15 YEARS ARDIAN foundation



# **The Ardian Foundation**, 15 Years of Impact, and a New Chapter for Scientific Research




# “Today we rank among the ten largest foundations in private equity”

**François Jerphagnon**, President of the Ardian Foundation, and **Matthieu Labouche**, General Director of the Ardian Foundation, reflect on its first 15 years and the decision in 2025 to start funding scientific research.







### What are you most proud of from the Foundation's first 15 years?

François Jerphagnon: Taking on the presidency in the year the Foundation celebrates its 15th anniversary is both an honor and a responsibility. I am determined to build on the momentum Mathias Burghardt has created, and I would like to thank him for all he has achieved. We are particularly proud of the recognition and visibility the Foundation has achieved in the social mobility space, specifically in early childhood, and more broadly in strategic philanthropy, where our support for charities is increasingly acknowledged. Today, we rank among the ten largest foundations in the private equity industry, and other foundations regularly seek our expertise.

Matthieu Labouche: We can also be proud of the Foundation's ability to develop and evolve its approach from our initial focus on social mobility through education. After a decade, we started to concentrate on early childhood since it is an underfunded field that is critically important in shaping long-term outcomes. And now having reached the 15-year milestone, we are extending our work into scientific research. This says a lot about the Foundation's DNA and adaptability: we are always open to reviewing our philanthropic approach and the causes we decide to support.

### Why did you decide to add the scientific research pillar to your mission?

FJ: Our decision to support scientific research in mathematics, physics, artificial intelligence, innovation, and economics stems from our recognition of a critical need for private capital to complement public funding, and to help preserve and strengthen Europe's scientific sovereignty. We believe it is our responsibility to support researchers within European universities, enabling them to translate academic excellence into tangible impact for society and the economy.

### What makes the Foundation's employee engagement so distinctive?

ML: Today, nearly 50% of Ardian employees are involved with the Foundation, contributing money, time or both. That is an unusually high proportion, and it shows how rewarding this involvement is for our colleagues. It enhances people's sense of purpose in their work, aligns with Ardian's values and fosters stronger connections within and between our teams. Encouraging our employees to get involved with the Foundation is an important way of bringing people together and reinforcing our culture of teamwork and social responsibility.

# Our mission

The Ardian Foundation is the philanthropic branch of Ardian, founded in 2010. As we celebrate 15 years of commitment to social mobility, we continue to expand our mission — now pursuing two pillars: promoting social mobility through education and supporting cutting-edge scientific research.

Through our social mobility pillar, we support charities that help children and young people from underserved communities gain access to quality education and wider social opportunities. We fund projects in early childhood, as well as projects aimed at preschool-age children, primary and secondary pupils and young adults entering the world of work. Driven by research showing that early interventions can have major long-term impacts on social mobility, we will devote an increasing share of the Foundation's budget to projects aimed at the youngest children and their families.

Our scientific research pillar, launched in 2025, supports academic research by world-recognized experts in France and across Europe. We concentrate on fields including mathematics, physics, AI, innovation and economics that can strengthen Franco-European scientific sovereignty and drive innovative solutions that lead to positive social impact.

The driving force behind the Foundation is the active participation of Ardian employees. Many donate time, money, or both to support the Foundation's partner charities or raise money for charitable causes of their own, which the Foundation matches. By contributing their time and professional expertise, Ardian's employees also underpin our commitment to venture philanthropy – helping our partner charities to scale up, professionalize themselves and ultimately reach more beneficiaries.

The Foundation's commitments to social mobility and scientific excellence can have profound social impacts. As such, they align with Ardian's mission to use its financial strength and professional skills as a force for good in society.

# €5.7m

**BUDGET IN 2025**

**57**
**CHARITIES SUPPORTED**

**12**
**COUNTRIES**

**5**
**RESEARCH PARTNERS**

**530+**
**ARDIAN EMPLOYEES ENGAGED**

**BUDGET ALLOCATION BY PRIORITY**

| | |
|---|---|
| Early childhood | **30%** |
| Education | **47%** |
| Research | **23%** |

**BUDGET ALLOCATION BY GEOGRAPHY**

| | |
|---|---|
| Europe | **70%** |
| Americas | **26%** |
| Asia | **3%** |
| Middle East | **1%** |

"The Foundation has grown in scale, and so has our financial rigor — a shift that ultimately serves the charities we support."



**ANNA BOUIX**
Treasurer, Ardian Foundation

# We are a strategic partner for charities promoting Social Mobility

The Ardian Foundation backs 57 charities in 12 countries, from early childhood to youth employment.





**Ana Coric**, Partnerships Manager, and **Mathilde Morgenthaler**, Partnerships Analyst, explain the Foundation's approach to supporting charities.

**How would you describe the Foundation's philanthropic approach?**

Ana Coric: We understand that charities need consistent, long-term support, so we now commit to each of our chosen charities for between five and eight years. During this period, we operate as a funder and strategic partner, offering guidance on operational, organizational and strategic topics. We focus on a lot of small grassroots organizations. Our mission is to help the ones that we support to professionalize and accelerate their growth so that they can have a bigger impact.

Mathilde Morgenthaler: We are also proud of the way we structure our grants to support the charity's entire strategy – both the programs it delivers for beneficiaries and investment in strengthening and scaling its organization. This is key for the charity's future long-term development and impact.

**At what stage in a charity's development do you aim to get involved?**

AC: Charities usually go through an initial phase of growth, where they concentrate on reaching as many beneficiaries as possible, followed by a period when they stabilize and devote more time and resources to strengthening their operations. This is when charities must optimize and evaluate the effectiveness of their programs, before they go into the second phase of scaling where – ideally – they start to achieve systemic change. Very few funders are focused on this stabilization and professionalization phase, but this is the key period for us, because this is where we see charities start to diverge. Some will remain the same size while others will take the next step into advocacy and engagement in public policy. That transition is what we are ultimately hoping to achieve.

**How do you prepare charities for the end of the partnership?**

MM: We try to give as much clarity as possible to our partners so that they know what our funding cycle will look like and they can anticipate the end of the partnership. The exit strategy is very important because we cannot be there forever. We want our partners to become financially independent from our grants by diversifying their funding sources and finding new 'sparring' partners that can help with new expertise alongside grant funding.

# Our Social Mobility projects

## EARLY CHILDHOOD

We aim to direct around half the funding for our Social Mobility pillar to programs that target very young children and their families who come from underserved communities. Deprivation, in various forms, during these important years can cause a developmental deficit that affects children's educational attainment and can negatively influence their life outcomes many decades later.

Our focus on funding charities that provide early childhood programs is based on academic research, notably by Nobel laureate economist James Heckman, that has shown that early interventions – if sustained – can have a major positive impact on children's later development.

**2025 IMPACT**
**PROJECTS: 24**
**COUNTRIES: 11**
**FUNDING: €1.3m**

We focus on four priorities:

- **Support for parents** to build self-confidence, empower them and connect them with their community
- **Material support for parents** to meet their children's needs
- **High-quality learning environments** at home, in daycare and at school to encourage early progress
- **Workforce development** to train professionals and keep them abreast of the latest research in the field

## EDUCATION

We fund charities that work with beneficiaries aged from six up to young adults, helping them to develop skills and providing mentoring, community programs and targeted financial support.

**2025 IMPACT**
**PROJECTS: 33**
**COUNTRIES: 8**
**FUNDING: €2.1m**

Our partners focus on children, parents, caregivers and teachers to close early learning gaps in reading, writing, and numeracy. They address barriers such as lack of extracurricular activities, limited access to learning resources and even food insecurity.

Our secondary education partners target pupils aged 13 to 18, working to close the attainment gap between disadvantaged students and their more privileged peers, which research shows can reach the equivalent of 18 months of education by the time they leave secondary school. Interventions include career guidance and mentoring, extracurricular activities, education enrichment programs and study scholarships.

Our partners' programs for young adults combine mentoring, skills development, and real-world work experience to support beneficiaries as they transition from education to adult life. They also help young people to enhance their personal skills through community-building activities.

# A new pillar: Scientific Research

## Why we believe it is vital to fund academic research.

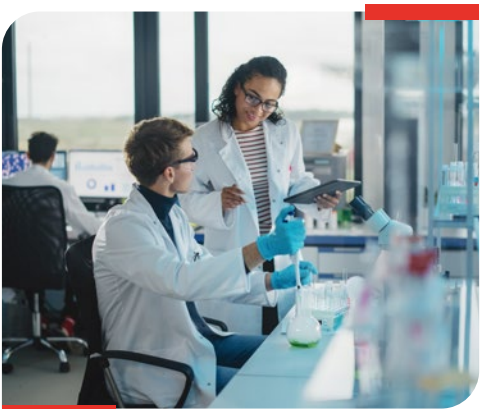
In 2025, we formally launched the Foundation's second strategic pillar, Scientific Research, marking an important evolution in our mission. This decision responds to the rapid rise of artificial intelligence and the broader technological revolution, which are reshaping industries, societies, and the way we live and work. It also reflects pressure on state funding of advanced research and the resulting rise in demand for private grants.

Under this pillar, we partner with recognized academic leaders – many of them Nobel Laureates – to fund world-class research in mathematics, physics, artificial intelligence, innovation and economics. We prioritize applied research that strengthens Franco-European scientific sovereignty and excellence, and drives innovation that generates a positive impact on society.

In line with the aims of our Social Mobility pillar, we also fund academic research intended to shape public policy and contribute to better outcomes in terms of educational attainment and social mobility.

The projects selected for support demonstrate scientific excellence, originality and the potential to transform their field. In reaching our funding decision, we consult leading specialists in the relevant disciplines.

We expect our support for cutting-edge scientific research to grow in the future, while continuing to fund Social Mobility programs.





"Supporting scientific sovereignty is part of building a resilient future. We see research not as an option, but as a responsibility to future generations."

**FRANÇOIS JERPHAGNON**
President of the Ardian Foundation

# Our Scientific Research partnerships

Through our Scientific Research pillar, we currently provide funding to five academic research projects at leading institutions, led by globally recognized researchers.

## PHYSICS

### PARIS-SACLAY UNIVERSITY - CHAIR IN PHOTONICS AND QUANTUM SCIENCE

Led by Nobel Laureate Alain Aspect (Physics, 2022), this project combines cutting-edge quantum research with initiatives to promote diversity in scientific fields through the Institut d'Optique Graduate School.

## APPLIED SCIENCES

### ÉCOLE NORMALE SUPÉRIEURE (ENS) – CARBON CAPTURE ACADEMIC CHAIR

Under the leadership of Jérôme Fortin, this chair focuses on developing technologies for carbon capture and studying their implications for climate change.

**2025 IMPACT**
**PROJECTS: 5**
**COUNTRIES: 2**
**FUNDING: €1m**

## ECONOMICS

### TOULOUSE SCHOOL OF ECONOMICS

Partnering with Nobel Laureate Jean Tirole (Economics, 2014), our funding advances research and teaching in economics, quantitative social sciences and applied mathematics, with a particular focus on early childhood and education.

### FRANCO-AMERICAN RESEARCH PARTNERSHIP

We support an international collaboration between MIT-Blueprint Labs (Massachusetts Institute of Technology, US) and France's Public Policy Institute (IPP). This project researches the factors determining student outcomes, using data from France's Ministry of Education.
The MIT team is led by Nobel Laureate Joshua Angrist (Economics, 2021).

### PARIS SCHOOL OF ECONOMICS

We support the *Politiques Educatives et Mobilité Sociale* academic chair that seeks to evaluate public policies aimed at reducing inequalities within the French education system.
Topics include gender equality in scientific fields, how alumni can influence the academic orientation choices of current pupils, and the impact of place-based policies in education.

# Almost half the company is involved in the Foundation's activities

Engaging as many employees as possible in the Foundation's initiatives is a key measure of success.





**Maxime Letissier**, Deputy General Director, and **Hadia Kebe**, Foundation Engagement Manager, discuss their efforts to increase engagement.

**Why does the Foundation put so much emphasis on involving Ardian's employees?**

Hadia Kebe: Engagement has always been central to Ardian and to the Foundation, as the Foundation was originally created by Ardian's employees. It has always been part of the Foundation's DNA to encourage employees to give back by donating money or time to help others. People at Ardian know we are very fortunate to work in a company like this, and they welcome the opportunities to give back via the Foundation. After all, if we look around, we can all see inequalities are increasing everywhere.

Maxime Letissier: We believe that encouraging engagement allows people to see for themselves what we do and experience the values Ardian believes in. The charities we support benefit disadvantaged communities, of course, but involving employees in the Foundation has other benefits as well. Ardian is a big company. Coming together to support the Foundation is a great way to help people get to know each other and unite around a common cause.

**How are you increasing engagement among employees?**

HK: In 2025, 47% of employees donated time or money to charitable causes, including the Foundation's charity partners – that's up ten points from 2024. A major reason for that was the option for staff based in Paris, London and New York to take three paid days per year for charitable work, either with the Foundation's charities or to support their own causes. We plan to extend this offer to our Frankfurt and Milan offices during 2026, which should increase engagement further.

ML: Our ambition is to make engagement with the Foundation a natural part of the employee experience. Over the past year we have worked on our communications strategy to ensure that employees are aware of the many ways they can support our mission from the moment they join the company. We are now expanding our efforts by working more closely with managers, who play a critical role in encouraging participation and creating meaningful team experiences through Foundation-led activities. We have almost half the company involved now, and we aim to increase this figure.

# Act4Change – making it easy to give back

ACT 4 CHANGE
by the Ardian Foundation

Act4Change, our flagship employee engagement program, empowers employees to make a difference by donating their time and skills to charitable causes.

Act4Change is our flagship employee engagement program. Launched in 2023, it gives employees in our main global offices – Paris, London and New York – three days of paid leave per year that they can spend volunteering. Act4Change is being extended to our Frankfurt and Milan offices in 2026.

Employees can use these days to volunteer with our partner charities – we highlight numerous opportunities through the Act4Change platform – but they can also use their volunteering days to support their own causes. We organize a variety of structured activities throughout the year for employee volunteers, including:

- **Citizen Days:** A group of 10 or more employees provides on-the-ground help for a charity for half a day.
- **Volunteering Days:** Employees host groups of students visiting Ardian's offices and support secondary school pupils with work experience in the firm.
- **Pro Bono Days:** Around 10 employees with varied professional skills work for a day with a partner charity to help address a challenge that the organization faces.
- **Mentoring:** Individual employees mentor a young person chosen by our partner charities.

## THE EMPLOYEE CHARITIES PROGRAM

Many employees give time and money to our partner charities, but we want to encourage philanthropic efforts of all sorts. Since 2016, we have matched the money that Ardian staff raise for their own favorite causes through our Employee Charities program.

Nearly one third of the 181 employee projects we have match-funded since 2016 took place in 2025.

**2025 IMPACT**
**44 EMPLOYEES CARRIED 57 PROJECTS IN 2025**
**FUNDS RAISED: €551k**

"We see the Act4Change program as a powerful way to enable people at Ardian to put their values into practice and support charities that are working to empower individuals in underserved communities."

**HADIA KEBE**
Foundation Engagement Manager

# Charities list

LIST AS OF DECEMBER 31, 2025

## EARLY CHILDHOOD

| | | |
|---|---|---|
| Alupse |  | The Alupse Bébé program provides counseling and psychological support for vulnerable parents with young children. |
| Aprimo |  | Aims to enhance the school readiness of disadvantaged children in Switzerland, focusing on early support and family engagement. |
| Balia Foundation |  | The Growing up happy as a family program aims to enhance and strengthen parenting skills to provide an environment that fosters the child's learning and development. |
| Carnegie Hall |  | The Lullaby Project works with vulnerable families across NYC to use music as a way to strengthen family bonds. |
| Covenant House |  | The Family Services program provides support to young mothers facing homelessness by giving them shelter, daycare options and professional guidance. |
| Ecole M |  | Private bilingual school for children from 3 years old. The Foundation funds two scholarships for children from low-income backgrounds. |
| Ensemble pour la Petite Enfance |  | The Foundation funds the Maisons des 1,000 Premiers Jours which provide psychological and parenting support for new parents in underserved neighborhoods. |
| Grand Palais – RMN |  | The program Histoires des Arts pour les Petits offers artistic holiday activities for young children (ages 2 to 6) and their parents, to learn more about different topics. |
| Guadalupe Acoge |  | Aims to transform the protection and care system for children in Chile, ensuring they can develop within a family environment, regardless of their origin, social context, or history. |
| Karibu |  | The Brecha Educativa program uses artistic activities as a way to improve learning for children from 3 to 12 years old coming from vulnerable families in Madrid. |
| KidSTART |  | A non-profit organization that specializes in supporting families in early childhood development. |
| Kinderschutzbund Frankfurt |  | The Kinderlotse program offers free, preventive advice for parents with children aged 0-3 in their pediatrician's practice. |
| L'Albero della Vita |  | The Varcare la soglia program consists of family centers across Italy that provide material, psychological and administrative support for vulnerable families. |
| L'Altra Napoli |  | Charity supporting early childhood, education and job placement to fight educational poverty in Naples. |
| Le Louvre |  | The program Mini Louvre des Animaux prepares young children (ages 3 to 6) to go to the Louvre and discover artwork through creative activities. |
| Maison des Familles |  | Family centers that provide administrative, material and psychological support for families in need in Toulouse, Le Havre and Ermont-Eaubonne. |
| Marie Meierhofer Institut |  | The MegaMarie program is a high-quality early childhood program aimed at using creative activities to strengthen the relationship between parents and infants. |
| OneSky |  | Trains communities and caregivers on how to unlock the potential of the world's most vulnerable children from birth through high-quality care. |
| Peeple |  | Empowers parents in their role in their child's development and trains practitioners to support the home learning environment. |
| Programme Malin |  | Material support for families living below the poverty line through food coupons that allow them to buy essential items such as baby food, milk, etc. at a reduced price. |
| Réseau Môm'artre |  | Providing parents with artistic parent-infant workshops to strengthen their relationship with their young child and benefit from peer-to-peer support. |
| Room to Grow |  | Family centers that provide material support (baby items), medical support (structured visits) and administrative support for low-income families. |
| Tandem |  | Tandem is a charity dedicated to supporting early childhood education and development, particularly for children from low-income families. |

## EDUCATION

| | | |
|---|---|---|
| Agir pour l'école |  | Equips school teachers with efficient digital tools to promote reading literacy in public primary schools and through after-school programs. |
| Alliance pour l'éducation – United Way |  | The Foundation supports the Défi Jeunesse program that enriches existing school curriculums with workshops on hard skills and soft skills. |

| | | |
|---|---|---|
| Article 1 |  | The charity covers a wide spectrum of needs for students from disadvantaged areas with high potential through mentoring, workshops and professional experience. |
| Brotzeit |  | Provides free breakfasts to vulnerable children every morning in primary schools with the help of elderly, retired people. |
| Caring Cooks |  | Implements cooking lessons in public primary schools in Jersey where families are struggling to eat healthy. |
| CIUP |  | Campus for international students in Paris. The Foundation provides housing grants and mentoring for students from disadvantaged backgrounds. |
| Couleurs de Chine |  | Supports young children from ethnic minorities to pursue their education from primary school all the way to university. |
| Frankfurt School |  | The Foundation finances 4 scholarships per year for students from underprivileged backgrounds. |
| Friends of the Children NY |  | A dedicated charity organization focused on providing long-term mentorship and support to underserved youth. |
| Harlem School of the Arts |  | Gives children access to the arts through interdisciplinary arts training that celebrates the rich diversity of their community. |
| Kodéa |  | The Los Creadores program is a national competition for children aged 11 to 18 years old to present innovative ideas to current global issues. |
| La Sorbonne Abu Dhabi |  | The Foundation finances scholarships for students from underprivileged backgrounds. |
| Learning with Parents |  | Via an online platform, parents support their child's learning through activities aimed at boosting their language, literacy, reasoning, maths and socio-emotional skills. |
| Ma Chance Moi Aussi |  | After-school support for children struggling in school and their parents. Located only in low-income areas across France. |
| Magic Breakfast |  | Provides free breakfasts to vulnerable children every morning in primary and secondary schools across the UK. |
| Paris Mozart Orchestra |  | The program Orchestre au Bahut gives access to classical music and creative activities for children aged 12 to 18 years old from modest backgrounds. |
| Proxité |  | Supports young people in middle school, high school and in higher education through mentoring programs, workshops and professional experience. |
| Riverside Hawks |  | Combines academic tutoring, high level basketball and college preparation for young students from underserved communities. |
| Rura |  | Program dedicated to young people from rural areas and small towns that aims to broaden horizons and eliminate self-censorship. |
| ScholaVie |  | Trainings for teachers in socio-emotional skills, which are crucial for student and teacher well-being from nursery school to high school. |
| Sport dans la ville |  | Facilitating social integration through sports and entrepreneurship. They also have a widespread mentoring program that the Foundation supports. |
| Student Sponsor Partners (SSP) |  | Provides scholarships and mentoring to low-income pupils to go to prestigious middle schools and high schools in order to reach their full potential. |
| The Country Trust |  | Helps children from disadvantaged areas to be confident, curious, and creates change in their lives through food, farming, and countryside experiences. |
| Think Forward |  | Works with young people at risk of dropping out of school and facing unemployment; includes workshops, mentoring programs and professional experience. |
| Toigo |  | Promotes diversity in the finance industry through MBA scholarships and professional workshops for promising young professionals from under-represented backgrounds. |
| TUMO Paris |  | The Foundation supports a center for children from 12 to 18 years old dedicated to creative technologies and future careers in the tech sector. |
| Uberdentellerrand |  | The Job Buddy program provides assistance and mentoring to refugees looking for jobs, studies, etc. as well as ensuring their social integration into German society. |
| Un avenir ensemble |  | Support for motivated and deserving students from second grade until their integration into professional life, combining financial contributions and personalized mentoring. |
| Università Cattolica |  | The Foundation finances 4 scholarships per year for students from underprivileged backgrounds. |
| Year Up |  | Intensive one-year program to integrate young adults from underserved communities into the workforce; includes mentoring and professional experience. |
| 82-4000 Solidaires |  | Mountaineering courses for young people from disadvantaged backgrounds, which fosters personal development. |

# Employee Testimonials

**People at Ardian are proud to get actively involved in the Foundation and strongly support its mission. Through this commitment, Ardian contributes meaningfully to the Foundation's achievements and to its ongoing success.**

"Witnessing the impact of cystic fibrosis on loved ones has driven me to take action and contribute to finding better solutions and support for those affected. Knowing that my efforts are contributing to such an important cause is incredibly rewarding."
Florian Haas, Managing Director, Expansion, Frankfurt

"I participated in the mentoring program with Proxité, where I mentored a 26-year-old woman interested in finance and finishing her studies. Together, we identified ways to help her improve her English and discussed her career options."
Thierry Caboche, Global Head of Public Affairs and Chief of Staff to the CEO, Paris

"I was a mentor for several years, supporting multiple mentees. All my experiences have been very positive, and my mentees have thrived. It is rewarding to see that I have contributed, even in a small way, to their success."
Amandine Maquet, Global Head of Business Continuity, Paris

"Working for the Foundation was a rewarding experience. It was fulfilling to have an impact and help charities that do such incredible work. I witnessed the professionalism of people working in challenging environments, and it was impressive."
Leo Giandola, Senior Investment Manager, Buyout, Milan

"Joining a Foundation program allowed me to connect with like-minded individuals who share my passion for making a difference. It's a great way to build strong, supportive relationships and be part of a community."
Lisi She, Director, Secondaries & Primaries, Singapore



^ Ardian Foundation Team

# Our Organization

**Guided by a diverse and experienced Board, the Ardian Foundation's leadership ensures every initiative reflects our values, drives impact, and shapes a better future.**

## STRATEGIC AND COMMITTED LEADERSHIP

Under the leadership of **François Jerphagnon**, President of the **Ardian Foundation**, the Foundation Board serves as the governing body of the Ardian Foundation. It defines the Foundation's strategic priorities and objectives, approves major commitments, and ensures that every supported project reflects our values and our ambition for positive impact.
Comprising **8 members** – Ardian executives and external representatives of the civil society – the Foundation Board brings together complementary expertise in our areas of action: **Social Mobility, Scientific Research and Societal Engagement**.
This diversity ensures informed decision-making and transparent management.
The Foundation Board meets twice a year to review strategic projects, define the strategy and approve those with an annual budget exceeding **€100k**.
**As of September 30, 2026, the members of the Ardian Foundation Board Committee are:**

- **Dominique Senequier** – Honorary President of the Ardian Foundation and CEO of Ardian
- **François Jerphagnon** – Executive Vice-President of Ardian*, President of the Foundation
- **Mark Benedetti** – Ardian Foundation Board Member, Co-CEO of Ardian and Chairman of the Executive Committee
- **Vladimir Colas** – Ardian Foundation Board Member, Executive President of Ardian and Vice Chairman of the Executive Committee
- **Matthieu Labouche** – General Director of the Ardian Foundation and Director, Co-Investment France
- **Maxime Letissier** – Deputy General Director of the Ardian Foundation and Talent Management Director, Human Resources
- **Frédéric Berard** – External Ardian Foundation Board Member and Senior Manager, Venture Philanthropy at Telos
- **Guillaume Poupard** – External Ardian Foundation Board Member and Director General of the French National Cybersecurity Agency (ANSSI) and Chief Trust Officer Orange

**The Executive Committee is supported in its mission by two other Committees:**

## OPERATIONAL COMMITTEE

The Operational Committee is composed of team members acting as the "operational team" of the Ardian Foundation. It meets on an ad-hoc basis to implement the Foundation strategy defined by the Board and approve commitments within the Foundation's social mission with an annual budget of €100k or less.

- **Matthieu Labouche** – General Director
- **Maxime Letissier** – Deputy General Director
- **Hadia Kebe** – Engagement Manager
- **Ana Coric** – Partnerships Manager
- **Mathilde Morgenthaler** – Partnerships Analyst
- **Anna Bouix** – Treasurer
- **Victoria Faivre** – Communications
- **Loïc Dufaud** – Assistant & Coordinator

## EMPLOYEE CHARITIES COMMITTEE

This committee is composed of Ardian employees not directly attached to the Foundation.
It meets monthly to vote on projects submitted by employees seeking matching funds from the Ardian Foundation for their personal philanthropic initiatives.

- **Justine Le Guillou** – Chairwoman
- **Shéryl Paisley** – Coordinator
- **Chloé Capraja** – Compliance Representative
- **Florian Haas** – Germany Representative
- **Claire Nottebohm** – US Representative
- **Tesfa Abrahaley** – UK Representative
- **Hadia Kebe** – Ardian Foundation Representative

*Subject to confirmation at Ardian's next Annual General Meeting, to be held in May 2027.



ARDIAN foundation

ardian-foundation.org

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