

Décembre 2025



ESG Due Diligence in Private Equity

Turning ESG constraints into levers for sustainable
value creation.

ideas. transformation. results.



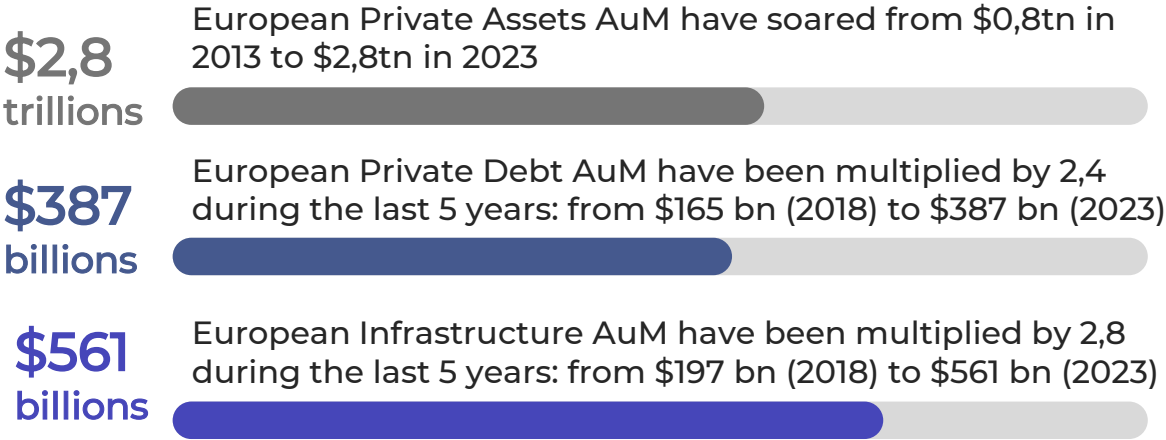
Market context & ESG imperative

Private markets are being reshaped by ESG expectations, driving the need for credible and value-oriented assessments

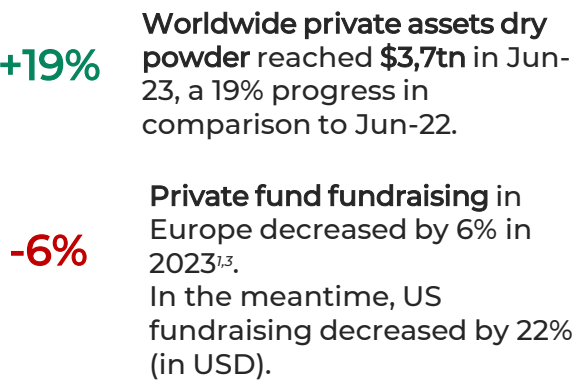


Private Markets: Expanding, maturing, and transforming

Unprecedented growth brings new expectations for transparency, responsibility, and sustainable performance



A rising dry powder despite fundraising slowdowns...

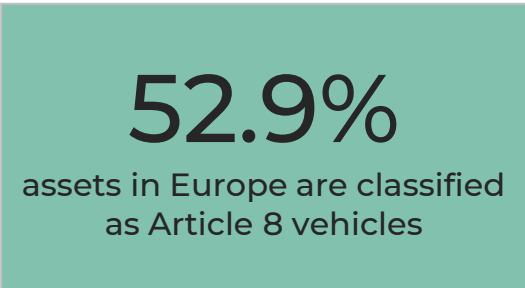


ESG reshapes private markets, from compliance to value creation

Funds integrating ESG early are not just compliant, they're building the next generation of resilient and high-performing portfolio

A booming private ESG market

- Investors, stakeholders, and customers now demand credible, data-backed ESG practices as a precondition for capital allocation.
- The long-term financial and reputational benefits of strong ESG integration remain intact, regardless of short-term regulatory fluctuations.



ESG: A strategic opportunity for private investment managers

- ESG represents a strategic opportunity for private asset managers, enabling them to improve risk management, enhance long-term returns, and strengthen stakeholder confidence.
- Companies that delay adopting ESG factors risk being excluded from major LP allocations, while those at the forefront of ESG will capture the next wave of high-value investments.

01

Access to capital pools

Access to larger long-term capital reserves from institutional investors

02

Economic resilience

Increased resilience in the event of an economic downturn, sustainable companies outperforming

03

Compliance

Regulatory preparation to ensure compliance with evolving ESG disclosure laws.

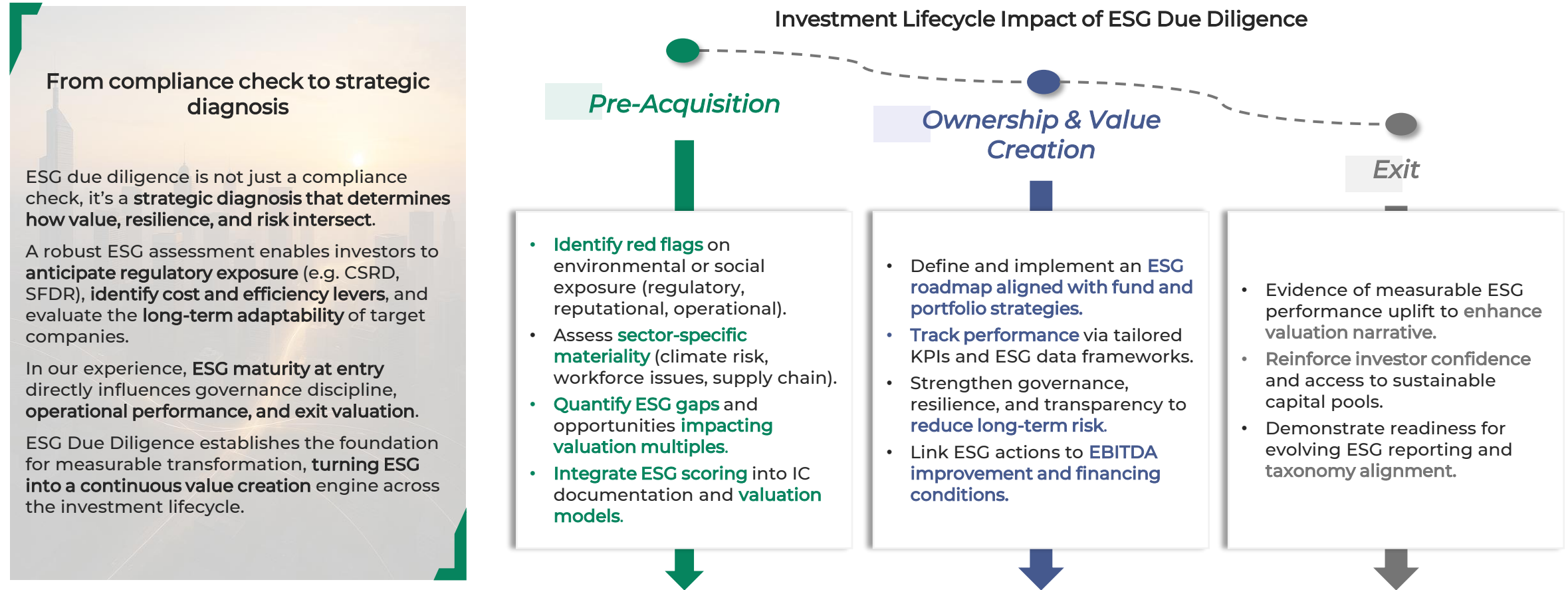
04

Investor confidence

Higher valuations and increased investor confidence, leading to higher existing multiples

ESG Due Diligence: The gateway to sustainable value creation

rigorous ESG due diligence turns compliance into a continuous value creation engine



Ailancy's ESG Due Diligence framework bridges financial rigor and sustainability ambition, securing both compliance and competitive advantage at every stage of the investment journey.

Ailancy's Methodology & Approach

Combining regulatory expertise,
data rigor, and sector insight to
deliver credible and actionable
ESG due diligence



A proven and structured ESG Due Diligence framework

Quantitative scoring meets contextual insights to deliver credible, comparable, and actionable results

A robust and structured methodology is essential to ensure the credibility and comparability of ESG due diligence results.

ESG Due Diligence requires more than a scoring system, it demands a structured and transparent methodology ensuring credibility and comparability across deals and portfolios.

Ailancy's framework integrates **quantitative scoring**, **qualitative interpretation**, and **sector-specific benchmarks** to provide a consistent view of ESG maturity and value potential.

Our approach systematically addresses the most common due diligence challenges:

- Data reliability and completeness
- Sector-specific materiality
- Integration into investment decision processes
- Stakeholder alignment on ESG priorities



ESG due diligence is not a box-ticking exercise, it requires a rigorous, data-driven, and context-specific approach.



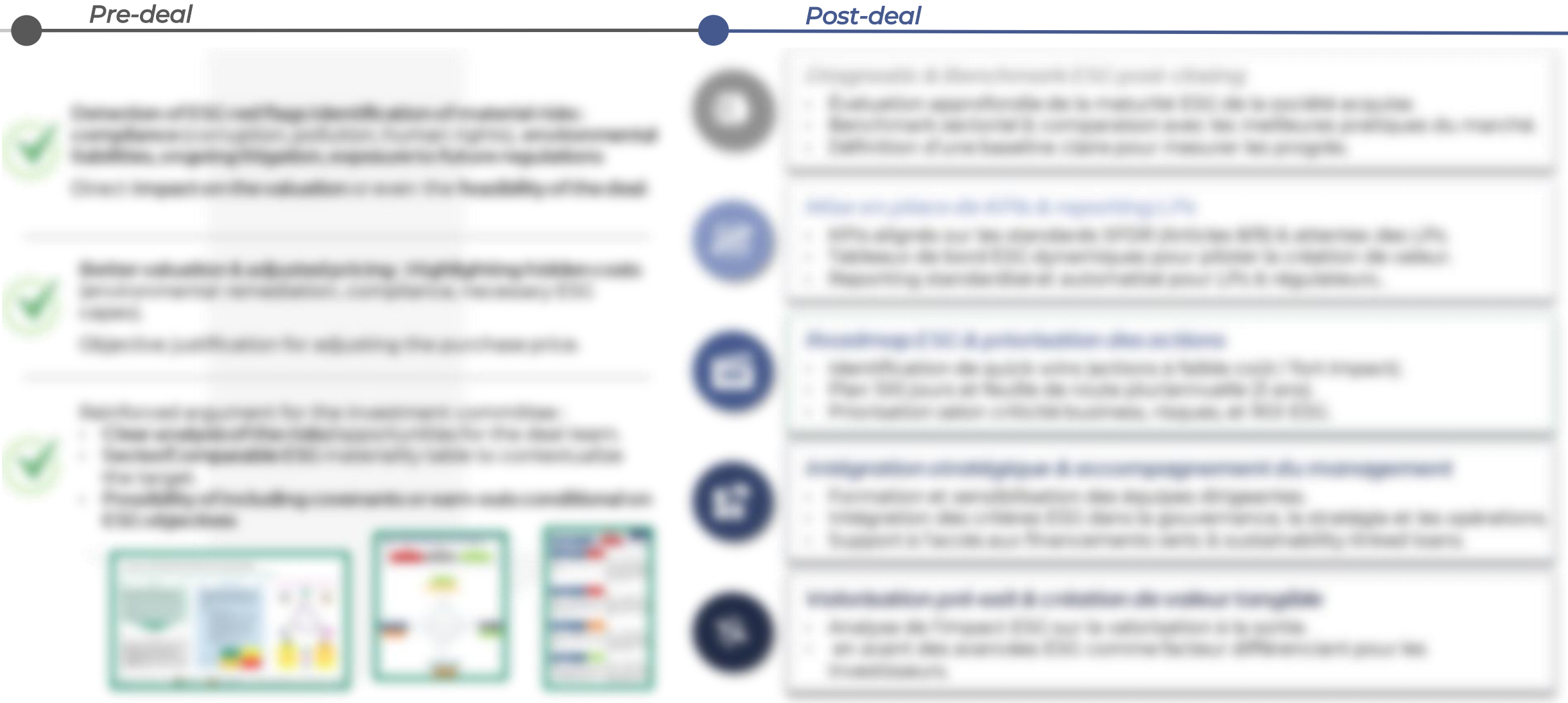
Overcoming the three ESG Due Diligence barriers

Addressing evolving regulations, missing data, and credibility gaps with structure and proof

 Issues and needs	 Approach	 Added Value
<p>Missing data</p> <p>Portfolio companies, especially SMEs and emerging markets, lack the necessary ESG data (Scope 3, diversity, HR policy, etc.)</p>	<ul style="list-style-type: none">• Creation of sectoral data templates: pre-filled questionnaires adapted to the material challenges of each sector• Progressive collection tools: prioritization of essential KPIs and increase in maturity over a given period (Quick wins - Full data maturity)• Validation & estimation by proxy: integration of external databases (CDP, IEA, Eco-invent, Statista, World Bank) to fill in the gaps with documented assumptions• Training and support for participations: training of CFOs/COOs to make collection reliable from the source	<ul style="list-style-type: none">• Centralized and reliable data ready to use• Reduced risk of non-conformance and 'non-aligned' requalification
<p>Greenwashing & unverifiable statements</p> <p>Need for proof (KPIs, and documentation)</p>	<ul style="list-style-type: none">• ESG Credibility Audit: A Critical Review of Commitments and Policies• Implementation of verifiable KPIs: alignment with GRI / ISSB / TCFD / SBTi according to the sector and the size of the company• Documentation & traceability: creation of ESG proof files (policies, minutes of meetings, invoices, certificates, etc.)	<ul style="list-style-type: none">• Reduction of the risk of greenwashing and Anti-ESG sanctions• Enhanced credibility with institutional and LP investors
<p>Evolving regulations</p> <p>Need to update legal/regulatory screening</p>	<ul style="list-style-type: none">• Dynamic regulatory monitoring: continuous monitoring of European and local developments• Compliance audit & update of screenings: annual review of ESG policies and update of checklists• Mapping of regulatory impacts for each type of asset	<ul style="list-style-type: none">• Proactively anticipate regulatory changes• Continuous alignment of ESG strategies with the expectations of regulators and institutional investors

Enhancing Underlying Value

From due dilligence to post-deal





Over the past 15 years, Ailancy has become a key player in transformation, organization and management consulting dedicated to the Financial Services sector. As a leader determined to rethink the codes of the sector, the firm has maintained a constant watch on current events since its creation and conducts forward-looking work on the evolution of the Banking, Finance and Insurance sector, involving consultants, doctoral research students, experts and sector professionals.

Through studies, insights, newsletters, roundtables, clubs, webinars and conferences, Ailancy deciphers major transformations, either societal, technological or regulatory.

Through its events, publications and various interventions, Ailancy is committed to transforming the financial industry in a way that will have a lasting impact.

In addition to research by sector (Banking, Finance and Insurance), three tribes are studying major transformations across the board:

Sustainable Finance

- How can we ensure the transition to a low-carbon economy?
- How can ESG criteria be integrated into investment decisions?
- How can we effectively combat the risk of greenwashing?
- How can we promote greater transparency to encourage responsible and sustainable financial practices?
- How can we integrate the requirements of sustainable finance into our organization and support our customers in their transition?

Generative AI

- What are the major challenges of generative AI in financial services?
- How can we set up an organization that encourages the adoption of this new technological breakthrough on both the IT and business sides?
- How can we acculturate our teams to the challenges of Gen AI?
- How can we protect sensitive data, and guarantee the transparency and explicability of automated decisions?
- How should AI be used in financial services?
- What is the place of humans and AI?

Open Finance

- Post-DSP2, where do we stand with open banking, BaaS (Bank as a Service) and BaaP (Bank as a Platform) models?
- What's the difference between Open Banking and Open Finance?
- What are the threats and opportunities offered by FiDA (Framework for Financial Data Access) and this new data economy?
- How can we collaborate with fintechs?
- How can we manage interoperability between systems via APIs?

Vos contacts



› **Laurent HASSAN**
Director
laurent.hassan@ailancy.com
+33 7 61 59 90 94



› **Lamyae CHIADMI**
Senior Consultant
lamyae.chiadmi@ailancy.com
+33 6 89 33 48 42



› **Maha MOTIA**
Consultant
maha.motia@ailancy.com
+33 6 65 14 58 96



32 rue de Ponthieu
75008 Paris
contact@ailancy.com

