

ARDIAN

Inclusion & Diversity

The title 'Inclusion & Diversity' is rendered in a red serif font. A large, black ampersand symbol is positioned between the words. A man in a blue shirt and dark pants is walking on the top curve of the ampersand while holding a laptop. A woman in a yellow shirt and pink pants is sitting on the bottom curve of the ampersand, also using a laptop. The background features large, light blue, stylized letters 'A' and 'D'.

CHARTER 2022

Ardian is a world-leading private investment house with assets of US\$100bn managed or advised in Europe, the Americas and Asia. 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 launching an action plan to make them levers for sustainable performance.



This charter aims at:

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

- 2** Developing actions on three priorities axis: gender diversity, social diversity and disability
- 3** Promoting equal opportunities to strengthen our positive social impact
- 4** 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 OBJECTIVES TO REACH BY 2022

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.

> PUBLISH OUR FLEXIBLE WORKING POLICY

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

> PUBLISH OUR SUPPORT GUIDE FOR PARENTS AND CAREGIVERS

- Ardian commits to publish a support guide for parents and caregivers at a global scale, with local versions depending on cultural and legal specificities.
- This guide will notably include a measure to ease the return to the office after maternity or sick leaves of more than 5 months. It will give the opportunity to progressively return to the office, if the team's organization allows it.
- In line with our discussions around parenthood, Ardian commits to study the extension of paternity leave's duration.



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DEVELOP ACTIONS ON THREE PRIORITIES AXIS: GENDER DIVERSITY, SOCIAL DIVERSITY AND DISABILITIES WITH OBJECTIVES TO REACH BY 2022

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.

> WRITE A GENDER EQUITY POLICY

- A particular attention will be paid to management and investment functions.
- This policy will include actions to increase the recruitment of female talent and their career development. Therefore, the company commits to:
 - 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.
 - repeat non-discrimination principles before each Compensation, Personal and Career Development Committees.
 - pay particular attention to gender diversity in our internship promotions and appoint a referent student by school/university and sensitize them on Ardian I&D approach.
 - develop a new sponsorship program dedicated to women in partnership with the Ardian Women Club.
- This policy will include concrete 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 30% of women in investment teams by 2030 and 40% by 2035.

> 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 OBJECTIVES TO REACH BY 2022

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

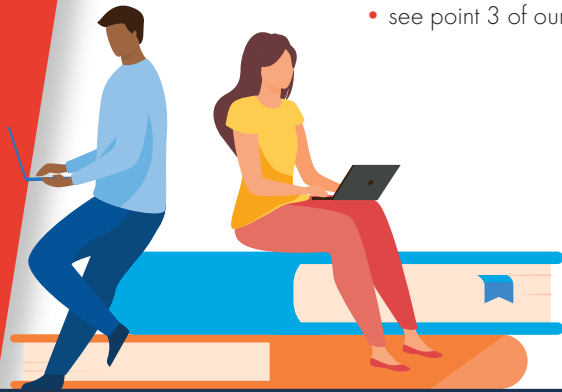
- Ardian commits to pursue its training program on interpersonal skills. The objective of this program, today developed in partnership with VoxPopuli is to go from 8 students trained and included to our internship recruitment processes in 2020, to 16 in 2021.
- Ardian will study any opportunities to collaborate with Ardian Foundation to source talent from all socio-economic backgrounds and will closely follow any partnership options.

> MAKE SURE THAT OUR TALENT PROCESSES (INCLUDING RECRUITMENT, CAREER PROGRESSION AND MOBILITY) ARE BASED ON THE FAIR ASSESSMENT OF COMPETENCE AND CAPABILITY

- Create a career framework to be shared with employees to avoid any type of discrimination and enable fair and transparent career progression.
- Our recruitment process should 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.



DEVELOP ACTIONS ON THREE PRIORITIES AXIS: GENDER DIVERSITY, SOCIAL DIVERSITY AND DISABILITIES WITH OBJECTIVES TO REACH BY 2022

2.3 WE COMMIT TO INCLUDE A HIGHER NUMBER OF DISABLED PEOPLE

> BECOME A DISABLED FRIENDLY COMPANY

- Train someone to ease onboarding of disabled people.
- Systematically remind in our job offers that all of them are opened to disabled people.
- Set up a rule stating that managers are obliged 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 encourage employees to declare themselves, while guaranteeing to avoid any type of discriminations in their career development.



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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 will enlarge the list of universities and schools targeted in its recruitment processes. The company will organize dedicated events to reach out to these students.
- Ardian will organize an event, Generation Women, targeting young women students who have not chosen financial studies yet.
- Ardian will highlight female role models, notably via testimonies on our website and social networks, to allow candidate to identify themselves in a role at Ardian.
- Ardian will reinforce 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** will be 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 15 members based all around the world will be a lever to execute the policy.
- **External advisors** will 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 **FrancelInvest/Sista Charter**.
- **External audits on our HR processes** (EDGE, CNIL, recruitment, ...).
- **Benchmark** on best practices; latest studies and researches.
- **Launch of a global study on Inclusion** at Ardian.

