



Responsible Employer.



“**Candriam strives to provide an inclusive environment, where employees feel that they are valued members of the organisation and essential for contributing to its overall success.**”

Nadia Tortel
Chief Human Resources Officer

To reach its ambitious CSR objectives dedicated to its employees, Candriam set up new actions in 2022 based on 4 pillars:

- Foster inclusion, and a diverse pool of talents
- Facilitate life-long development & change
- Engage all staff to drive Candriam forward
- Foster well-being & CSR awareness

Foster Inclusion & a Diverse Pool of Talents.

Candriam recognises the importance of supporting a diverse workforce and inclusive environment. We believe that having staff with diverse backgrounds brings with it different perspectives and vision.

Our D&I Strategy relies on the following pillars:

- Our **Talent Acquisition strategy** that is open towards diverse backgrounds, supported notably through university and business schools' partnerships

- **Raising awareness & supporting D&I** within Candriam.

Our Diversity & Inclusion principles are incorporated across enterprise-wide policies such as its **Diversity & Inclusion Charter**, Recruitment policy, Internal Mobility Charter, **Anti-Harassment and Non-Discrimination Policy**, etc. Candriam provides internal training programmes to top management and hiring managers in the firm, including one-to-one sessions, in order to raise awareness and encourage diversity and inclusion practices within their teams.

- **Strong monitoring of diversity KPIs**

Gender diversity is one of our main objectives in terms of D&I. **We target 50% of gender diversity within new joiners under 30 and our 2022 rate is of 43%, a significant increase from previous years.**

50%
Gender diversity target
within new joiners <30

Recognising the need to monitor and benchmark our D&I achievements, Candriam established qualitative and quantitative criteria through several initiatives such as the Febelfin Gender Diversity in Finance Charter, a pledge to foster more gender parity in the financial sector, Edge Certification, the Workforce a Disclosure Initiative and French Association of Asset Managers. Association Française de la Gestion Financière (AFG), which has established a sub-committee focusing on diversity issues.*



Facilitate Life-long Development & Change.

Ongoing learning and development are essential for ensuring our staff stays sharp and focused and so that our firm continues to move forward.

With 'Working from Home' practices becoming part of the company life, Candriam's objective for 2022 was to offer employees flexibility in learning from anywhere, anytime and on any device. The firm concluded a new partnership with LinkedIn Learning, a digital library with 16,000 online courses, accessible 24/7 from desktop or mobile device in 7 languages and multiple formats (video, audio, books, learning paths with certifications). This partnership enables employees to be responsible for their own development and growth.

Candriam has developed a strong learning culture through a number of knowledge sharing opportunities. Our 2022 learning trends focused on:

- IT & Digitalisation through upskilling and reskilling programmes;
- Finance & Asset Management (ESG Masterclass, Discovering Asset Management, dedicated trainings on private assets, thematic funds, etc);
- Leadership (Leadership Fundamentals for future and new leaders/, Women & Leadership).

The firm's employees spent on average 19 hours in training (excluding Compliance mandatory trainings), 38% more than 2021.

*Febelfin Charter: This Charter reflects the aspiration of signatory firms to work together to achieve gender balance at all levels across the financial sector.
Edge Certification: A framework for measuring an organisation's progress on workplace gender and intersectional equity.
The Workforce Disclosure Initiative: The Initiative aims to improve corporate transparency and accountability on workforce issues such as managing workers across operations and supply chains.
French Association of Asset Managers AFG: The professional body representing the asset management industry, focusing on the promotion of a sound legal, regulatory and tax environment for the asset management industry, at national, European and international level.

Foster Well-being & CSR-awareness.

The well-being of our employees is essential to keep them motivated and committed; it is also important for the successful running of our operations.

In 2022, we ran our second Workplace & Well-Being survey and reshaped our Well-Being Committee, which now includes more members.

This Committee aims to develop social cohesion. It led several new local and global initiatives in 2022 and other initiatives are planned for 2023 such as sport tournaments, wine tasting workshops, culture and food exchange or cooking classes.

During Covid, working from home became the norm and post-Covid, employees voiced a need for more flexible working options. To accommodate the need for new long-term working models, Candriam renewed its **Work from Home Policy**, offering two regular days per week working from home and 5 extra days that can take place working from abroad.

All employees and families can still benefit from the **Employee Assistance Programme (EAP)** for any psychological support needs.

Strengthening CSR Awareness

Candriam wants all employees to be part of our CSR commitments and understand the need for sustainability to underpin all aspects of our business. Supporting education and research on ESG, both internally and externally, is embedded in our DNA:

- **More than 500 employees (over 600) have attended the firm's ESG Masterclasses to learn more about sustainable strategies.**
- 85 % of Candriam employees achieved a "Candriam Academy" certification (See more information on the Candriam Academy in the **Responsible Citizen** chapter)
- Several senior ESG professionals are involved in giving regular courses within universities and business schools partners including **Vlerick Business School, Kedge Business School, UCL - Université Catholique de Louvain, University of Paris Dauphine.**



600+
employees attended
the firm's ESG Masterclasses

Engage all Staff to Drive Candriam Forward.

Candriam provides numerous opportunities for employees to get involved in the firm's wider CSR initiatives. Nearly 7% of Candriam's employees belong to one of the firm's communities such as Next Gen, Digital Ambassadors or Women@Candriam, allowing them to share ideas and get involved in the life of the firm beyond their immediate job.

In 2023, we will organise the third session of mentoring and continue offering a wide range of events to create cohesion between teams including:

- Our "Discovering Candriam" event for new joiners;
- Breakfast meetings with the local management board;
- Buddies for new joiners;
- Team building activities.

16
since the start of
the programme in 2017

Communities @Candriam

Central to our exploration of ways to improve as an organisation, employee-led initiatives help bring forward innovative ideas and further foster a sense of community across Candriam. Recent initiatives include:

- **Women@Candriam:** an internal network that aims to support, develop, and promote women's professional development.
- **NextGen committee:** to introduce innovative ideas that can help shape the future of Candriam.
- **Digital Ambassadors:** to help enhance our digital culture, pursuing day-to-day improvements and accelerating the adoption of new technologies.
- **Mentoring:** to support an intergenerational sharing of knowledge.
- **Graduate Programme:** to support and train the next generation of leaders, this two-years rotation programme offers graduate formal training, mentoring, international experiences and networking opportunities within several business units.