



# ECI's commitment to Inclusion and Diversity Strategy



# ECI are committed to improving the diversity of our workforce and building a culture of inclusion.

ECI will not unlawfully discriminate against any employee with respect to any term or condition of employment on the basis of age, disability, gender reassignment and identity, marriage and civil partnership, race (including nationality and national and ethnic origins), religion or belief, sex, pregnancy or maternity, sexual orientation, education or socio-economic background.

We will seek to ensure equality of opportunity so that all individuals are treated fairly and consistently. We will develop and apply policies and procedures which do not discriminate and which promote this inclusion and diversity strategy. This commitment to equality and diversity applies to all aspects of employment including recruitment, performance management and development, training, promotion, pay and working conditions.



## AIMS OF THIS STRATEGY

### Recruitment

We aim to give fair and equal opportunities to all throughout the recruitment process

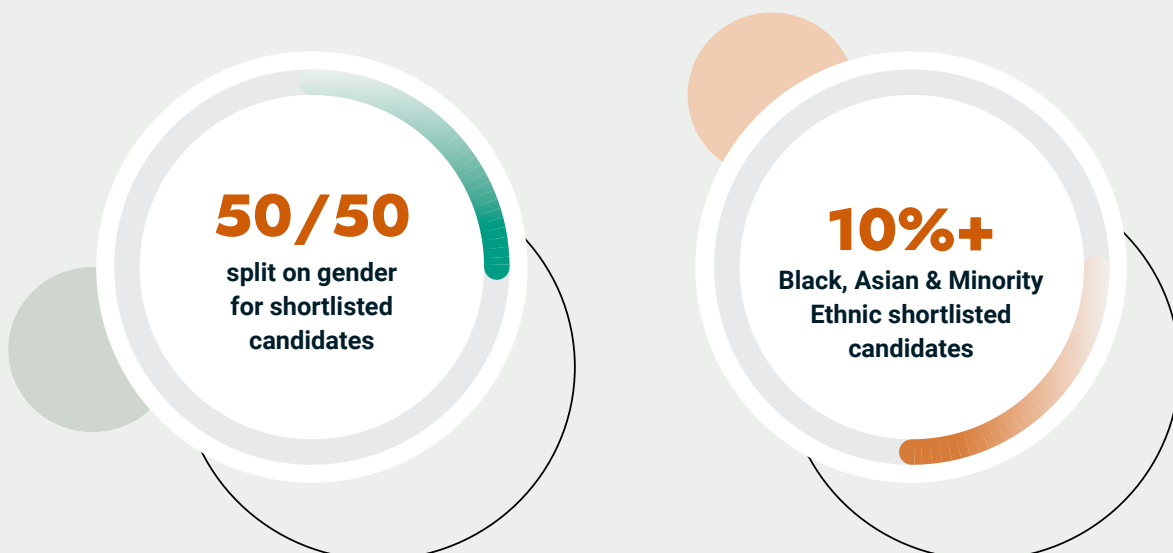
This is done by ensuring, so far as possible, that we have a diverse shortlist of candidates put forward for interviews and a process which aims to prevent unconscious bias impacting decisions

#### Board Policies:

- New hires to be debriefed on recruitment process to identify signs of bias
- Update interview process to objectively test people on alignment with our key values of “naturally collaborative”, “carefully considered” and “constantly improving” which we consider to be fundamental to the organisation and its culture
- Widen ECI pool of people to be part of the interviewing process to more accurately represent ECI’s current diversity profile
- Consider direct approaches to candidates alongside head-hunter recognising underrepresented candidates are more likely to respond to direct approaches

#### Board Targets:

- In any recruitment process:
  - 50/50 split on gender for shortlisted candidates
  - 10%+ Black, Asian and Minority Ethnic shortlisted candidates



## AIMS OF THIS STRATEGY

### Retention and Promotion

#### Our aims:

- Create an atmosphere at ECI which is inclusive and allows all employees to thrive, produce their best and feel welcome at ECI
- Ensure staff are supported and provide an environment in which all staff feel able to raise issues with colleagues or their reviewer
- Aim for ECI to be known as a place to work for diverse talent in the private equity industry
- Undertake regular surveys (in line with pulse/engagement surveys during 2020/21) as a means of measuring sentiment on Inclusion and Diversity

#### Board Targets:

- Within ten years, increase number of female partners across the business to at least 20%
- Black, Asian and Minority Ethnic representation of more than 10% across the ECI team<sup>1</sup>
- Use the internship programme to further encourage diversity and social mobility within the industry by providing opportunities for those who have historically had low representation in private equity (in line with the #100BlackInterns initiative)



**10%+**  
Black, Asian & Minority  
Ethnic representation of  
more than 10% across the  
ECI team<sup>1</sup>

#### Board Policies:

- Regularly collate feedback from staff to get views on inclusion, diversity and associated policies
- Set up a clear reporting structure and practice for employees to raise issues (see “responsibilities” section)
- Consider retention and support policies alongside report produced by ESGC on an annual basis (see initiatives section below)

## AIMS OF THIS STRATEGY

# Training and Mentoring

### Our aims:

- Ensure all employees have a clear understanding of ECI's I&D objectives and strategy
- Provide relevant training to continually refresh knowledge and understanding of I&D
- Encourage employees to consider the value of being part of a mentoring programme as either a mentor or mentee to share and hear of wider I&D experiences within ECI and externally (e.g. Level 20, ACG Women or Out Investors)

### Board Targets:

- 2 I&D training sessions per year – to be included in training log in end of year appraisal form and training sessions to be part of formal training budget



## AIMS OF THIS STRATEGY

### I&D Initiatives

#### Our aims:

- ECI to be a market leader within the private equity industry through supporting and taking an active role in key I&D initiatives and industry associations
- ECI will be demonstrating to all employees the importance of I&D to the firm and the wider ECI portfolio

#### Board Policies:

- ESGC to be responsible for ongoing monitoring of industry wide initiatives and to present to the Board to encourage ECI involvement on an annual basis
- ESGC to encourage staff from around the firm to attend events/talks throughout the year
- Where appropriate, ECI to play an active role at these events/talks through panel participation to show support is more than high level
- ECI to support initiatives which reflect our goals and ambitions – these include but are not limited to Level 20, ACG Women, Out Investors, 100 Black Interns, KickStart
- Continual review of this strategy, our initiatives and associations supported is key to make sure ECI remain at the forefront of progress on I&D



## RESPONSIBILITIES OF STAFF

It is the responsibility of all staff to ensure they follow the terms set out in this document.



### THIS INCLUDES:

- Ensuring you have read and understood ECI's approach to I&D;
- Acting in accordance with ECI's I&D strategy at all times;
- Encouraging and reminding those around you to uphold and live by the principles of this policy and call out any breaches that may occur;
- Be considerate of how your behaviour may impact others and understand that behaviour that was historically acceptable may no longer be so;
- Speaking up and escalating behaviour, which is not in accordance with this policy, even if it feels difficult to do so; and
- Being open and understanding of the views of others if they have reason to raise that your behaviour has been negatively received by them

To enable the above, ECI commits to ensuring there is a member of staff who you can access to raise issues with where you think there has been a breach of this policy. You have the right to confidentiality and the right not to be victimised because of calling out behaviour which does not adhere to this policy.

If you feel the need to escalate any issue there is a two-step process of escalation. You could initially discuss with your line reviewer. If for any reason you felt uncomfortable speaking with your direct line reviewer then it should be raised directly with the Human Resources Chair on the ECI board who takes overall responsibility for all ECI HR matters and welfare. (In the event that your line reviewer is also the HRC Chair please escalate this with another Managing Partner).

## BOARD LEAD FOR I&D

The HRC Chair will have oversight and continue to support progress on I&D within the business.

### **HRC Chair**

*Taking the lead in promoting I&D within the business.*



**David Ewing** HR Chair

#### KEY RESPONSIBILITIES INCLUDE:

- Monitoring compliance with the I&D policy
- Taking the lead in promoting I&D within the business
- Undertaking external training and development to ensure they are familiar with the latest developments within I&D



## PORTFOLIO COMMITMENTS

# Providing active support and best practice to ECI's portfolio on I&D.

**Board Policies:**

- Where portfolio companies seek support on this, actively engage and share ECI knowledge on the topic (e.g. I&D initiatives)
- Host annual I&D forum for portfolio representatives

