

- Conviction & Responsibility
- Our commitments
- **To our employees**

To our employees



An interview with Odile Mohan Global Head of Human Resources

How would you describe Candriam's culture?

In three words, we're innovative, entrepreneurial and socially engaged. Our guiding values, Conviction and Responsibility, feed into our responsible management approach. It means taking ownership on projects and being responsible for outcomes, in the company and community. It's a culture we're proud of internally, and which really attracts the attention of people from outside. In 2019 for example, some employees joined forces with a Belgian charity to reduce loneliness and increase public awareness of the plight of elderly people. Generally speaking, employees embody behaviours such as Respect, especially important when Candriam has more than 30 nationalities; Engagement, because we dedicate much time and energy to our projects; Anticipation, to pioneer and pre-empt needs, and plan for crises; and Teamwork, because our day to day necessitates collaboration.

How does this translate into the workplace?

Our people, our managers and leaders have autonomy to build new projects and new ideas. Managers are passionate about what we do, and transfer this passion to teams. It's a process that's formalised in the mentoring programme launched in 2019 for our Graduate Program, which will extend to other staff in 2020. And the flow of information goes both ways. An upcoming initiative encourages our Millennials and emerging talent to share their insights with the Executive Committee. From a strategic standpoint, the 2019-2020 HR roadmap is devised on three essentials: support and develop our talent, prepare Candriam for the future, and develop our branding and employer of choice strategy.

What were the main learning and development milestones in 2019?

We offered 7,800 hours of learning and development courses, or more than two days per employee, spanning discovery programs, Digital Week, personal development and management programs, sales team training, and Vlerick Executive Program in Asset Management certification. And we launched an internal version of our Candriam Academy, and offered more than 2,800 hours of language training. ■

Investing in our people, our most valuable asset

Training: personal development and management

Candriam continued to develop its Positive Leadership program, launched in 2018 for managers, by adding a new Motivational Leadership component focused on the drivers for motivation and the neuroscience behind it. An emotional intelligence course was proposed to all staff members. New York Life also held trainings in Brussels, Paris and Luxembourg for nearly 200 employees, which for the first time included training about perceptions of bias, which will be further developed in 2020.

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All new employees attend a discovery program on Candriam during which they have the opportunity to network with other newcomers and with Executive Committee members as well as get to know more about all major streams/departments of Candriam. They also have the opportunity to attend another discovery program on asset management.

Digital Week meanwhile was an occasion for employees to learn new skills, find out more about the company’s many digital projects, meet and interact with each other, with a goal to enhance collaboration. The 2019 edition saw 350 employees take part in over 50 sessions, on topics including big data and data lakes, Python programming language, change management, and robotic process automation.



Personal development process

Candriam sees the value in developing its staff to offer them broader and longer-term perspectives. Horizon is the name of Candriam’s new HR platform, the go-to place for staff to follow their personal development process (PDP), file training requests, and access a learning dashboard and digital courses. The PDP is an important asset for employees to plan and manage their careers. In 2019, one-third of advertised positions were filled through internal mobility. ●●●

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... E-learning

The ever-expanding e-learning catalogue includes compliance and IT security courses, as well as on soft skills such as “communication with impact” or well-being. A partner vendor will provide technical and digital skills trainings such as Python, Azure, and MS Office. The e-learning is designed to complement traditional classroom and external training.

Well-being Week initiatives

June saw many of Candriam’s branches organise Well-being Week workshops, conferences and activities. Attendees could be trained in the basics of first aid, enjoy a seated massage – 55 people did just that – or even benefit from advice on optimising their working hours. The week was a resounding success, with other health and well-being events subsequently organised in the year.

In addition, a “work from home” pilot was carried out in 2019 with the aim of making it more permanent in 2020 onwards.

Employee assistance program

Through an external provider, employees can now take advantage of psychological support or coaching, that is individual, confidential and free of charge. The program is designed not only to support employees, but encourage them to strengthen their resilience and pursue their personal initiatives.

Change management role

Managing change is part of being a responsible employer. A change management role created in 2019 aims to bring greater efficiency and agility to our major projects, but also to provide support for employees before and during the change, while more generally improving collaboration, communication, and commitment. Candriam takes a team-oriented approach, which includes selecting and training Change Agents going forward with a special focus on enhancing a culture of change.



HandiFormaFinance

Candriam supports HandiFormaFinance, a program for people with disabilities to access specialised or technical training for finance roles, followed by a work-study placement. Candriam, which takes on students and is part of a strategic oversight committee, aims at developing the program for other countries.

Onboarding and integration

In 2019, the onboarding and integration process was reshaped, and new tools developed, to ensure new employees immediately feel part of the Candriam family. The manager takes a hands-on role in acclimating a new employee, and follows their integration for up to three months. New employees can also count on the support of a 'buddy' assigned to help them adjust to the new work environment, providing practical and less formal information about life at Candriam. With 79% of recruits under 40, of which nearly 28% are under 30, the company has launched an interactive digital tool, eWelcome@candriam, that uses quizzes and other activities to bring new-joiners up to speed. ■

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28%*
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* As at 31 December 2019.