

ARDIAN

Inclusion & Diversity CHARTER

The illustration shows a woman with red hair, wearing a yellow shirt and pink pants, sitting on the left curve of the large black ampersand and working on a laptop. A man with dark hair, wearing a blue shirt and blue pants, is standing on the right curve of the ampersand, also working on a laptop. The background features large, light blue, stylized letters 'A' and 'D'.

HR DEPARTMENT

Ardian is a world-leading private investment house with assets managed or advised in Europe, the Americas, Asia and the Middle East. Through its commitment to shared outcomes for all stakeholders, Ardian's activities fuel individual, corporate and economic growth around the world.

At Ardian, we want to have a positive impact on all our stakeholders and we are conscious of our societal role. **This charter, which sets up concrete and measurable targets, is a commitment against all types of discrimination and an engagement to promote equal opportunities.**

We define Inclusion and Diversity ("I&D"), as the framework that allows everyone to realize their true potential within a group, while being respected and feeling free to express their ideas and their singularities, no matter if it is religion, gender, age, national origin, educational background, mental and physical disabilities or sexual orientation.

We truly believe that diverse and inclusive organizations are more creative, innovative and outperform their peers. For all these reasons, Inclusion and Diversity are one of our strategic objectives on the short, mid and long terms, and we are actively working to make them levers for sustainable performance.



This charter aims at:

Creating an inclusive working environment which facilitates the expression of individuals from all backgrounds



Developing actions on three priorities axis: gender diversity, social diversity and disability

Promoting equal opportunities to strengthen our positive social impact



Using our different committees to keep improving our initiatives and measure their success

CREATE AN INCLUSIVE WORKING ENVIRONMENT WHICH FACILITATES THE EXPRESSION OF INDIVIDUALS FROM ALL BACKGROUNDS, WITH CONCRETE OBJECTIVES

The successful integration of diverse profiles is based on the development of an inclusive working environment to allow individuals to express themselves, develop and reach their full potential. Particular attention will be paid by managers to make sure that new recruits are well on boarded and have access to the training needed.

> ORGANIZE INCLUSION TRAINING FOR ALL OUR STAFF

- 100% Ardian recruiters to be trained on unconscious biases, stereotypes and non-discrimination.
- 100% Ardian managers to be trained on conscious inclusion.
- 100% Ardian employees to be trained on unconscious biases and stereotypes.

> SHED LIGHT ON OUR FLEXIBLE WORKING POLICY

- Ardian knows its flexible working policy is a lever for talent retention. This policy, built by the Millennial Comex with HR and IT support, has been based on the specific needs of employees.
- A particular attention is paid to the non-discriminatory aspects of this policy and the company makes sure that all employees are equally encouraged to benefit from it.

> SUPPORT ARDIAN PARENTS AND CAREGIVERS

- With the extension of Ardian's paternity leave to 6 weeks
- With the goal to harmonize maternity leave across our offices
- With the objective to constantly look into new benefits which would be offered to Ardian parents



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DEVELOP ACTIONS ON THREE PRIORITIES AXIS: GENDER DIVERSITY, SOCIAL DIVERSITY AND DISABILITIES WITH CONCRETE OBJECTIVES

2.1 WE COMMIT FOR GENDER DIVERSITY

➤ MEASURE AND CORRECT ANY PAY GAPS BETWEEN MEN AND WOMEN

- Ardian commits to study unexplained pay gaps between Men and Women in equivalent positions, on a yearly basis and for all its offices.
- Ardian also commits to write a global equal salary policy and to reduce any unexplained salary gaps thanks to a dedicated financial pocket during its Compensation Committee.

➤ PROMOTE A GENDER EQUITY

- A particular attention is paid to management and investment functions.
- Using inclusive HR processes through which the company commits
 - organize recruitment processes with at least one interviewer from each gender.
 - have at least one person from each gender in recruitments shortlists.
 - make sure that at least one person from each gender is present on recruitment and student fairs.
 - investigate the I&D commitments of all the recruitment firms we partner with
 - repeat non-discrimination principles before each Compensation, Personal and Career Development Committees.
 - pay particular attention to gender diversity in our internship promotions.
 - develop a new sponsorship program dedicated to women in partnership with the Ardian Women Club.
- Ardian also promotes gender equality through numbered targets:
 - FranceInvest/Sista Charter: Ardian wants to apply the following targets to all its offices. Reach 25% of women in Investment Committees by 2030 and 30% by 2035. Reach 40% of women in investment teams by 2030.

➤ PROMOTE OUR SECTOR AMONGST WOMEN STUDENTS

- see point 3 of our action plan.



DEVELOP ACTIONS ON THREE PRIORITIES AXIS:
GENDER DIVERSITY, SOCIAL DIVERSITY AND DISABILITIES
WITH CONCRETE OBJECTIVES

2.2 WE COMMIT FOR A BETTER SOCIAL DIVERSITY IN OUR TEAMS

➤ SET UP PARTNERSHIPS TO RECRUIT AND, IF NECESSARY, TRAIN CANDIDATES COMING FROM ALL SOCIO-ECONOMIC BACKGROUNDS TO THE INTERVIEW PROCESSES

- Ardian commits to pursue its training program on interpersonal skills for students issued from modest backgrounds. This program is today developed with the association Voxpopuli. Ardian will continue to explore other partnerships with the Fondation to source talents issued from modest backgrounds.

➤ APPLY INCLUSIVE TALENT PROCESSES (INCLUDING RECRUITMENT, CAREER PROGRESSION AND MOBILITY) ARE BASED ON THE FAIR ASSESSMENT OF COMPETENCE AND CAPABILITY

- With career framework to avoid any type of discrimination and enable fair and transparent career progression.
- Our recruitment process does not exclude any candidate based on the University/Schools he graduated from.

➤ PROMOTE OUR ACTIVITIES AMONGST POTENTIAL CANDIDATES FROM SCHOOLS AND UNIVERSITIES

- see point 3 of our action plan.



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DEVELOP ACTIONS ON THREE PRIORITIES AXIS: GENDER DIVERSITY, SOCIAL DIVERSITY AND DISABILITIES WITH CONCRETE OBJECTIVES

2.3 WE COMMIT TO INCLUDE A HIGHER NUMBER OF DISABLED PEOPLE

➤ BECOME A DISABLED FRIENDLY COMPANY

- Share our disability policy throughout the company
- Train someone to ease onboarding of disabled people.
- Systematically remind in our job offers that all of them are opened to disabled people.
- Support managers to receive disabled candidate if their skills have been validated by recruiters.
- Create partnerships with associations and schools to encourage employment of disabled people.

➤ CREATE AN ENVIRONMENT WHERE EVERY DISABLED PEOPLE FEEL FREE TO DECLARE THEMSELVES

- Ardian commits to continue its actions for a better understanding of disability.
- Ardian will put actions in place to allow employees to declare themselves, while guaranteeing to avoid any type of discriminations



PROMOTE EQUAL OPPORTUNITIES TO STRENGTHEN OUR POSITIVE SOCIAL IMPACT

> PROMOTE THE PRIVATE INVESTMENT SECTOR AMONGST STUDENTS FROM UNDERREPRESENTED GROUPS TO ENCOURAGE THEM TO JOIN OUR INDUSTRY, NOTABLY AMONGST TWO OF OUR PRIORITY TARGETS: WOMEN STUDENTS AND PEOPLE COMING FROM MODEST SOCIAL BACKGROUND.

- Ardian enlarged the list of universities and schools targeted in its recruitment processes. The company organizes dedicated events to reach out to these students.
- Ardian organizes an event, Generation Women, targeting young women students who have not chosen financial studies yet.
- Ardian highlights female role models, notably via testimonies on our website and social networks, to allow candidate to identify themselves in a role at Ardian.
- Ardian reinforced its presence in high schools to promote its activities and advice students on the path to follow to integrate a company from our sector.

> BECOME A DISABLED FRIENDLY COMPANY

- see point 2.3 of the action plan.

> PAY PARTICULAR ATTENTION TO THE I&D APPROACH OF ALL OUR SUPPLIERS AND ENCOURAGE THEM TO SHARE WHERE DO THEY STAND ON THIS ASPECT.

> BUILD PARTNERSHIPS TO EASE THE SOURCING OF OTHER TYPE OF PROFILES FOR INTERNSHIPS OR LONG TERM CONTRACTS (VOXPOPULI, ARDIAN FOUNDATION, ASSOCIATIONS PROMOTING DISABILITY, ...)

- see point 2.2 of the action plan.



USE OUR DIFFERENT COMMITTEES TO KEEP IMPROVING OUR INITIATIVES AND MEASURE THEIR SUCCESS

> MOBILIZE ARDIAN STAKEHOLDERS AND RESOURCES ON THESE OBJECTIVES AND ACTION PLAN

- **Executive Committee** is informed on objectives and successes via regular follow-ups.
- **Diversity Committees** gathering employees, managers and HR have been created (France, UK, USA, Italy) with notably a role in the initiatives' coordination and brainstorming.
- Liaise with the **Sustainability Committee** to make sure that we share the best practices with our portfolio companies and the GPs we invest in.
- **Executive Millennial Committee**, with members based all around the world are a lever to execute the policy.
- **External advisors** bring expert knowledge and insight and support continuous development in this particular area.

> MEASURE THE EFFICIENCY OF OUR ACTION PLAN, NOTABLY USING STUDIES AND CERTIFICATIONS

- A **I&D objective** will be included to end of year appraisals by 2022, with a list of actions which could be undertaken by the employee during the year.
- **EDGE Certification**: Ardian has successfully reached the first level of certification in 2020 and will pursue its efforts to obtain the second level in 2022.
- Signatory of the **FranceInvest/Sista Charter**.
- **External audits on our HR processes** (EDGE, recruitment, ...).
- **Benchmark** on best practices; latest studies and researches.
- **Conduction of a global study on Inclusion** at Ardian.
- Conduction of a yearly study on **psychosocial stress** factors to identify populations at risk
- Conduction of regular **engagement surveys**

