



## Diversity and Inclusion Policy

At Vestar Capital Partners ("Vestar" or "us"), we believe that a diverse team and an inclusive culture are foundational to the success of our firm and our investments. Diversity in background, experience, and thought help to foster innovative perspectives that add value to our firm and our investment decisions. Vestar has always strived to do business the right way; however, we recognize that fostering a diverse, equitable, and inclusive culture requires active and consistent efforts. As such, we seek to proactively practice and support diversity and inclusion ("core principles") at Vestar and our portfolio companies. In support of integrating these ideals into our every-day practices, we have committed to incorporate specific, actionable diversity and inclusion strategies into our workplace and our investment processes in the following ways:

**Demonstrate organizational support for diversity and inclusion** – Vestar has taken specific steps to develop an organization-wide diversity and inclusion program to ensure that we are implementing appropriate measures and accountability structures to carry out diversity and inclusion initiatives. To ensure that this program is effectively implemented and sustained, we have established a Diversity, Equity & Inclusion (DEI) Committee, which is comprised of team members across functions and levels of our firm. The DEI Committee seeks to i.) Proactively practice and support our core principles at Vestar and our portfolio companies, ii.) Provide economic resources and encourage employee volunteerism in support of these principles, iii.) Increase awareness and education among our employees and business partners, and iv.) Regularly examine and scrutinize how we do business to ensure we are operating consistent with these principles.

*Looking within* – To communicate the importance of fostering a diverse and inclusive workplace to all team members internally, the DEI committee seeks to promote and provide ongoing educational resources (e.g. film, books, cultural events) and regular events (e.g. speaker series, quarterly "lunch and learns") on topics of anti-racism, equality, and social justice for all firm employees.

*Looking out* – To demonstrate our commitment to these ideals, Vestar has established a charitable fund focused on building relationships and financially sponsoring organizations which support under-represented minorities. We have also developed a charitable contribution match program, where we will proudly co-contribute with our team to worthy DEI Committee-selected causes related to education, social justice, policing, health, and legal defense funds. Additionally, we encourage employees to take Vestar volunteer days to provide service to organizations which align with our core principles.

**Create an inclusive workplace culture** – Vestar seeks to create a workplace culture where all employees trust they belong and have an equal opportunity to succeed. The establishment of our core principles and our ongoing learning and education on these topics demonstrates to employees that this is what the firm values and expects to be practiced. In alignment with these principles, we have taken on specific initiatives to support our team members, including providing unconscious bias training and establishing regular engagement and inclusion surveys to monitor and support impactful employee-centric initiatives.

**Attract and promote diverse talent** – We seek to make ongoing improvements to our team's recruitment and retention initiatives to continually align and act in accordance with industry best practices. Vestar is focused on both increasing diversity in our candidate pipeline, as well as assessing our promotion processes to ensure that diverse team members have opportunity and support to grow with the firm. Our standard recruitment efforts include working with recruiters to



expand our diverse candidate pipeline and conducting off-cycle hiring. In addition, we are exploring initiatives, programs, and social events to improve these practices, such as an internship program, analyst opportunities, and partnerships with diverse industry groups. This approach will also be a greater point of focus among our portfolio companies, as we strive for similar and industry-appropriate practices across our investments.

**Apply diversity and inclusion to the investment strategy** – We actively assess diversity and inclusion as a standard consideration in the investment process as part of Vestar’s environmental, social, and governance (ESG) program. We collaborate with our portfolio companies to address initial diligence recommendations and work towards best practices in these areas throughout our partnership, seeking to improve diversity of the employee base and develop more inclusive workplace cultures. In addition, to take targeted action at existing portfolio companies, we will be conducting a study of diverse representation across the executive and board levels to identify specific areas for potential improvement. We intend to act on the results of our study to implement suggested improvements at the portfolio company level.

**Measure and benchmark diversity and inclusion progress** – In order to track progress and assess the effectiveness of our internal diversity and inclusion efforts, our DEI Committee meets frequently to discuss and build upon our progress to date, for the purposes of maintaining accountability as we strive to meet our core principles. In addition, Vestar has committed to tracking diversity metrics (% female, % minority, etc.) at the firm-level, as well as across our portfolio. This will allow us to benchmark and track progress to understand the impact of our efforts.

Vestar recognizes that industry best practices around diversity and inclusion are evolving. With this understanding, we will regularly examine and scrutinize how we do business to ensure we are operating consistent with our core principles. We will continue to seek out the guidance of our peers and advisors to maintain alignment with industry best practices in pursuit of a more diverse and inclusive environment for our own team members and those across our portfolio.