two areas stood out as underfunded: mental health and musculoskeletal disorders."*

Jan-Ole Hesselberg

we do not yet have the answers," explains Ida Svege.

The Kavli Trust Strategic Scientific Committee consists of public health professional and former director Arne Bjørndal and Senior Adviser Karianne Hammerstrøm Nilsen at the Regional Centre for Child and Youth Mental Health and Child Welfare (RBUP Region East and South), and Johan Siqueland, psychologist and senior adviser at Akershus University Hospital. The committee makes systematic searches in the research literature to uncover research questions to which we have no answers.

The committee often reveals dozens of evidence gaps.

"Patients, relatives and healthcare professionals are then invited to vote on which evidence gaps they believe should be prioritised. Those with the most votes will be part of the call, which outlines the evidence gaps researchers can apply for funding for," explains Ida Svege. This means that applicants' projects must respond to one or more of the evidence gaps identified in the call.

Kavli Trust takes user involvement one step further than most funders by involving patients, relatives and health professionals in the work of finding evidence gaps. In addition, at least two user representatives must be involved in the research project itself.

### **AIMED HIGH**

A separate, international scientific committee screens the applications that are submitted.

"We started at the top of the list of the world's most prominent experts, and did not get far down the list until we had recruited the number we needed," Hesselberg says. He adds that the interest in joining the committee was greater than they thought.

"The competence is sky high and they screen the applications very thoroughly," says Svege.

"We have mostly received positive feedback on the method, but some believe that our strict guidelines disrupt research integrity. Academic freedom is an important issue, one that we believe our work does not impact on," she stresses.

### **SHARING RESULTS**

Publication bias, i.e. when the result of a study influences the decision to publish it, is one of several reasons why research is often wasted.

"'Exciting' findings or findings that support the researcher's hypothesis are often published to a greater extent, which gives a skewed picture," Svege says. Therefore, Kavli Trust requires that the research projects' hypotheses, designs and methods must be preregistered in open registers.

"That this is registered in advance, is essential. The reader of an article can check for themselves that the researchers did what they said they would do," Hesselberg explains.

"Unrestricted open access to the published output is another requirement, so that anyone can access the results, not just those who have subscriptions to expensive journals. This is an important demand and a general trend in the research community," says Svege.

"The evidence gaps that have been identified require ambitious and solid

projects at the highest methodological level. So far, prominent research environments have applied and been allocated funds for the programme," she continues.

### **HIGH QUALITY**

Together, all stages of the call for proposals help to ensure that the funds eventually go to research that will make a difference.

"In some ways, our method is a bit exclusive. However, it does ensure high quality," Hesselberg adds.

He praises the Board of Kavli Trust, which to a greater extent than most donors has relinquished power over which projects the foundation will support.

"Of course, they have the formal power to interfere. But they have adopted a process that distributes power to patients, healthcare professionals and researchers, and they keep their fingers off the plate. This is rare and helps to raise the quality," Hesselberg states.

## *This year's evidence gaps*

All applications to the Kavli Trust Programme on Health Research must address one or more selected evidence gaps within child and adolescent mental health.

### The evidence gaps were selected in three steps:

- The Kavli Trust Strategic Scientific Committee (SSC) identified evidence gaps by searching for systematic reviews in selected databases
- The Kavli Trust User Panel provided their prioritisation of the evidence gaps
- The Kavli Trust Board decided on how many of the top-ranked evidence gaps to include in the call.



Illustration photo: Shutterstock

### The following ten evidence gaps were included in the call for proposals for 2021:

1. What is the effect of interventions for children who have been subjected to abuse and neglect or have experienced violence in close relationships?
2. What is the effect of interventions on bullying and cyberbullying among children and adolescents?
3. What is the effect of interventions to reduce loneliness in children and adolescents?
4. What is the effect of mental health care interventions in child welfare?
5. What is the effect of non-pharmacological treatments for children and adolescents with ADHD?
6. What is the effect of psychological and psychosocial interventions for children and adolescents with post-traumatic stress disorder?
7. What is the effect of psychological interventions to improve emotion regulation in adolescents?
8. What is the effect of psychosocial interventions for school refusal?
9. What is the effect of psychosocial interventions in adolescents exposed to mass trauma?
10. What is the effect of school-based psychosocial interventions to promote mental health in children and adolescents?





Photo: iStock Photo

These research projects were allocated funding in 2021

© **NOK 8 million**

## ***Primary Care Online Emotion-regulation Treatment (POET)***

**Project owner:** Karolinska Institutet

**Research lead:** Assistant Professor  
Johan Bjureberg

**Collaborating institutions:** Linköping  
University, Sweden

**Amount:** NOK 8 million

**Project period:** 2022-2027

**The project addresses the following evidence gaps:** 7. What is the effect of psychological interventions to improve emotion regulation in adolescents?

The study will examine the effect of two treatment interventions for mental health problems and emotion regulation, and whether changes in emotion regulation mediates reduction of mental health problems during treatment. The researchers will

include 388 boys and girls aged 12-17 years and their parents in a randomised controlled trial.

The study will compare a six-week transdiagnostic digital treatment given to adolescents and their parents with digital cognitive behavioural therapy. Both interventions will combine online therapist-supported treatment modules with a video-link session.

The study will provide answers to important questions about treatment efficacy and mechanisms of change. The long-term goal is to provide estimates of cost-effectiveness, as well as evidence for whom and under what circumstances the treatment is efficacious.

## © NOK 9.1 million

### *Emotion Regulation in Children (ERiC):*

*A Randomised Clinical Trial of Mentalization Based Treatment for School-Age Children with Mixed Internalising and Externalising Difficulties*

**Project owner:** The Anna Freud Centre

**Research lead:** Professor Nick Midgley

**Collaborating Institutions:** University College London

**Amount:** NOK 9.1 million (total budget NOK 12.6 million)

**Project period:** 2020-2025

**The project addresses the following evidence gaps:** 7. What is the effect of psychological interventions to improve emotion regulation in adolescents?

The study will evaluate the effect of mentalization-based therapy (MBT) in improving mental health outcomes in children aged 6-12 with mixed emotional and behavioural mental health problems.

The study will compare the effect of mentalization-based therapy on children's mental health with treatment as usual. The mentalization-based therapy consists of 6-8 treatments given to the child and members of the family. Prior to the study, the researchers will conduct an internal pilot to inform the optimal delivery of the main

study. The randomised control trial addresses both clinical efficacy and cost-benefit assessments. Mediator analyses will also be enabled to identify mechanisms underlying symptom change.

The project will address the evidence gap in therapeutic interventions for children with emotion regulation difficulties, who often present to services with a mix of emotional and behavioural problems. These children are poorly served by current treatment guidelines, as they do not fit easily within existing psychiatric diagnostic frameworks.

## © NOK 9.632 million

### *Passport to success*

**Project owner:** University of Manchester

**Research lead:** Professor Pamela Qualter and Professor Neil Humphrey

**Collaborating Institutions:** Common Room, Queen Mary University, University of Dundee

**Amount:** NOK 9.632 million

**Project period:** 2022-2025

**The project addresses the following evidence gaps:** 2. What is the effect of interventions on bullying and cyberbullying among children and adolescents?

3. What is the effect of interventions to reduce loneliness in children and adolescents?

7. What is the effect of psychological interventions to improve emotion regulation in adolescents?

10. What is the effect of school-based psychosocial interventions to promote mental health in children and adolescents?

The study will examine the utility of the social and emotional learning intervention "Passport – skills for life" in

promoting emotion regulation in children to reduce internalising symptoms, loneliness, and bullying during the critical developmental transition from childhood to adolescence. Passport is a school-based social emotional learning programme that is taught to the whole class by teachers trained in Passport.

Researchers will conduct a two-year randomised trial with 2,000 school children from a total of 60 primary schools in the Manchester region. Half of the students will participate in Passport for one year, while the other half will receive regular follow-up. The researchers will collect and examine both quantitative and qualitative data.

The data generated will be used to expand the general understanding of how children's mental health develops. Among other things, the researchers will analyse relations between bullying, loneliness and wellbeing over time.



*"About **30** percent  
of Kavli Trust's funds  
are allocated to  
health research."*



Illustration photo: Helena Lopes / Unsplash

## *Research gives hope*

In 2021, Kavli Trust supported **Active Against Cancer**, biomedical research on **ME/CFS** at Haukeland University Hospital and the international expansion of the 4-day treatment (**B4DT**) for anxiety and obsessive-compulsive disorder (**OCD**) at the Bergen Center for Brain Plasticity. The first two collaborations have been going on for several years, and came to an end in 2021. Read about the results on the next pages!

# At full speed after the pandemic

After a long break during the pandemic, Gerd Kvale and Bjarne Hansen are working at full speed training health professionals worldwide in the 4-day treatment intervention for anxiety and obsessive-compulsive disorder (OCD).

"We have started our training programme in Stockholm, and we will soon follow in other countries. The international demand is significant, says an enthusiastic Gerd Kvale.

Psychologists Gerd Kvale and Bjarne Hansen have developed The Bergen 4-Day Treatment (B4DT), a four-day treatment for severe anxiety or obsessive-compulsive disorder.

## A DISORDER OF THE YOUNG

Some patients are not able to cross the doorstep without spending hours on prior rituals. Others have hand-washing compulsions. Some are afraid that they will kill others. Severe anxiety or panic attacks can justifiably be called a disorder of the young. More than half of those affected during their lives develop the problems in their childhood or youth. As a result, such conditions are one of the commonest reasons why young people drop out of education or work, and end up on disability benefits.

## OUTSTANDING RESULTS

The effect of the treatment has been researched all the way. The unique, scientifically proven results of B4DT have attracted international attention: 90 percent of patients have a clear improvement after four days. Four years later, 70 percent are out of the disorder and live normal lives.

In 2018, Time Magazine listed Kvale and Hansen as two of the world's 50 most important people in health care. Since then, health authorities and institutions from all over the world have requested to learn more about the treatment, known as B4DT. Certification will take place according to the same modules worldwide, so that all patients will receive the same

intervention, regardless of where they live.

## CHILD AND ADOLESCENT MENTAL HEALTH

"When the treatment started to receive attention, Kavli Trust had recently chosen child and adolescent mental health as a main priority for our allocations. This is why we decided to fund the training in B4DT of health care personnel throughout Norway. This is also why we are financing the extension of the treatment internationally with NOK 35 million, says General Manager of Kavli Trust, Inger Elise Iversen.

"We are pleased that the international expansion can continue. A treatment



**GREAT INTEREST:** There is great interest in psychologist specialists Bjarne Hansen and Gerd Kvale's rapid treatment of people with anxiety and obsessive-compulsive disorders. Gerd Kvale is professor of clinical psychology at Haukeland University Hospital and director of the Bergen Center for Brain Plasticity at Haukeland University Hospital. Bjarne Hansen is head of the Clinic for 4-day treatment at Haukeland University Hospital and professor at the Centre for Crisis Psychology in Bergen. (Photo: Paul Sigve Amundsen)

*"We are pleased that the international expansion can continue. A treatment this effective should be available to as many people as possible."*

Inger Elise Iversen, General Manager of Kavli Trust



## ALLOCATIONS FOR OTHER RESEARCH

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this effective should be available to as many people as possible,” she stresses.

### SYSTEMATIC STUDIES

Support from Kavli Trust enables the researchers to implement both international training and systematic studies of the effect for patients abroad.

“We aim to train teams in parallel in Germany, Finland, USA, Iceland and Sweden,” says Gerd Kvale. In this way, a knowledge base will be formed from various cultural contexts and competences enabling the intervention to eventually expand further on its own.”

“These professional communities will gain experiences that will be crucial in deciding on the further expansion of B4DT,” she adds.

### TOP ACADEMIC INSTITUTIONS

The researchers started their international work in 2018, together with prominent academic institutions in the USA, Sweden and Iceland. In 2020, Singapore was added to the list. At the largest hospital for mental disorders in Singapore, B4DT was to improve their treatment of patients with obsessive-compulsive disorder. Then came the pandemic.

The pandemic has prevented Kvale and Hansen from travelling and participating in training and treatment both in Singapore and other countries through-



**TRAINING IN FINLAND:** Bjarne Hansen (left) and Psychologist Kristen Hagen from Bergen Center for Brain Plasticity together with the first Finnish team to receive training in B4DT. (Helsinki, March 2022)

out most of 2020 and 2021. In the meantime, they have worked with B4DT in Norway, and planned further training, research and expansion.

“We are finally looking ahead,” says Bjarne Hansen.

In the spring of 2022, he is working at full speed leading the training of the first team in Finland. Several countries are waiting in line.

“Our training will enable this first team to train new teams in Finland,” he says.

“This will allow the intervention to expand faster. We work continuously to develop and improve both the content and how we organise the expansion, to maximise efficacy as well as quality at all levels,” he concludes.

## NOK 35 million to international expansion

- For the period 2019 to 2023, Kavli Trust has allocated NOK 35 million to expand the 4-day treatment (B4DT) internationally.
- The training will run over several years, and is led by Gerd Kvale and Bjarne Hansen from the Bergen Center for Brain Plasticity at Haukeland University Hospital.
- The centre was established as a collaboration between Trond Mohns Bergen Research Foundation, the University of Bergen, Haukeland University Hospital and Kavli Trust.
- While the Bergen Research Foundation finances the further development of B4DT, Kavli Trust finances the expansion of the intervention internationally.
- Kavli Trust also financed the expansion of B4DT throughout Norway, as part of its efforts towards child and adolescent mental health.
- B4DT is the largest single research project Kavli Trust has ever supported.

Want to know more about the treatment? Visit Helse Bergen’s website: <https://helse-bergen.no/ocd-teamet-helse-bergen>

## Ten years of ME research

Over ten years, Kavli Trust has supported the ME/CFS research group at Haukeland University Hospital with a total of NOK 38.5 million.

Since 2011, Kavli Trust has supported the ME/CFS research group, which is supervised by professors Olav Mella and Øystein Fluge at Haukeland University Hospital.

In 2007, Fluge and Mella, who are both cancer specialists, made an unexpected observation at the Department of Oncology at Haukeland. One of the patients they treated for Hodgkin's lymphoma also had severe ME/CFS.

When she received chemotherapy, she not only improved from her cancer, she also experienced a significant improvement in the ME symptoms she had lived with for many years.

### LOW PRIORITY

Fluge and Mella became interested in the case and the patient group, and in the years that followed, they conducted a number of studies focusing on disease mechanisms and new treatment options for patients with ME/CFS.



**RESEARCH GROUP:** The research group for ME/CFS from left: Karl Johan Tronstad, Ina Pettersen, Kine Alme, Sissel Dyrstad, Ove Bruland, Kari Sørland and Olav Mella. Behind the camera is molecular biologist Kristin Risa.

ME/CFS has for many years had a low priority on research budgets. The oncologists quickly realised that it would be difficult to raise funding for their research.

But in 2011 Kavli Trust made contact, and a long-term collaboration was established. With funding from Kavli Trust, Fluge and Mella were able to start their laboratory studies, and an interdisciplinary research group emerged. Collaborative projects with partners at home and abroad were established, and the researchers at the Department of Oncology gradually entered a close collaboration with Professor Karl Johan Tronstad at the Department of Biomedicine, University of Bergen.

### AN EXPLANATION MODEL FOR ME/CFS

The research group uses an explanatory model on three levels, based on their own and external research. They assume that ME is triggered by an inappropriate



immune response, often following an infection.

“The immune system’s reaction affects the body’s ability to regulate the supply of blood to cells and tissues, so that when, for example, the muscles engage in increased physical activity, the muscle cells do not get enough oxygen,” explains Øystein Fluge.

This causes energy deficiency and fatigue symptoms, but can also trigger compensatory mechanisms in the nervous system and energy metabolism. Overall, this may induce ME/CFS symptoms.

#### COLLABORATION BETWEEN CLINIC AND LABORATORY

“Our strategy has been to combine clinical studies, where we try out relevant treatments, with laboratory studies to learn more about the disease mechanisms,” says Olav Mella.

“Specifically, the collaboration with Kavli Trust has resulted in several high-quality drug studies, comprehensive studies of the immune system and

energy metabolism, as well as functional studies of blood circulation, gastro-intestinal function and allergies in patients with ME/CFS,” he says.

A large, national drug study with the antibody rituximab received great interest internationally when it was published in 2019. The study could not demonstrate the effect of the treatment in a larger group of patients, but provided new evidence that the researchers could examine further.

A smaller study with the cytotoxic drug cyclophosphamide produced promising results, and strengthened the theory of immune modulation as a treatment option.

“In line with evidence from our clinical studies, and our hypothesis for disease mechanisms in ME/CFS, we hope to further develop more effective and targeted treatment for patients,” says Øystein Fluge.

#### METABOLIC DYSFUNCTION

In 2016 and 2021, the research group published two of the largest studies to date conducted internationally,



#### RESEARCH SUPERVISOR:

Øystein Fluge is senior consultant and researcher at the Department of Oncology and Medical Physics, Haukeland University Hospital. Together with Professor Olav Mella he supervises the ME research group at the hospital. (Photo: Kristin Risa)

*“In line with evidence from our clinical studies, and our hypothesis for disease mechanisms in ME/CFS, we hope to further develop more effective and targeted treatment for patients.”*

mapping metabolic phenotypes in patients with ME/CFS. The results point to a changed energy metabolism in the patients compared to healthy controls.

“We believe there is an underlying dysfunction in the energy metabolism that causes metabolic adaptations,” says Professor Tronstad.

The research group has also carried out two studies that show a reduced ability to regulate blood circulation in patients with ME/CFS.

In a collaboration with Professor Benedicte Lie's research team at the Department of Medical Genetics, Oslo University Hospital, a higher frequency of specific gene variants was detected in patients with ME/CFS, which in turn indicates that the immune system is involved in the development of ME.

#### A LONG WAY TO GO

Øystein Fluge stresses that the research group's explanatory model is a hypothesis, which they are working to confirm – or disprove.

"The truth is that we do not yet fully know what ME/CFS is," says Fluge.

"There is still a long way towards the goal, which is recognition of the disease by society and in the medical field, better understanding of disease mechanisms, and development of rational treatment. Our contribution towards this goal would not have been possible without Kavli Trust."

A total of NOK 38.5 million has been allocated to the research group's research on biomedical causes of ME. The most recent allocation was NOK 4.7 million for 2020 and 2021.



Illustration photo: Adobe Stock

## Many have reached out

*"I am writing to Kavli Trust because I am infinitely grateful that you have chosen to support ME research. Thanks to you, doctors have received funding to research this terrible disease which has stolen years of our daughter's life."*

These are the words of a mother whose daughter suffers from ME, in a letter to the General Manager of Kavli Trust, Inger Elise Iversen. She is one of many affected who have contacted the foundation to express their joy at the support for research on the disease.

"Since 2011, Kavli Trust has been on a long journey, not only with ME researchers, but also with ME patients and their families. Over the last ten years,

we have received a lot of feedback from many ME patients and their relatives. We have felt their pain, their helplessness and despair," says Iversen.

She points out that Kavli Trust aims to boost research on serious illnesses where research is lacking.

"ME/CFS has been a neglected illness for far too long. The disease affects many families badly, both in Norway and other countries. We are pleased that we have been able to keep the research at Haukeland going over time," says Iversen.

"We have applauded skilled and persistent researchers who have persevered, and who fortunately will continue their work to solve this medical mystery. At Kavli Trust we are grateful and humble, and we send our thanks to both researchers at Haukeland and other ME researchers who do not give up until the medical causes have been found and effective treatment is developed."



## Exercise as part of cancer treatment

Five years of collaboration has provided new insight into the effect of individually adapted physical activity as an integral part of cancer treatment. Such training is provided at the Breathing Rooms, which AKTIV Against Cancer has established at several Norwegian cancer hospitals.

AKTIV Against Cancer has for a number of years been involved in a groundbreaking research collaboration with the Memorial Sloan Kettering Cancer Center (MSKCC) in New York. In 2016, Kavli Trust joined forces and initiated a five-year collaboration agreement with AKTIV Against Cancer. Kavli Trust has contributed to funding research at the MSKCC with a total of NOK 5.4 million.

“The research is led by Dr. Lee Jones. He is considered one of the world’s leading experts in the field of research called exercise oncology, which looks at the effect of individually adapted physical activity before, during and after cancer treatment,” says General Manager of AKTIV Against Cancer, Helle Aanesen.

### BETTER EFFECT OF TREATMENT

This research provides important evidence supporting efforts to make individually adapted physical activity an integral part of cancer treatment,

**“BREATHING ROOM”:**  
AKTIV Against Cancer physical activity centre for cancer patients at St. Olavs Hospital in Trondheim. (Photo: Ole Martin Wold)



which is the overall goal of AKTIV Against Cancer.

An increasing number of studies show that exercise not only helps reduce the growth of cancerous tumours and make them more susceptible to chemotherapy, but also help reduce the symptoms and side effects of chemotherapy and radiation, as well as improve mental health.

“This research is crucial for exercise to be a recognised part of cancer treatment,” says Helle Aanesen.

### IMPORTANT FOR BREATHING

One intervention of this kind is the so-called Pusterom (‘Breathing Rooms’), physical activity centres at 16 cancer treatment hospitals throughout Norway. The Breathing Rooms provide a space where cancer patients exercise under the expert guidance of instructors trained in physical fitness and cancer. The goal is to make this service available at all cancer hospitals in Norway as well as in other countries.

“Research evidence is of course crucial when we are to convince politicians and authorities why we need the Breathing Rooms,” says Aanesen.

In the spring of 2022, four new Breathing Rooms are underway.

Breathing Rooms will be ready in Tromsø and at Lovisenberg Hospital in Oslo within the year. In addition, there



**THE FOUNDERS:** Grete Waitz (left) and Helle Aanesen in 2008. Grete Waitz was diagnosed with cancer in 2005 and died of the disease on 19 April 2011. (Photo: AKTIV Against Cancer)



**COLLABORATION:** From left: Lee W. Jones, Helle Aanesen, Trustee of Kavli Trust, Solfrid Lind and General Manager of Kavli Trust, Inger Elise Iversen during Kavli Trust’s project visit to NYC, 2018. (Photo: Hanne Eide Andersen / Kavli Trust)

will be two smaller Breathing Rooms at the Coastal Hospital (Kysthospitalet) in Stavern and at Nordagutu. These will be full-fledged branches of the Breathing

Rooms at the hospitals in Tønsberg and Skien, respectively,” says Aanesen.

### NORWEGIAN GUEST RESEARCHERS

With the support from Kavli Trust, AKTIV Against Cancer is funding a research grant which has enabled three Norwegian cancer researchers to visit Dr. Lee Jones at MSKCC.

“The Norwegian researchers have learned from the best, participated in several research projects and published articles in reputable journals. The visits in New York have ended, but the research collaboration continues. The researchers have gained important knowledge that they benefit from in their work with cancer patients here in Norway,” says Aanesen.

To mark the end of the collaboration, AKTIV Against Cancer and Kavli Trust organised a webinar in the autumn of 2021, where both Dr. Lee Jones and the three Norwegian researchers gave presentations.

“Together, they gave us an exciting insight into the international status in research on exercise and cancer, and what Norwegian researchers have learned from the high-quality level of American research in exercise oncology,” says Inger Elise Iversen, General Manager of Kavli Trust.

### PRAISING GRETE WAITZ

“We have come to the end of the five-year collaboration agreement with

AKTIV Against Cancer. It has been an exciting and uplifting journey, with constantly positive news from Lee Jones and the other researchers at MSKCC,” Iversen sums up.

“It is particularly rewarding that the research has derived knowledge that AKTIV Against Cancer has been able to use in establishing more Breathing Rooms at Norwegian hospitals, and in their advocacy of making physical activity an integral part of cancer treatment,” she adds.

Inger Elise Iversen highlights Grete Waitz’s commitment to the cause. The late Waitz was a co-founder of AKTIV Against Cancer, a Norwegian national icon and nine-time New York City Marathon champion.

“Grete Waitz was a role model in so many ways. Her commitment to others, even after she became ill, made an impression and should inspire all of us. Together with Helle Aanesen and the researchers, she continues to play a key role in promoting research on exercise oncology. It benefits many patients. We are very happy that Kavli Trust has been able to contribute to this important, ground-breaking work that will mean so much to so many,” says Iversen.

The full seminar is available at [aktivmotkreft.no](https://aktivmotkreft.no)



## EMPLOYEE NOMINATION 2021

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**LOVE TO SHARE:** Happy representatives of charities that received gift vouchers from the employees at Midttun in Bergen, March 2022. The ceremony was postponed from 2021 due to infection prevention measures. (Photo: Martin Nygaard / Kavli Norway)



## Employees distributed NOK 8.3 million

Activities for children with serious illness, rehabilitation for cancer patients and job opportunities for people with developmental disabilities. These are some of the causes that received support through the "employee nomination" in the Kavli Group in 2021.

***"There is a direct connection between each employee's efforts at work, and the donations that benefit people all over the world."***

Inger Elise Iversen, Kavli Trust

Once a year, employees in the Kavli Group take part in deciding who will receive funding from Kavli Trust. The so-called "employee nomination" allows employees to nominate and vote on a number of causes that will be granted funding.

"It has been a pleasure to follow this year's nomination processes, and to see the many proposals for good, relevant and important causes. The employees' involvement is inspiring," says Inger Elise Iversen, General Manager of Kavli Trust.

### **GREAT COMMITMENT**

The employee nominations are arranged by each individual Kavli company in the four countries where Kavli has operations: Norway, Sweden, Finland and the United Kingdom. The nominated projects must be national or local, and in the category of humanitarian work. Humanitarian work includes all types of interventions that can alleviate societal challenges or help people who are disadvantaged and marginalised.

Traditionally, the selected charities are invited to celebrate with the employees, and the cheques are handed out.

"In recent years, the pandemic has made it impossible to organise these events, but each Kavli country has come up with its own, creative solution to celebrate the selected charities," says Iversen.

### **TWELVE YEARS OF DONATIONS**

The employee nomination was established in 2010. The size of the donations has increased steadily, in line with the total allocations from Kavli Trust. In 2021, a total of NOK 8.3 million was distributed among charities in Norway, Sweden, Finland and the UK.

Inger Elise Iversen believes that the list of candidates speaks of a broad and engaged community involvement among the employees.

"It is the employees in the Kavli Group who create the profit that we distribute to good causes. There is a direct



**JOY:** Manager of Invisible Tigers Jeanette Flagstad received a hug and a cheque of NOK 300,000 from Kavli employees in Norway. (Photo: Martin Nygaard / Kavli)

connection between each employee's efforts at work, and the donations that benefit people in many countries," says Iversen.

"We know that the nominations motivate and inspire our employees in their everyday work. Kavli has every

reason to be proud of our employees, and we are pleased to be able to involve them in the work of distributing a part of the profit, which they have helped to create."



## EMPLOYEE NOMINATION 2021: NORWAY

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***“We are incredibly proud of our unique ownership and of our committed employees”***

“The employee nominations have a high standing internally,” says CEO of Kavli Norway, Kristine Aasheim. She adds that the ceremony where the cheques are handed out, is the highlight of the year for many employees.

“Meeting with the charities leaves a big impact. We are often touched by their stories of how our donations can make a real difference in the lives of others. This is something very special to be a part of. We are incredibly proud of our unique ownership and of our committed employees, who work every single day to create profit for good causes,” she says.

**TID CAFÉ FOLLEBU:**

From left: Anette Musdalslien, Marianne Træthaug, Malin Skjølås, Trym Dahlsveen, Jenny Fonstad, Ane Seielstad, Elena Madsen and Nora Sommer help operate Tid Café in Gausdal. (Photo: Tid Café)



These charities received donations in Norway:

🎯 **NOK 500 000**  
**Løvemammaene**

‘Mama Bears’ works to raise awareness about and advocate for the rights of children and young people with illness and disabilities in Norway. The employee nomination will be used for a project that will assist families to get access to public help services.

🎯 **NOK 500 000**  
**Norwegian Network for Down Syndrome**

This advocacy network collects research and raises awareness on Down syndrome with the goal of enabling people with Down syndrome to have the best possible life. The support from Kavli Trust will go to research that relies on user participation, inviting people with Down syndrome to answer questions about their living conditions and quality of life.

🎯 **NOK 300 000**  
**Tid Kafé Follebu**

This community café in Gausdal is built on a voluntary basis and operates under the motto “Belonging, Inclusion and Participation”. People can come just the way they are. At Tid Café, young people receive job training and feel a sense of empowerment in that they have relevant skills and a role in the community. The donation from Kavli Trust will go towards creating more job training positions.

### © NOK 300 000 *Usynlige tigre*

The network Usynlige tigre ('Invisible Tigers') works to improve the information, support and help services offered to relatives of drug addicts. The network consists of hundreds of parents, children, siblings, employers and others affected by drug addiction all over Norway, providing information, support and assistance. In cooperation with Fossumkollektivet, Usynlige tigre will organise a weekend get-together where relatives can meet to network and learn more about their situation and help services. The donation from Kavli Trust will go towards this project.

### © NOK 300 000 *The Endometriosis Association*

The Endometriosis Association is an advocacy group working to ensure that women with endometriosis and adenomyosis have a better life and better health care. They also work to increase the general awareness about these two women's health issues, which in total affect around half a million Norwegians. The donation will be used for communication work.

### © NOK 200 000 *På hjul mot mobbning*

The goal of this charity ('On Wheels against Bullying') is to light up the lives of children who struggle socially. The charity organises special days that may involve going for drives in cool cars, playing with radio-controlled cars, funfairs and other activities for children who for various reasons need extra care and support. The donation will go towards training of adult volunteers and bullying prevention efforts.

### © NOK 100 000 *Omvendt julenisse*

Omvendt julenisse ('Reverse Santa') is a charity run by volunteers, who in the run-up to Christmas collect food and gifts for families who struggle to make ends meet. Omvendt julenisse aims to help disadvantaged families experience a happy and normal Christmas. The employee nomination will go towards their work in Oslo and Vestfold.

### © NOK 100 000 *Gausdal Dementia Association*

This local branch of the Norwegian Health Association works on a voluntary basis to increase the awareness about dementia in the local community, and make a difference for people who have dementia and their families. In recent years, the charity has built 'barbeque shelters' at two nursing homes, and the donation from Kavli Trust will be used to equip these huts to make them more functional.

### © NOK 100 000 *Stjernelaget Vestsiden Askøy*

Stjernelaget is an inclusive football team for children and young people with a disability in Askøy, outside Bergen. This is an activity for children who for various reasons do not fit in on regular teams. The team currently counts ten players of different ages, both boys and girls. Stjernelaget is more than a football team, and the players often meet outside of the football pitch. Everyone is made to feel welcome and included in the group.

### © NOK 100 000 *Vinger mekk og moro*

Vinger mekk og moro ('Car mechanics and fun') is a youth club for young people aged 13-26. This is a social meeting place for anyone interested in car mechanics. The club has members from various municipalities in the Glåmdal region. The youth club serves free food, and every year they organise a visit from the Norwegian Public Roads Administration and the SLT (drugs and crime prevention) coordinator in Kongsvinger municipality.



All profits  
go to charity



## EMPLOYEE NOMINATION 2021: NORWAY

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**BEFORE AND AFTER  
INFECTION PREVENTION  
MEASURES:**

In Norway, meetings were arranged with the selected charities and presented with cheques both before and after society opened up. These pictures are from the events at the Kavli factory in Bergen and at Kavli Holding's office in Oslo, respectively. (Photo: Martin Nygaard / Kavli Norway and Lee Akerø / Kavli Holding)





## “Feels very good to help”

In Sweden, as many as 30 percent of the employees voted for the organisation Aldrig Ensam (‘Never Alone’), which promotes a more open dialogue about mental health issues.

“It feels very good that Kavli can be involved and help,” says Marcus Boltestam.

The Kavli sales representative had the honour of handing out the cheque to Aldrig Ensam.

“I hope that the support from Kavli Trust can make a difference and help prevent mental health issues for children and adults, so that they can have a better life,” says Marcus Boltestam.

Charlie Eriksson, founder of Aldrig Ensam, has set the goal that everyone working in Swedish sports organisations should have a basic knowledge about mental health issues.

“I wish to send warm thanks to Kavli Trust and everyone who voted for us. This donation will be a great help in

our work to enable Swedish sports organisations to reach out to children and young people with vital information about mental health issues,” says Eriksson.

He points out that mental health issues are widespread in sports, both at the exercise and elite level.

“We want to prevent and change this through an information campaign aimed at sports organisations in Sweden,” he says.

**These charities received donations in Sweden:**

### © SEK 847 990 *CancerRehabFonden*

CancerRehabFonden (‘Cancer Rehabilitation Foundation’) is an independent non-profit organisation that provides cancer rehabilitation free of charge when the health care system in Sweden does not provide it. The organisation arranges rehabilitation weeks with dietary advice, physical

activities and information to patients and relatives. CancerRehabFonden is a charity that is close to the hearts of many of Kavli’s employees, and has received the highest number of votes two years in a row.

### © SEK 747 487 *Aldrig Ensam*

Aldrig Ensam’s vision is that no one should have to be alone when they are affected by mental health issues. The award-winning organisation has been an important advocate for openness about mental health, organising public events and presentations in Sweden since 2014. The support from Kavli Sweden will, among other things, go to a project aimed at children and young people in sports.

### © SEK 433 417 *Majblomman*

Majblomman (‘Mayflower’) is a charity working to fight child poverty in Sweden by offering financial support, political advocacy and research funding. The organisation aims to strengthen resilience in children growing up in poverty, and whose financial situation is even worse due to the corona pandemic. Majblomman works to improve the living conditions for children in Sweden regardless of their family’s financial situation.

### © SEK 244 975 *Städa Sverige*

Städa Sverige (‘Clean Sweden’) is an environmental organisation working to engage young people involved in sports. The organisation promotes a rubbish-free Sweden, supporting youth sports by inviting local teams and associations to pick up rubbish in their local community. Participants take part in an environmental workshop prior to the task, and the sports club receives a financial contribution after a cleaning job has been performed. The donation from Kavli Trust will support this work.

### © SEK 226 131 *Swedish Sea Rescue Society*

Thanks to 2.400 volunteer crew members, rescue services are always available 24 hours a day anywhere along the Swedish coast and on the major lakes. Swedish Sea Rescue Society has 74 rescue stations and more than 260 rescue units along the coast and the largest lakes. When the alarm goes, rescue is on its way in 15 minutes. The donation will go towards training volunteers, repairing and refuelling boats to be able to respond in the event of an alarm.



## EMPLOYEE NOMINATION 2021: SWEDEN

55



CHRISTMAS JOY: Kavli Sweden invited the chosen charities to receive cheques in December 2021.  
(Photo: Kavli Sweden)

## “Highlight of the year”

“It means a lot to all employees to take part in the employee nomination. This process is a big highlight every year,” says Martina Grandell, Marketing Manager at Kavli Finland.

She adds that all employees in Kavli Finland were involved in nominating charities. Both new and “old” organisations were nominated, and six charities were selected for a donation.

“We did not focus on any particular area, but we had in mind that we wanted to donate to a variety of organisations. Apuna ry, which provides food and clothing to low-income families and lonely people, is an organisation we wished to continue to support. The other nominated recipients were new charities,” says Grandell.

**These charities received donations in Finland:**



### © EURO 15 000

#### *Väylä ry*

Väylä ry is a non-profit organisation whose goal is that in the future, every person with an intellectual disability will receive a reasonable salary for the work they do. There are 25,000 intellectually disabled people of working age in Finland, thousands of whom work unpaid every day. The organisation employs professionals with intellectual disabilities for sewing, packaging and assembly tasks. The donation will go towards new tools, desks and sewing machines.

### © EURO 15 000

#### *Apuna ry*

Apuna ry provides food and clothing assistance to low-income families, children and people who are lonely. The charity enables birthday parties for children to prevent bullying, loneliness and exclusion. The donation will be used to help families with food, financial needs and winter clothes for children. The organisation also pays for children's extra-curricular activities and equipment they need to participate.

### © EURO 15 000

#### *Sykerö ry*

Sykerö ry is part of the Cancer Society in southwestern Finland, and operates mainly on a voluntary basis. Children with cancer have to live quite isolated because cancer treatments can affect the immune system. With the donation, Sykerö ry can arrange a variety of safe activities for families: Visits to cinemas and theatres, get-togethers for children and young people, recreational activities for parents, toys in the hospital, cleaning assistance and more.

### © 15 000 EURO

#### *Vapepa, Varsinais-Suomi*

This voluntary rescue service is a network of 54 organisations whose alert teams support the authorities in accidents and other crisis situations. Most often, Vapepa is alerted to the search for a missing person, but volunteers are also needed to provide mental support, direct traffic and assist with evacuations. The donation will be used to improve the operation of the Vapepa network, training and other activities that promote volunteering in the network.

### © EURO 15 000

#### *Etelä-Karjalan Omaishoitajat ry*

This is an advocacy and support organisation for people caring for family members in various challenging life situations in the South Karelia region. The organisation provides information on services and support, organises peer support, recreational activities, excursions and events. The donation will be used to assist carers with various activities in South Karelia.

### © EURO 15 000

#### *Vaasan Meripelastusseura*

The Vaasa Sea Rescue Association is a member association of the Finnish Sea Rescue Association, assisting authorities with rescue operations and first aid. Volunteer crews are ready around the clock from April to November to patrol the archipelago. The donation will be used to maintain and develop the technology for rescue operations and for a thorough maintenance repair of the association's largest lifeboat.





## ***“The employee nomination drives us to deliver”***

Knowing that the entire profit goes to good causes drives us to deliver great results, says Head of Marketing at Kavli UK, Lisa Thornton.

“We are very pleased with the engagement received from employees toward the 2021 nomination process,” says Thornton.

“The employee nominations mean a great deal to everyone at Kavli. It is perceived as a positive opportunity to have a personal impact on local community projects, and is something we look forward to every year.”

Due to the pandemic, presentations and polls were conducted digitally in 2021.

“Presentations of the good causes were much lower key than in previous years due to social distancing restrictions. However, we had good pickup from the press which helped spread the word,” says Thornton.

She adds that it is fantastic to work for a group that gives all its profits to good causes.

“It is always there in the back of your mind, and that really drives us to deliver good results to ensure that we can help more causes in the long run. I know that this is something that motivates each and every one of us here at Kavli, and is something we are all incredibly proud of,” says Thornton.

**CREATING PROFIT FOR GOOD CAUSES:** It is the employees of the Kavli Group who create the profit that allows Kavli Trust to donate to charitable causes. Dora Amaral is a production employee at Primula Cheese in Gateshead, UK. (Photo: Primula Cheese / Kavli UK)



These charities received donations in the UK:

© **£65 000**  
**Changing Lives**

Changing Lives has for many years tailored services for people who are experiencing homelessness through hostels and day centres. The charity looks at homelessness as a symptom, and not a cause, of other chaotic problems, such as mental health issues and substance misuse. The donation will be used to run activities based on feedback such as arts and crafts, mindfulness and exercise.

© **£35 000**  
**Bede Community Primary School**

Children at Bede Community Primary School have a range of barriers to learning due to ADHD, autism, dyslexia, speech and language disorders. Some are suffering the effects of trauma in their home life. The school wants the children to be challenged and stimulated within a happy learning environment. The donation will support an indoor sensory room area and an outdoor area which will help children develop good fitness levels, enhance social skills and make them more self-reliant.

## EMPLOYEE NOMINATION 2021: UK

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**WELL RECEIVED:** Presentation of cheques from employees at Primula Cheese in Newcastle. The ceremony usually takes place in December, but was postponed until January 2022 as a result of infection prevention measures. (Photo: Primula Cheese)

### © £5 000

#### *St Aiden's Cottage*

St Aiden's Cottage is a residential care home specialising in acquired brain injuries, neurological, mental health needs, learning and physical disabilities as well as nursing and care for the elderly. The donation will be used to create a memorial garden for all residents who have passed away. The memorial garden will serve as a quiet, reflective place where families of service users can go to be comforted and inspired when they remember their loved ones.

### © £50 000

#### *Carlingwark House*

Carlingwark House is a residential care home for up to 30 older people and people living with dementia. The donation will be used to develop sensory experiences that can draw residents out of their shell and give them positive experiences. The underdeveloped garden will be renovated into a safe, accessible and dementia-friendly area. Residents will be allowed to grow their own flowers and vegetables, and wheelchair users will have better access to the garden.

### © £20 000

#### *Castle Douglas Nursery*

Castle Douglas Nursery is a large Early Learning and Childcare Centre in Scotland. The donation will be used to create a more natural and inviting outdoor environment for the children to explore. New bikes will strengthen children's motor skills. Children will develop their curiosity for nature by planting an herb garden and creating a willow tree den. For those with additional needs, a cosy corner will be created with a musical area for the children to have quiet time and explore their senses.





LOVE TO  
*share*

# Supporting local causes and matters of the heart

In 2021, consumers in Norway, Sweden and the UK were invited to nominate good causes to receive support from Kavli Trust.

“The funds are allocated from Kavli Trust to the Kavli companies, which then distribute them to charitable, local causes in their respective countries,” says General Manager of Kavli Trust, Inger Elise Iversen.

“It is thanks to everyone who buys products from our companies that we have profits to distribute, and we are happy to involve consumers in deciding the causes,” says Iversen.

Consumers are invited to nominate causes they care about through information campaigns.

Kavli Norway introduced this initiative already in 2020, and conducts the nomination campaigns in collaboration with supermarket chains. In 2021, KIWI was a partner.

In all three countries, grocery stores, traditional media and social media are



**BBQ NIGHT:** Anette in Gateengler ('Street Angels') together with Arne, who is one of several volunteers who help organise barbecues for people with drug addiction in Oslo. Surplus food is delivered from local groceries. (Photo: Gateengler)

used in a creative and engaging way to invite consumers to submit their nominations.

“The three countries have their local characteristics, and use different approaches to spread the word and receive good proposals. It is interesting and exciting to follow the local nominations, with an incredible number of

good causes. The variation and quality of the charities is impressive in all countries,” says Inger Elise Iversen.

While Kavli Norway has donated to consumers' selected local causes two years in a row, Kavli Sweden and Primula Cheese will donate for the first time in 2022.

## New chair of the Board of Kavli Trust:

# "A great privilege"

Dag J. Opedal took over as the new chair of the Board of Kavli Trust in 2021.

"It is a great privilege to participate in the foundation's various workflows that support our ability to distribute profit to good causes," he says.

Opedal, who was elected chair of the Board of Kavli Trust in June 2021, knows Kavli Trust and the Kavli Group better than most. He has been a Kavli Trust trustee since 2014, and represented Kavli Trust as the owner on the Board of Kavli Holding AS since 2013.

"It feels good to be part of the Kavli team where our goal is to exist for others," says Opedal, with a clear reference to the uniqueness of Kavli: That the entire profit after operation and development is distributed to good causes.

He highlights the role of the employees.

"I get energy from the enthusiasm I see in the skilled employees in the



**CHAIR OF THE BOARD:** Dag J. Opedal.  
(Photo: Hanne Eide Andersen/Kavli Trust)

various Kavli companies," he says. Opedal points out that it is the employees who create the profit that Kavli Trust can ultimately distribute to good causes.

### CSR TAKEN ONE STEP FURTHER

The experienced business leader has taken over the baton from the previous chair of the board, Aksel Mjøs. Opedal

*"We are here for others! Everything we do in Kavli involves social responsibility in practice."*

is former CEO of Orkla, and now has the same role in Treschow Fritzøe. He has extensive board experience from various industries nationally and internationally. In his work for Kavli Trust, he nevertheless believes there is

a special dimension, in that the entire profit is distributed to good causes. The better results for the group, the more people can benefit from the work of organisations that Kavli Trust supports.

"We are here for others! Everything we do in Kavli involves social responsibility in practice. This is a privilege, but also a responsibility. Kavli Trust must work strategically to ensure that the profits are distributed where the funds can make the most possible use," he points out.

### OUT IN THE FIELD

Opedal has met several of the organisations and seen the work they do with the support from Kavli Trust. The Board of Kavli Trust regularly makes visits to see how the allocated funds are managed by the recipients.

"It is always rewarding to get out in the field and monitor the use of the allocations, and see for ourselves how they create ripple effects in people's



## NEW CHAIR OF THE BOARD

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**MEMORABLE MEETING:** Kavli Trust on a project visit to LEAP Science and Maths School in South Africa in 2017. The foundation has supported LEAP since 2016, and allocated funds for the free upper secondary schooling also in 2021. Behind from left: former trustee Silvija Seres, Aksel Mjøs, LEAP founder Anthony Galloway, Dag J. Opedal, General Manager Inger Elise Iversen and Allocation Manager Guro Sundsbj. In front from left: Trustee Solfrid Lind, student Zanele Mvelase, teacher Zintle Mpayipheli and students Linda Dlamini and Tinyiko Notigo. (Photo: Hanne Eide Andersen / Kavli Trust)

## The Board of Kavli Trust

**Kavli Holding AS** is the parent company of the Kavli Group. By owning 100 percent of the shares in Kavli Holding, Kavli Trust owns the entire group.

The Board of Kavli Trust represents the ownership and general assembly of Kavli Holding. The board is responsible for ensuring compliance with the foundation's statutes that Knut Kavli laid down when he established Kavli Trust in 1962.

In addition to allocating the profit to good causes, the Board of Kavli Trust exercises ownership and manages the foundation's other assets.

In 2021, Dag J. Opedal was elected new chair of the board, while Erik Volden was appointed as a new trustee of Kavli Trust.

The board also consists of Solfrid Lind, Lise Hammergren and Aksel Mjøs.

## *"I get energy from the enthusiasm I see in the skilled employees in the various Kavli companies"*

lives as well as in their communities," he says.

Meetings with children and young people on visits to Myanmar, South Africa and the North East of England have made a strong impression.

"It was also a joy to attend the Winter Festival in Bergstaden Røros, with which Kavli Trust has had a long-term collaboration," he says.

"And I'm really looking forward to the opening of Q-Meieriene's modern, new dairy operation in Jæren in May 2022!"

### THE GOLDEN TRIANGLE

In the last two decades, good results in the group have enabled Kavli Trust to increase its allocations significantly. This is a development the chair of the board wishes to further promote.

"Our most important task going forward is to continue to build a strong organisation that can strengthen the foundation for ever larger allocations," says Opedal.

"This means strengthening the "golden triangle": leadership, competence and a value-creating corporate culture."



# *From allocations to investment*

Kavli Trust has made an impact investment in 2021, and has ambitions to increase this type of investments allocation further.



Illustration photo: Shutterstock

“The aim of an impact investment is to create measurable social and environmental results in addition to financial returns. Thus, the investment contributes, for example, to small-scale farmers gaining access to more efficient tools and girls getting the opportunity to go to school,” says Guro Hjetland Sundsby, who is responsible for impact investments in Kavli Trust.

## **SUPPLEMENT**

Kavli Trust considers impact investments as a supplement to its grant allocations, being effective at achieving the foundation’s non-profit objectives and the realisation of its prioritised sustainability goals.

“We invest primarily through funds and bonds, and we do not make individual-direct investments. This year’s investment of NOK 8.6 million was made in a large bond loan issued by a major

Singapore-based facilitator,” Sundsby says.

The bond is further issued as a loan to ten different small and medium-sized companies that aim to give women access to safe transport services, climate-friendly cooking facilities and sustainable work in South and Southeast Asia.

The goal is that the borrowers will contribute to positive change in the lives of 500,000 women.

“Job creation for women is a good investment. They get the opportunity to create a better life for themselves and their families,” says Sundsby.

The bond loan has a term of four years and must then be repaid in full. The annual return is satisfactory, and the risk profile is considered acceptable.



**RESPONSIBLE:**

Guro Hjetland Sundsby is responsible for Kavli Trust's impact investments.  
(Photo: Anne Elisabeth Næss)

*“Overall, we have a goal of establishing and scaling sustainable companies that contribute to measurable social and / or environmental positive change.”*

The issuer has previously set up three other bonds loans, all without default.

“Kavli Trust is aware that these investments may have a lower return and higher risk than in their ordinary investment portfolio, but considers the investment justifiable on the basis that it is part of the Kavli Trust impact realisation,” says Sundsby.

“We have an impact investment strategy where we go from grant allocations to also include investing. This is a new area for us, but it is part of our strategy going forward,” she adds.

“With our impact investment strategy, we go from solely allocating grants to also investing to achieve measurable social and environmental impact.”

**CRITERIA**

In Kavli Trust, the impact investments are measured by their own criteria and as a separate portfolio, as well as

being considered part of the foundation's allocations for impact realisation. Over time, it is expected that the impact investments will become a diversified portfolio.

“We have clear guidelines for our impact investments, both geographically and financially,” says Sundsby.

In practice, this means that all investments must be made in sub-Saharan countries or in Asia. Furthermore, the investments must be made as equity investments through fund structures, or as investments in adapted bonds-bond loans.

“Overall, we have a goal of establishing and scaling sustainable companies that contribute to measurable social and / or environmental positive change,” says Sundsby.

**FACTS ABOUT IMPACT INVESTMENTS**

By impact investments, Kavli Trust means investments that have a defined goal of achieving measurable social and / or climate / environmental returns together with financial returns.

Impact investments can be made in different asset classes and with different expectations for, and weighting of, social and financial returns (and risk). Investments are made in companies that have services, technology and solutions that seek to achieve these goals, and where the effect is measurable.

Kavli Trust's long-term ambition is to increase its exposure to investments that contribute to realising the four UN Sustainable Development Goals that Kavli Trust prioritises in its grant allocation strategy:

Goal 3: **Good health and well-being**

Goal 4: **Quality education**

Goal 12: **Responsible consumption and production**

Goal 13: **Combat climate change**

# *Annual account 2021*

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# 1. KAVLI TRUST'S ACTIVITIES IN 2021

O. Kavli and Knut Kavli's Charitable Trust (i.e. Kavli Trust) is the foundation which is the sole owner of Kavli Holding AS (the Kavli Group) and which distributes the entire profit to charitable causes within the fields of humanitarian work, scientific research and culture.

Additionally, a separate financial portfolio is managed that equalises both the non-profit activity and any capital requirements of the Kavli Group.

The Kavli Group was established by Olav Kavli in 1893. In 1962, his son, Knut Kavli, established Kavli Trust and transferred ownership of the group to the foundation. According to the statutes, Kavli Trust distributes all its profits/dividends from the Kavli Group to humanitarian, cultural and scientific causes.

Charitable work is the overall purpose of Kavli Trust. For this to be possible, the exercise of ownership and the control of the foundation's financial resources must be safeguarded and managed in a way that creates further value.

Allocations of funds by the foundation have significantly increased over the last years. In 2021, the allocations

amounted to NOK 93.0 million, of which NOK 8.6 million is an impact investment in Women's Livelihood Bond 4Climate.

The strategy for allocations is revised yearly. In December 2021, the Board of Kavli Trust adopted a new edition of the document Governance and development of Kavli Trust as a basis for future work and development of the foundation.

The unique qualities of the Kavli Group are only apparent when seeing the foundation and the companies of the Kavli Group in context. Throughout 2021, Kavli Trust and the group have collaborated to further develop the communication platform "Love to Share". The purpose is to increase awareness of the ownership structure and the fact that the entire profit from the Kavli Group is allocated to good causes. The aim is to let consumers know that every time they choose a product from Kavli, they are making a difference.

The Kavli Trust communication should be open, accessible and engaging. Consumers should easily get information about what they are supporting by choosing Kavli products.

Kavli Trust also aims to support and contribute to the communication efforts by our collaborative partners, i.e. our grant recipients. By sharing information about their work in our communication channels, offering advice, knowledge and, in some instances, communication resources, we continue to fulfil the mandate of Kavli Trust.

## THE BOARD

The Board of Kavli Trust is required to have in-depth knowledge of the business side of the Kavli Group alongside experience within the culture sector, science or humanitarian work. A minimum of one trustee must have expertise in finance or investment.

In 2021, the board had the following composition:

**Dag J. Opedal** – trustee until 7 June 2021

**Dag J. Opedal** – chair from 7 June 2021

**Aksel Mjøs** – chair until 7 June 2021

**Aksel Mjøs** – trustee from 7 June 2021

**Solfrid Lind** – trustee

**Lise Hammergren** – trustee

**Erik Volden** – trustee from 7 June 2021

During 2021, the Board of Kavli Trust held eight minuted ordinary board meetings and one minuted email meeting. The annual accounts and annual report for 2020 were approved at the board meeting on 5 May 2021.

The Annual General Meeting for Kavli Holding AS was held on June 7, 2021.

## ADMINISTRATION

There are 4 full time equivalents in the administration as of 31.12.2021. Inger Elise Iversen is the General Manager.

The head office is in Bergen, and the visiting address is Sandbrekkeveien 91, 5225 Nesttun, Bergen, Norway.

No liability insurance has been taken out for the trustees.

## ACCOUNTANT

Kavli Trust's state authorised accountant is Katarina Lindøen Kjellnes of PricewaterhouseCoopers AS.

## 2. OWNERSHIP IN THE KAVLI GROUP

The Kavli Group is one of Norway's largest, oldest and most prominent international food producing companies with its own production facilities in Norway, Sweden, Finland and the UK. Income is generated from the sale of foods under the Kavli brand and strong local brands such as Primula Cheese, Druvan, Eriks, Planti and Q-Meieriene in the Nordic countries and the UK.

The Kavli Group is owned 100 per cent by Kavli Trust through Kavli Holding AS. The Board of Kavli Trust represents the ownership and constitutes the Annual General Meeting of Kavli Holding AS. Finn Jebesen is the chair of the Board of Kavli Holding AS, and Lise Hammergren and Dag J. Opedal represent Kavli Trust on the Board of Kavli Holding AS.

Employees of the Kavli Group are proud to work for a company that allocates its profit to good causes. The employees are involved in deciding how some of the funds are allocated. Every year, all employees in the four different countries nominate and vote for a selection of local projects to receive funding from Kavli Trust, via the so-called "employee nomination".

In 2021, the Board of Kavli Trust was kept up to date on the group's activities



**POPULAR SNACK:** Kavli's cheese spreads are popular as a hiking snack in many countries. (Photo: Kavli Sweden)

and performance through briefings by the CEO in board meetings, and briefings by the chair of the board, Finn Jebesen, and the CEO in strategy meetings.

Kavli Holding AS had operating revenues of NOK 4.2 billion in 2021, compared to 4.2 billion in 2020, and an annual after-tax return of NOK 295.5 million compared to 92.7 million in 2019. Dividends received by Kavli Trust and

recognised as income in 2021 were set at NOK 80.0 million.

The board recognises that the Kavli Group has also in 2021 had challenges with parts of its operations in the UK and in Finland. The construction of a new dairy plant in Jæren, on the west coast of Norway, represents the largest investment in the history of the Kavli Group and is a particularly demanding task. The board is satisfied with the

overall development of the group, both in terms of financial growth, development and results, not least the continuous positive market development of core products. The board fully trusts the management of the Kavli Group to hold their responsibilities in the best possible way, and will continue to be a committed and well-informed owner.



### 3. FINANCE AND MANAGEMENT

Kavli Trust's income source is a combination of annual dividends from Kavli Holding AS, interest on loans to Kavli Holding AS and returns from its own financial means. As per the Kavli Trust strategy, the aim is to build up a separate capital reserve so that, if necessary, it can provide capital injections to the Kavli Group and ensure that the non-profit activity does not depend on annual dividends from Kavli Holding AS. Furthermore, the investment portfolio contributes to a risk-based balancing of the total assets of Kavli Trust.

The board attaches considerable importance to a management strategy that takes into account relevant risks and a longer investment horizon, financial responsibility and the need for liquidity. The board has, on advice from Grieg Investor, adopted a long-term investment strategy for financial assets. The portfolio is invested in funds. Grieg Investor advises on the choice of management and funds, as well as providing monthly portfolio reports. Current asset composition, as of 31 December 2021, corresponds to strategic priorities.

Implementation of the financial strategy has been continuously

| Asset classes          | Return on investments as of Dec. 12, 2021 (%) |              |                 |                                 |
|------------------------|---|--------------|-----------------|---------------------------------|
|                        | Portfolio share (in %)                        | Portfolio    | Reference index | More/less return on investments |
| Norwegian bonds        | 13,10   | -0,09        | -0,59           | 0,49                            |
| Global bonds           | 19,75   | -2,16        | -1,67           | -0,55                           |
| Norwegian stock        | 8,14  | 25,15        | 21,14           | 4,01                            |
| Global stock           | 46,65   | 20,56        | 22,52           | -1,96                           |
| Real estate funds      | 11,42   | 13,87        | 13,87           | 0,00                            |
| Hedge Fund             | 0,90  | -7,60        |                 |                                 |
| Cash                   | 0,03  |              |                 |                                 |
| <b>Total portfolio</b> | <b>100</b>                                    | <b>12,38</b> | <b>12,85</b>    | <b>-0,47</b>                    |

monitored by CIO Knut Nordenhaug and the investment committee consisting of chair of the Kavli Trust Board, Dag Opedal and trustee Aksel Mjøs with regular reporting and support in board meetings.

As of 31.12.2021, the market value of Kavli Trust's financial portfolio, after loans to Kavli Holding AS were deducted, was NOK 558.0 million. 442.7 million of these have been invested in

a portfolio through Grieg Investor and the distribution of this on various asset classes as of 31.12.21 and the return on this for 2021 is shown in the table above. The board considers the return on financial assets in 2021 to be satisfactory.

#### SUSTAINABILITY

Kavli Trust's overall goal is to maximise the long-term value creation of invested capital and at the same time

*"Kavli Trust's overall goal is to maximise the long-term value creation of invested capital and at the same time contribute to sustainable development."*

contribute to sustainable development. Kavli Trust assumes that a good return over time depends on sustainable development in an economic, environmental and social sense.

Kavli Trust is aware of its responsibility as an owner, investor and social actor, and wants to use this position to contribute to positive change for society, people and the climate/environment.

### 3. FINANCE AND MANAGEMENT

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Kavli Trust recognises the UN Sustainable Development Goals as the world's common roadmap for a more sustainable world and that investments are an important tool in the global work to achieve these. Kavli Trust's long-term ambition is to increase exposure to investments that contribute to achieving the Sustainable Development Goals.

Kavli Trust further recognises the Paris Agreement and wants to contribute to achieving the 2-degree goal. Kavli Trust must therefore have a conscious approach to carbon emissions and carbon reserves from companies in its portfolio. Kavli Trust will have a lower share of carbon in its portfolio than the rest of the market. Kavli Trust regularly measures the carbon share in its portfolio, both on emissions and reserves.

#### IMPACT INVESTMENTS

By impact investments, Kavli Trust means investments that have a defined goal of achieving measurable social and / or environmental returns together with financial returns. Through impact investments, Kavli Trust wants to contribute to strengthening the private sector in developing countries. By investing in companies that create

jobs, improve living conditions and promote sustainable development, the foundation can contribute to lasting positive change for both individuals and society at large.

Impact investments are measured by their own criteria and as a separate portfolio, and are considered part of Kavli Trust's allocations for impact realisation. Investments are made primarily through fund and bond structures.

Kavli Trust has previously invested NOK 6 million in The Voxtra East Africa Agribusiness Growth Fund and USD 551,000 in an agricultural fund managed by responsAbility in Zurich, Switzerland. In 2021, Kavli Trust invested USD 975,000 in Women Livelihood Bond 4, a bond in which raised capital is lent to ten underlying companies in South and Southeast Asia. The borrowers will in various ways contribute to positive change for around 500,000 women and promote climate-friendly initiatives. The bond is issued by the Singapore-based Impact Investment Exchange. Impact investments are accounted for as investments in the accounts.

#### OPERATING COSTS

Kavli Trust's own operating costs



**EDUCATIONAL CAMP:** Guttas Campus ('Boys' Camp') in Oslo, summer 2021.  
(Photo: Nikolas Gogstad)

(excluding allocations) in 2021 were NOK 14.2 million. In 2020, operating costs were NOK 13.3 million.

Kavli Trust has no obligations beyond those set aside in the financial statements or discussed in this annual report. Net income before allocations

for Kavli Trust were NOK 132.3 million for 2021 (compared to NOK 99.1 million in 2020). The board believes that the income statement and the balance sheet with accompanying notes provide satisfactory information on the year's activities and the foundation's position at year-end.



## 4. CHARITABLE WORK

### OVERVIEW

The Kavli Trust statutes say: “O. Kavli and Knut Kavli’s Charitable Trust (Kavli Trust) is a trust with the object of promoting humanitarian causes, research and culture through the award of grants as determined by the Board of Trustees of Kavli Trust.”

Kavli Trust is the owner who makes a difference by not only giving a part of the profit, but all of it to charitable causes. We are here to make a difference. We are here for others!

Since its creation in 1962, Kavli Trust has supported many humanitarian, cultural and scientific research projects, all chosen for their high potential for benefit. Our goal is to create positive ripple effects in people’s lives, not only for individuals, but in local communities and in society at large.

Kavli Trust aims to be a responsible, trustworthy, competent and always relevant collaborator, functioning within our priority areas. We reach our goals by working in a responsible, long-term, competent and devoted way.

### THREE MAIN CATEGORIES AND THE UN SUSTAINABLE DEVELOPMENT GOALS

Three categories are specifically stipulated and stated as criteria for allocation in the Kavli Trust statutes:

- Humanitarian work
- Scientific research
- Culture

The areas to be prioritised within the various categories are defined in the governance document for the Kavli Trust allocation strategy, which is regularly revised and adopted by the board.

In 2020, the administration and the board carried out a comprehensive revision of the foundation’s allocation strategy. We believe that a new, sharpened allocation strategy with a thematic focus, has strengthened the effect of the Kavli Trust allocations. The strategy is valid until 2023 and is revised annually by the board.

The distribution key between the categories is maintained: 60 percent of

all allocations must go to humanitarian projects, 30 percent to scientific research and 10 percent to culture. The same applies to the geographical distribution. 70 percent of the funds are allocated to projects in countries where the Kavli Group operates: Norway, Sweden, Finland and the UK. The remaining 30 per cent is allocated to projects in developing countries in sub-Saharan Africa and in Asia.

Kavli Trust focuses on the following UN Sustainable Development Goals, as a foundation for our priority areas:

Goal 3: **Good health and well-being**

Goal 4: **Quality education**

Goal 12: **Responsible consumption and production**

Goal 13: **Combat climate change**

*“O. Kavli and Knut Kavli’s Charitable Trust (Kavli Trust) is a trust with the object of promoting humanitarian causes, research and culture through the award of grants as determined by the Board of Trustees of Kavli Trust.”*



## 4. CHARITABLE WORK

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This is how Kavli Trust will contribute:



### 1) HUMANITARIAN WORK

#### Child and adolescent mental health

Kavli Trust strengthens the mental health of children and adolescents with various interventions that promote education, life skills and inclusion.

Kavli Trust wants all children and adolescents to be healthy, safe and have the opportunity to develop their skills. Education, independence and confidence are key to empowering children and adolescents so that they flourish and thrive in whatever they choose to do.

#### Climate, responsible consumption and production

As the owner of a food group, Kavli Trust has a particular obligation to help solve the climate challenges related to responsible consumption and production. We therefore support smart solutions for the climate and environment.

#### Education

Knowledge and education are key to creating lasting change in society and people's lives. We therefore support dissemination of research relating to our priority areas. We also support high-quality education and programmes that ensure children and adolescents' school participation, and interventions that promote equal rights and inclusion for all.



### 2) SCIENTIFIC RESEARCH

Kavli Trust is representative of private, voluntary funding, and plays an important role where public funds are not sufficient. Kavli Trust supports demand-driven research that is anchored in specific evidence gaps and that is relevant to users. The foundation supports research that prevents and alleviates mental disorders in children and adolescents through the Kavli Trust Programme on Health Research. The programme is run in collaboration with the Norwegian Dam Foundation acting as the executive partner until 2025.



### 3) CULTURE

Kavli Trust works to ensure that as many children and adolescents as possible have the opportunity to experience, create and partake in cultural activities. We support cultural activities as a means to promote inclusion and integration.

#### THE EMPLOYEE NOMINATION

All employees in the Kavli Group contribute to creating the profit that Kavli Trust allocates to good causes. Our employees are also important ambassadors for our businesses, for Kavli Trust and for the projects we fund.

The employee nomination is one of the annual highlights of the Kavli Group. All employees in the Kavli Group vote on a number of causes that will be granted funding. The Kavli businesses in each country hold nomination and selection processes and a shortlist is presented to Kavli Trust, which makes the final decision. The selected charities are invited to receive a cheque and celebrate together with the employees. The level of engagement with the employee nomination is high. This direct involvement of the employees with the work of the Kavli Trust is regarded as an important element to instil pride, ownership and solidarity.

#### THE COVID-19 PANDEMIC

The level of activity among our recipients has in 2021 been strongly affected by the Covid-19 pandemic. Overall, our impression is that a lot of good work has been done. Our collaborative partners have had to quickly adjust, improvise and adapt to infection prevention measures. Kavli Trust has tried to be a supportive and responsible donor. We have maintained a close dialogue with our partners, and together we have found the best solutions within the spaces of opportunity.

## Did you know ...

*... that the artist Rolf Aamot and concert pianist Jan Henrik Kayser were the first to receive a grant from Kavli Trust? They received 5,000 NOK each, which is equivalent to 56,000 NOK today.*

*... that Kavli Trust gave the landmark sculpture "The Blue Stone" to the city of Bergen? Today, it is one of the city's most well-known meeting places.*



**POPULAR MEETING PLACE:** The Blue Stone in Bergen. (Photo: Hanne Eide Andersen / Kavli Trust)



## 4. CHARITABLE WORK

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## PROJECTS THAT RECEIVED FUNDING IN 2021

All of the major allocations are reported on [kavlifondet.no/en](https://kavlifondet.no/en)**FOOD RESCUE IN THE UK:**

FareShare North East is a new partner for Kavli Trust in the UK. They redistribute surplus food to non-profit organisations, and offer job training for people who are out of work. (Photo: FareShare North East)

| ALLOCATIONS 2021 (figures in NOK 1000) |                     |          |       |
|--|---------------------|----------|-------|
| Karolinska Institutet                  | Scientific research | Sweden   | 8 000 |
| Anna Freud Centre                      | Scientific research | UK       | 9 148 |
| University of Manchester               | Scientific research | UK       | 1 236 |
| University of Manchester               | Scientific research | UK       | 9 632 |
| Local causes, Kavli Norway             | Humanitarian        | Norway   | 500   |
| Local causes, Kavli Sweden             | Humanitarian        | Sweden   | 500   |
| Local causes, Kavli UK                 | Humanitarian        | UK       | 500   |
| Mind                                   | Humanitarian        | Sweden   | 2 000 |
| Göteborgs Stadsmission                 | Humanitarian        | Sweden   | 800   |
| Erikshjälpen                           | Humanitarian        | Sweden   | 2 495 |
| Plan International Norge               | Humanitarian        | Norway   | 500   |
| Norwegian Church Aid                   | Humanitarian        | Ethiopia | 1 490 |

|  |              |                      |               |
|--|--------------|----------------------|---------------|
| REFUSE C.I.C.  | Humanitarian | UK                   | 1 300         |
| Voksne for Barn  | Humanitarian | Norway               | 2 000         |
| En Frisk Generation  | Humanitarian | Sweden               | 2 500         |
| Sørlandet Hospital   | Humanitarian | Norway               | 2 040         |
| Bind Food Waste Innovation CIC                                 | Humanitarian | UK                   | 1 356         |
| Maskrosbarn  | Humanitarian | Sweden               | 1 000         |
| Guttas Campus  | Humanitarian | Norway               | 3 000         |
| FareShare North East   | Humanitarian | UK                   | 2 000         |
| The LEAP Science & Maths Schools                               | Humanitarian | South Afrika         | 6 400         |
| The Salvation Army, Norway                                     | Humanitarian | Norway               | 1 000         |
| Food Bank Norway (Matsentralen)                                | Humanitarian | Norway               | 2 000         |
| Adra Norge   | Humanitarian | Ethiopia             | 4 900         |
| Seedling projects 2021*, see other list                        | Humanitarian | Norway/<br>Sweden/UK | 5 300         |
| Employee nominations, Kavli Norway                             | Humanitarian | Norway               | 2 500         |
| Employee nominations, Kavli Sweden                             | Humanitarian | Sweden               | 2 500         |
| Employee nominations, Kavli UK                                 | Humanitarian | UK                   | 2 500         |
| Employee nominations, Kavli Finland                            | Humanitarian | Finland              | 840           |
| New Writing North  | Culture      | UK                   | 3 600         |
| Kulturhjerter  | Culture      | Norway               | 900           |
| <b>Sum project allocations 2021</b>                            |              |                      | <b>84 437</b> |
| Impact-investering, Obligation IIXs<br>Women's Livelihood Bond | Humanitarian | Asia                 | 8 599         |
| <b>Total allocations in 2021</b>                               |              |                      | <b>93 036</b> |

## 4. CHARITABLE WORK

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| SEEDLING PROJECTS 2021 [figures in NOK 1000] |              |        |              |
|--|--------------|--------|--------------|
| Stiftelsen MusikBojen                        | Culture      | Sweden | 197          |
| Västerås Stadsmission                        | Humanitarian | Sweden | 150          |
| Föreningen Frisk Mat                         | Humanitarian | Sweden | 200          |
| Rest seedling projects, Sweden               | Humanitarian | Sweden | 453          |
| Guttas Campus                                | Humanitarian | Norway | 300          |
| Forskerfabrikken Norge AS                    | Humanitarian | Norway | 250          |
| Sørlandet Hospital                           | Humanitarian | Norway | 242          |
| Impact StartUp Norge                         | Humanitarian | Norway | 150          |
| Matvett AS                                   | Humanitarian | Norway | 300          |
| Havre Grønne Verdier                         | Humanitarian | Norway | 150          |
| Voksne for Barn                              | Humanitarian | Norway | 150          |
| The We Effect AS                             | Humanitarian | Norway | 350          |
| Rest tech funds                              | Humanitarian | Norway | 850          |
| Senter for livshjelp                         | Humanitarian | Norway | 200          |
| Rest seedling projects, Norway               | Humanitarian | Norway | 358          |
| Birkheads Wild Community Interest Company    | Humanitarian | UK     | 300          |
| Rest seedling projects, UK                   | Humanitarian | UK     | 700          |
| <b>Sum minor projects</b>                    |              |        | <b>5 300</b> |

**GRATITUDE TREE:** Young people at Birkheads Wild planted this Norwegian Spruce to celebrate the donation from Kavli Trust. (Photo: Birkheads Wild)





## 5. ETHICS, HUMAN RIGHTS, DIVERSITY, ENVIRONMENT AND SUSTAINABILITY

### ETHICS

As a charitable trust, ethical operations lie at the very foundation of Kavli Trust. This is ensured through a set of rules and regulations, which are evaluated and updated on a regular basis.

These include, among other things, zero tolerance for corruption, principles of conflict of interest and partiality, external duties and working conditions, confidentiality and discretion, information and IT systems, business practices and environment, and health and safety.

Kavli Trust also has its own ethical guidelines for communication. These include basic values and principles for general language style and visual presentation in Kavli Trust's media channels. We are particularly concerned with representing people and collaborating partners in a balanced and dignified manner, ensuring that we do not contribute to stereotypes or prejudices.

Kavli Trusts seeks out responsible collaborating partners who share our values and whom we can identify with.

### EQUALITY AND DIVERSITY

Through our allocations, we promote universal human rights such as access to education and health services.

Kavli Trust works in accordance with Norwegian anti-discrimination rules related to gender, pregnancy, parental leave, care responsibilities, ethnicity, religion, belief, disability, sexual orientation, gender identity and gender expression.

As of 31 December 2021, Kavli Trust has three female employees and one man. The board consists of three men and two women. The board emphasises that both genders should be equally represented. The working environment is considered to be good.

### CLIMATE/ENVIRONMENT AND SUSTAINABILITY

The climate is affected by the operations of Kavli Trust through its office facilities and travel. With four employees working in Oslo, Kristiansand and Bergen respectively, everyone must be aware of organising their work in such a way to reduce their carbon footprint. The most effective step is to limit

travel generally and strive to use environmentally friendly, low emission transport.

Kavli Trust will continue to support projects with climate and environmental purposes.



*"It means a lot to work for such a great company that is founded on the Kavli Trust"*

Marit J. Kanney, Art Director at Kavli Norge

## 6. KAVLI GROUP ACCOUNTS

Kavli Trust has prepared the consolidated accounts together with an overview of the foundation's business activities, in accordance with the requirements of the Norwegian Accounting Act (Regnskapsloven).

The annual profit for the Kavli Group is NOK 295.5 million before distributions to charitable activities, compared to NOK 92.7 million in 2020. The consolidated financial statements for Kavli Holding AS show the economic development of the business sector separately. The consolidated financial statements for Kavli Holding AS were presented to the Board of Kavli Trust on 25 April 2022, with a profit after tax of NOK 243.2 million for 2021, compared with NOK 66.6 million in 2020.

For further information, refer to the annual report for Kavli Holding AS.



*Kavli Trust  
is expected  
to allocate  
around 100  
million NOK  
annually until  
2025.*

## 7. VIEW AHEAD AND CONTINUED OPERATION

Since 2020, the world has ended up in a crisis situation. The need to take responsibility through good deeds and charitable contributions is greater than ever.

Kavli Trust has several collaborative partners who are continuing to help people during normal times as well as in this very unusual time of crisis. Many of them are currently serving those most affected by the crisis, such as people experiencing loneliness, exclusion, poverty and other difficult situations.

Kavli Trust is pleased to be able to help by supporting organisations such as food banks in Norway, Sweden and the UK, Maskrosbarn in Sweden and The Salvation Army in Norway and the UK, Norwegian Church Aid and Adra Norway in Ethiopia, as well as Human Practice Foundation and Strømme Foundation in Nepal.

The total amount to be allocated to good causes will vary in the years to come. The Board of Kavli Trust, together with the administration, will continue the development and promotion of Kavli Trust's charitable operations. The board is very positive with regards to the future development of Kavli Trust.

The board considers the conditions for continued operation to be fully present.

Bergen, 25 April 2022

Dag J. Opedal  
Chairman of the Board

Aksel Mjøs  
Member of the Board

Solfrid Lind  
Member of the Board

Lise Hammergren  
Member of the Board

Erik Volden  
Member of the Board

Inger Elise Iversen  
General Manager





LOVE TO  
*share*

All profits  
go to **charity**

