



# FROM BABY STEPS TO ENTERING THE JOB MARKET: HOW WE BOOST SOCIAL MOBILITY

ARDIAN  
FOUNDATION

*“We want to be recognized as a leader in early childhood philanthropy, both because of the huge impact early intervention can have and because it is a field that is undervalued and so receives relatively little funding.”*



## FOREWORD

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ur company has always had a powerful conviction that we must play a positive role in society. We are successful people at the top of our profession, but this vision of success on its own is too narrow. Establishing the Ardian Foundation has allowed us to pursue our social vision: to provide opportunities for children and young people at risk of being left behind. Through the Foundation we support educational projects that give them a real chance to improve their lives and achieve social mobility.

In recent years, our ambitions have grown. The Foundation's budget has increased, and we are now supporting more projects in more countries than ever. In 2020, we started prioritizing projects that help the youngest children. Research shows that the more we can do for children and their families at this stage of their lives, the better the outcomes are likely to be years and decades later.

The Foundation has always had Ardian employees at its core since day one. With the introduction of Act4Change, our latest employee engagement initiative, they are now allocated three paid days annually to dedicate to engagement missions. These missions can cover activities with the Foundation's partner charities or other causes they enthusiastically endorse.

Our primary objective is to leverage the knowledge and expertise of our employees directing them toward our partner charities. Strengthen our commitment to charitable organizations, boost societal influence, and make a significant contribution to social benefit through pro bono missions is our ultimate goal.

**DOMINIQUE SENEQUIER**

*CEO & Founder of Ardian – Honorary President of the Ardian Foundation*

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## MANIFESTO

### *The Ardian Foundation: Advancing Social Mobility Through Education*

The Ardian Foundation is the philanthropic branch of Ardian, dedicated since 2010 to promoting social mobility through education. Operating under the aegis of the Fondation de France, it focuses on early childhood, primary and secondary education, young adults, and research projects across 12 countries where Ardian is present.

The Foundation sponsors more than 50 charities worldwide, ensuring that families, children and young people from disadvantaged backgrounds have access to quality education. The objective is to provide them with educational opportunities that foster learning, development, and future career success, regardless of their circumstances.

The driving force behind the Ardian Foundation is the active participation of Ardian employees, who each year dedicate more of their time and resources to advancing the Foundation's mission and helping philanthropic causes close to their hearts.

#### **Its actions include:**

- Supporting early childhood charities that empower parents to play an active role in their child's development
- Providing unique educational and artistic opportunities for children from disadvantaged backgrounds
- Funding scholarships and offering personal mentoring for university students
- Matching funds raised by Ardian employees for charitable cause
- Funding academic research to develop more effective educational and career-support interventions

By supporting schools, families, and students, the Ardian Foundation is committed to bridging the gap between underprivileged youth and their more advantaged peers, fostering equal opportunities for all.

Over the years, the Foundation's efforts have made a profound impact on the communities it serves. By expanding access to quality education and fostering personal development, it has empowered countless individuals to reach their full potential. Through these initiatives, the Ardian Foundation is not only transforming lives but also driving social mobility and building a more equitable society.

## KEY FIGURES

# €4.4m

BUDGET IN 2024

# 57

CHARITIES

# 420

EMPLOYEES ENGAGED

# 45

EMPLOYEE CHARITIES

# 12

COUNTRIES

### BUDGET ALLOCATION BY PRIORITY



Early childhood	35%
Primary education	14%
Secondary education	14%
Young adults	14%
Artistic projects	2%
Research	6%

### BUDGET ALLOCATION BY COUNTRY



Europe*	47%
United States	20%
United Kingdom	13%
Asia	3%
Chile	2%
United Arab Emirates	1%

\* France 38%, Germany 4%, Italy 2%, Luxembourg 1%, Switzerland 1%, Spain 1%

# WHY WE PRIORITIZE THE YOUNGEST CHILDREN

**The environment in which children spend their first few years can have a huge impact on the course of their lives, particularly for vulnerable children. Providing effective support for disadvantaged families during these formative years is a powerful way to help change long-term outcomes for the better.**

**T**he Ardian Foundation devotes a growing proportion of its budget to initiatives that target children from disadvantaged backgrounds up to the age of six.

The thinking behind this strategy is based on two main factors, which together, we believe, represent a compelling case for the approach we have adopted. In recent years a consensus has emerged in the scientific and academic community: the earliest years of a child's life – when their brain undergoes its most rapid period of development – have an enormous influence on outcomes that unfold over many decades. During this period, children develop the cognitive and social skills that underpin their ability to learn, solve problems and form healthy relationships. Children that spend their earliest years in poverty and deprivation may suffer a setback to their development that is likely to affect them for the rest of their lives.

Interventions at the very earliest stages, if sustained, can have a major positive impact on their subsequent development, as Nobel laureate economist James Heckman demonstrated.

For those concerned with promoting social mobility, the theoretical argument for focusing on early childhood is clear. We therefore regard this part of our mission as a particularly powerful means to support our overall aim of helping children from disadvantaged backgrounds realize their full potential.

But the value of early childhood interventions is not widely understood and as a result few philanthropic

organizations prioritize programs that target this age group. This is our second main reason for focusing on early childhood. By addressing an area that is poorly understood and receives relatively little public funding, we can make a particularly effective contribution to increasing social mobility.

We intend to do this by providing financial and practical support for specialist charities that are developing proven initiatives that target very young children and fund scientific research alongside them. The Foundation aims to create a center of excellence in research on early childhood interventions. We use that knowledge to contribute to the policy debate and to identify the most promising initiatives to support – with our money, but also with the time and professional skills of Ardian's extremely talented and committed employees.

*“The scientific evidence is very clear: targeting support at children under six maximizes their chances of achieving social mobility later in their lives.”*

**CAROLE BARNAY**  
*President of the Ardian  
Foundation*



# A GLIMPSE INTO 3 FLAGSHIP CHARITIES WE SUPPORT

**There is no better way to demonstrate our commitment to early childhood than through the actions on the ground led by our exemplary partner charities. Our early childhood strategy is based on four key pillars: parent support, material support, early learning, and research.**

*“A key strength of our partner charities is their ability to nurture relationships with parents from underserved communities, which ultimately has a long-lasting impact on the children.”*



**ANA MARIA ĆORIĆ**  
Foundation Partnerships  
Manager

**PROGRAMME MALIN** supports over 150,000 low-income families in France by addressing the nutritional needs of children under three years old through coupons, allowing families to save 20-80% on essential items. They also provide practical advice, recipes, and information on good nutritional practices to combat social inequalities in health from early childhood.



**ROOM TO GROW** empowers parents through a wrap-around approach that includes material support, knowledge sharing and community building in New York City and Boston. The program is open to parents and their children from birth to the age of three. Consistently, nine out of ten children covered by the Room to grow program meet or exceed their developmental milestones.



**L'ALBERO DELLA VITA**'s program *Varcare la soglia* is a national initiative aimed at combating poverty and promoting social inclusion in Italy. Active in six regions, including Milan, Genoa, Perugia, Naples, Catanzaro, and Palermo, the program has been operational for over four years. It focuses on supporting families in difficult economic conditions, with a particular emphasis on helping children living in absolute poverty. Since its inception, the program has assisted over 1,000 families and 2,220 children.





## UNDERSTANDING THE DAYCARE DEFICIT AMONG POORER FAMILIES

*PhD student Laudine Carbuccia is investigating why fewer parents from low-income families put their children in daycare than more affluent parents. Some academics have suggested cultural factors may be important, but her initial interviews with expectant or recent mothers and people involved in providing daycare services suggested that more affluent mothers had better access to information via their social networks. Low-income mothers found it harder to gather information and were more worried about childcare costs. As a result, they tended to apply later, if at all, and often missed the opportunity to secure a spot before their child's first birthday.*

*Laudine is now conducting further research to determine whether providing information in mothers' native languages along with personal support from a social worker can make them more likely to apply.*

**80%\***  
of families in the top third  
of French households by  
disposable income use formal  
childcare

COMPARED WITH

**20%\***  
of families in the  
bottom third.

\* OECD

# OUR INVESTMENT IN ACADEMIC RESEARCH

**In 2020, we co-founded a Chair in Education Policy and Social Mobility at the Paris School of Economics. Our aim is to support innovative research that will help us to identify high-impact interventions and inform the national policy debate on education, particularly in middle school, high school and further education.**

In 2020, the Ardian Foundation began a partnership with the Paris School of Economics, providing €750,000 over a three-year period to fund a Chair in Education Policy and Social Mobility at one of the world's top economics faculties. The Chair is co-founded by *La Direction de l'Evaluation, de la Prospective et de la Performance* (DEPP), the arm of the French Ministry of Education responsible for measuring the quality of education policies and initiatives.

Following a successful three-year program of work, we renewed our participation for another three years. The Chair is headed by Professors Julien Grenet and Nina Guyon, who lead a group of academics and PhD students carrying out research into education and education policies from nursery school to higher education. Their work aims to understand the mechanisms of unequal access to education, identify the causes of inequality and propose policy interventions. As part of the partnership, the DEPP has granted PSE's researchers special access to its unique data on French children's academic progress and attainment.

Among the achievements during the Chair's first three years of work was its demonstration that efforts since 2000 to widen access to France's elite universities have failed. PSE researchers also participated in an international conference attended by Dominique Senequier, CEO &

*“One of our key objectives is to focus on areas we think have been under-researched. These include the influence that interventions throughout a child's educational path can have on their long-term outcomes.”*

**PROFESSOR  
JULIEN GRENET**  
*Co-Head of the research  
Chair in Education Policy  
and Social Mobility,  
Paris School of Economics*



Founder of Ardian, and held more than ten meetings with officials from the French Ministries of Education and Economy, and the National Assembly, where they advocated for measures in the 2023 Finance Bill.

Our support for the Chair at PSE is a central part of our strategy to focus on education, which influences social mobility for decades afterwards. By helping to create a centre of academic excellence in social mobility, we aim to raise awareness of the factors that affect children's progress and to improve our ability to identify and support the most promising interventions.

# ENGAGEMENT WE CAN ALL ACT4CHANGE

**Our partner charities need the Ardian Foundation's financial support – but they also need our time and professional skills to expand their activities and reach more beneficiaries. Our new employee volunteering program, Act4Change, will enable many more Ardian employees to be involved and support social mobility.**

**A**round a third of Ardian's 1,000-plus employees directly support the foundation's work each year, and one of our most important goals is to encourage more of our colleagues to get involved. At the company's Foundation Day in July 2023, we announced the launch of Act4Change, a formal program that will ultimately be open to every Ardian employee, offering three additional days of paid leave per year that they can use for voluntary work with the Foundation's partner charities as well as others.

Act4Change will enable employees to take part in a range of voluntary work, according to their skills and interests. These will include:

- Collective Intelligence Days, where employees contribute their professional skills to help our partner charities strengthen specific areas of their organization;
- Volunteering Half-Days, which involve voluntary work with a charity's beneficiaries, for example a visit to a museum with children with disabilities;
- Mentoring the young people that our partner charities support.

Aside from these core activities, Act4Change provides a range of other opportunities to support the Foundation's goals, including visiting schools, helping young people prepare to enter the workforce and becoming involved in the management of the Foundation.

**ACT4CHANGE**  
by the Ardian Foundation

We developed this program in partnership with Ardian's Human Resources and Sustainability teams, as well as the NextGen Committee. After a trial period for employees based in Ardian's Paris and New York offices, beginning in September 2023, Act4Change will be progressively extended throughout the company's global office network.

*“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. Act4Change creates a bridge between the charities' world and the private sector, helping the Foundation to increase its social impact.”*

**HADIA KEBE**  
Foundation Engagement  
Manager



# EMPLOYEES TESTIMONIES

*“It feels incredibly rewarding to contribute to something good and to be part of the positive side of life. This experience has made me feel privileged and lucky compared to others. It has also deepened my motivation to give back.”*



**HANNAH MASON**  
Foundation Project Manager

*“I am grateful for the opportunity to work in this environment, because I believe that as a private company we can help to strengthen these charities and so increase their impact.”*



**FRANÇOIS DE LA SAYETTE**  
Early Childhood Foundation Project Manager

*“Joining a Foundation program allowed me to connect with like-minded individuals who share my passion for making a difference. Contributing to meaningful causes and witnessing the positive changes in the lives of children and communities brings a deep sense of fulfilment and purpose to my daily life.”*



**LISI SHE**  
Foundation Project Manager

*“It’s a great pleasure to be part of the Ardian Foundation as a Project Manager. It brings a lot of satisfaction to do something outside my usual work that helps others.”*

*“I am the Ardian Foundation’s Treasurer, responsible for its finances and budget. I cherish this opportunity to give back to the community. It is very rewarding to see how much we can achieve by working together.”*



**JUSTINE LE GUILLOU**  
Foundation Employee charities Project Manager



**MATTHIEU LABOUCHE**  
Foundation Treasurer

# ARDIAN FOUNDATION PARTNERSHIPS

## EARLY CHILDHOOD ▾

<b>Ecole M</b>		Private bilingual school for children from 3 years old. The Foundation funds two scholarships for children from low-income backgrounds.
<b>Ensemble pour la petite enfance</b>		The Foundation funds the Maisons des 1,000 Premiers Jours which provide psychological and parenting support for new parents in underserved neighborhoods.
<b>Maisons des Familles</b>		Family centers that provide administrative, material and psychological support for families in need in Toulouse, Le Havre and Ermont-Eaubonne.
<b>Programme Malin</b>		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.
<b>Divertimento Orchestre Symphonique</b>		Offering music lessons for young children (ages 3 to 8 years old), with their parents or guardians, from disadvantaged backgrounds.
<b>Le Louvre</b>		The program Mini Louvre des Animaux prepares young children (ages 3 to 6) to go to the Louvre and discover artwork through creative activities.
<b>Réseau Môm'Artré</b>		Providing parents with artistic parent-infant workshops to strengthen their relationship with their young child and benefit from peer-to-peer support.
<b>GrandPalaisRmn</b>		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 such as animals.
<b>OneSky</b>		Trains communities and caregivers on how to unlock the potential of the world's most vulnerable children from birth through high-quality care.
<b>Fundación Guadalupe Acoge</b>		Shelters for young children (3 to 6 years old) from at-risk families that seek to ensure stable family reunification through a 12-18 months program.
<b>Kinderschutzbund Frankfurt</b>		The Kinderlotse program offers free, preventive advice for parents with children aged 0-3 in their pediatrician's practice.
<b>Albero della Vita</b>		The Varcare la soglia program consists of family centers across Italy that provide material, psychological and administrative support for vulnerable families.
<b>Alupse</b>		The Alupse Bébé program provides counseling and psychological support for vulnerable parents with young children.
<b>Fundación Balia</b>		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.
<b>Karibu</b>		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.
<b>MMI</b>		The MegaMarie program is a high-quality early childhood program aimed at using creative activities to strengthen the relationship between parents and infants.
<b>PeepLe</b>		Empowers parents in their role in their child's development and trains practitioners to support the home learning environment.
<b>Carnegie Hall</b>		The Lullaby Project works with vulnerable families across NYC to use music as a way to strengthen family bonds.
<b>Covenant House</b>		The Family Services program provides support to young mothers facing homelessness by giving them shelter, daycare options and professional guidance.
<b>Room to Grow</b>		Family centers that provide material support (baby items), medical support (structured visits) and administrative support for low-income families.

## PRIMARY EDUCATION ▾

<b>Agir pour l'Ecole</b>		Equips school teachers with efficient digital tools to promote reading literacy in public primary schools and through after-school programs.
<b>Ma Chance Moi Aussi</b>		After-school support for children struggling in school and their parents. Located only in low-income areas across France.
<b>ScholaVie</b>		Trainings for teachers in socio-emotional skills, which are crucial for student and teacher well-being from nursery school to high school.
<b>Couleurs de Chine</b>		Supports young children from ethnic minorities to pursue their education from primary school all the way to university.
<b>BrotZeit</b>		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.
The Country Trust		Helps children from disadvantaged areas to be confident, curious, and creates change in their lives through food, farming, and countryside experiences.
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.
Magic Breakfast		Provides free breakfasts to vulnerable children every morning in primary and secondary schools across the UK.
Friends of the Children NY		12-year mentoring program (1 paid mentor for 8 children) for young children living in highly vulnerable areas in NYC.
Harlem School of the Arts		Gives children access to the arts through interdisciplinary arts training that celebrates the rich diversity of their community.

## SECONDARY EDUCATION ▾

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.
Rura		Program dedicated to young people from rural areas and small towns that aims to broaden horizons and eliminate self-censorship.
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.
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.
Un Avenir Ensemble		Support for motivated and deserving students from second grade until their integration into professional life, combining financial contributions and personalized mentoring.
KODEA		The Los Creadores program is a national competition for children aged 11 to 18 years old to present innovative ideas to current global issues.
The Brilliant Club		Seeks to promote innovation in teaching methods and school curriculums by working with PhD students who teach about their specific topics of research.
ThinkForward		Works with young people at risk of dropping out of school and facing unemployment; includes workshops, mentoring programs and professional experience.
Riverside Hawks		Combines academic tutoring, high level basketball and college preparation for young students from underserved communities.
Student Sponsor Partners		Provides scholarships and mentoring to low-income pupils to go to prestigious middle schools and high schools in order to reach their full potential.

## YOUNG ADULTS ▾

82-4000 Solidaires		Mountaineering courses for young people from disadvantaged backgrounds, which fosters personal development.
Article 1		The charity covers a wide spectrum of needs for students from disadvantaged areas with high potential through mentoring, workshops and professional experience.
CIUP		Campus for international students in Paris. The Foundation provides housing grants and mentoring for students from disadvantaged backgrounds.
Sport dans la ville		Facilitating social integration through sports and entrepreneurship. They also have a widespread mentoring program that the Foundation supports.
Proxité		Supports young people in middle school, high school and in higher education through mentoring programs, workshops and professional experience.
Frankfurt School		The Foundation provides scholarships for high potential students from low-income backgrounds. Ardan employees also mentor these students.
Konzerthaus Berlin		Financial aid for artists to pursue their long-standing passion regardless of previous education or social background.
Über den Tellerrand		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.
Politecnico Milano		Financial aid for undergraduate, graduate, and higher education courses in engineering, architecture and design.
Universita Cattolica		The Foundation provides scholarships for high potential students from low-income backgrounds (in memory of our late colleague Federico Zito).
La Sorbonne Abu Dhabi		Financial aid for students in need to have an education of excellence, receiving a rigorous academic experience and personalized learning.
Toigo Foundation		Promotes diversity in the finance industry through MBA scholarships and professional workshops for promising young professionals from under-represented backgrounds.
Year Up		Intensive one-year program to integrate young adults from underserved communities into the workforce; includes mentoring and professional experience.

# THE FOUNDATION OF ALL EMPLOYEES

**The Foundation is experienced at all levels, all ages, all countries, and for all the causes that are dear to our employees' hearts.**

**W**e strongly encourage employees to participate in our Foundation. It is a wonderful opportunity for us to come together as a team and make a meaningful, positive impact in our communities.

Each of us actively engage with charitable organizations and endeavor to establish connections

between them and Ardian, through various opportunities.

Employees participation is crucial, and collectively, we can bring about tangible change and contribute to the creation of a better future.

***Join and grow the community!***





**MARK BENEDETTI**

Executive President – General Management Team (GMT) and Foundation Board Member, actively supporting YEAR UP since 2016



*“For several years, I’ve proudly supported Year Up. In NYC, Ardian employees in different teams host young people for six months, providing them with invaluable initial work experience in the sector.”*

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**MATHIAS BURGHARDT**

Executive Vice President – GMT and Foundation Board Member, actively supporting ALLIANCE POUR L’EDUCATION UNITED WAY since 2021



*“I’ve happily accepted a seat on Alliance pour l’Education – United Way’s Board, to support them in their development. We are lucky to welcome teenagers at Ardian through diverse activities such as short-term internships, company visits, and coaching.”*

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**VLADIMIR COLAS**

Executive Vice President – GMT and Foundation Board Member, actively supporting TOIGO since 2014



*“Toigo Foundation, a long-time partner of our Foundation, plays a vital role in empowering talented young adults from diverse backgrounds to build up their careers in the private equity sector. I had the unique opportunity to mentor a Toigo Fellow and welcome several to our offices in NYC - it is an incredibly enriching experience.”*

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