

# Responsible employer



INCLUSION & EMPOWERMENT

“**Candriam believes that our organization is made stronger through a model that supports a diverse workforce and where staff are given opportunities for development.**”

**Nadia Tortel**  
Global Head of Talent



## TO OUR EMPLOYEES

**Spending time on employee development has been shown to not only benefit the employee but also the company as a whole. In what ways does Candriam think that learning and development achieves these goals?**

Learning and development has long been a priority area for Candriam. Our view is that we can provide the development opportunities but it is then up to each individual to take advantage of those opportunities and make the most of them. We try to ensure that all staff members have access to learning and development, whether it's to learn new skills or further develop existing ones. Nearly half of our workforce is comprised of millennials, with different workplace priorities and needs than previous generations. Providing personal enrichment so they can fully develop their potential is an important consideration for them and for us as a firm if we want to continue to stay on our current successful growth path.

**Covid has prioritized social issues for companies worldwide. Now that Covid appears to be receding, how will Candriam move to a post-Covid way of working?**

Covid forever changed our lives and in the process, forced companies to re-examine their work models. Working from home presented unprecedented challenges but ultimately, proved successful, which is why we cannot return to pre-Covid paradigms. In order to ensure our staff retains a

degree of flexibility in their lives, Candriam has instituted a hybrid working model, allowing staff to combine home and office working. We recognize that in order to retain our talented employees, and keep them motivated and energized, we must provide a more flexible working model.

**How does having a policy of diversity and inclusion make Candriam stronger as an organization and a better place for people to work?**

At Candriam, we strive to make diversity and inclusion much more than just a box ticking exercise. We believe that having diverse staff representing different points of view and outlooks, strengthens us an organization. We work hard to embed these policies across the entirety of the organization, from senior management to department heads to line managers to our work force at large. Candriam's policy of inclusion is also reflected in our hiring practices to ensure that we embrace all aspects of diversity.

For me, inclusion means bringing people into the organization who don't necessarily tick all the usual boxes. While this is a big challenge for any organization, Candriam believes that it is essential to break the cycle of always hiring people from the same educational and social backgrounds. By supporting universities, business schools and underprivileged students, we actively participate in building a diverse pool of talent.

We recognize that raising awareness around diversity and inclusion within the organization is critical to our success. This is achieved in a number of ways, through diversity and inclusion leadership workshops and our women and leadership programs..



**How can Learning & Development and Diversity & Inclusion contribute to Candriam's long-term sustainability goals? How would you like to see these priority focus areas develop in the future?**

Diversity & Inclusion through Learning & Development will continue to remain our priority focus area for the foreseeable future. We have both a top-down and a bottom-up approach regarding D&I by raising awareness across all Candriam employees on the one hand, and developing our managers through Inclusive Leadership on the other hand.

We also encourage our hiring managers to be more inclusive and meet our diversity targets. Continued success requires constant information and education across the organization: at Candriam, we want to increase employee engagement by also developing internal knowledge sharing opportunities. We believe that Learning & Development is crucial to the sustainable growth of our people and of Candriam as a whole.

The training offering is continuously adapted and broadened in order to keep everyone motivated and address evolving company needs. •

**“Diversity & Inclusion is a core building block of our Leadership Fundamentals’ program. We believe it is key at Candriam that our leaders go through a personal development track on D&I. It is not only about awareness but also about change on a personal and team level. Our leaders are our main ambassadors and change agents helping us to reach our sustainable goals.”**

**Déborah Bogaert**

Head of Learning and Talent Development

**CANDRIAM, RESPONSIBLE EMPLOYER – FOUR CSR OBJECTIVES**

Foster **inclusion** & a **diverse** pool of talents

Facilitate life-long **development & change**

**Engage all staff** to drive Candriam forward

Foster **well-being** & **CSR** awareness



**I loved the experience! It was great to get to know more about the different teams within Candriam and how they operate. It was also great to get to meet so many different new people coming from very different backgrounds and appreciate the diversity of the group. This has made me feel more motivated and attracted to Candriam's spirit and corporate culture.**

**Participant commenting** on a Candriam new joiner event

# Leadership

**Candriam's core initiatives.**

**Diversity and Inclusion are at the heart of our culture**

Candriam has a strong focus on gender diversity—accompanied by measurable objectives such as the attraction of more women within our workforce. Through internal mobility, personal development, mentoring, specific learning paths and dedicated training programs (such as Women & Leadership) we have committed to supporting a diverse succession plan across the organization.

The Women @ Candriam group, created in 2018, focuses on career development now and in the future. In 2021, Candriam signed the FEBELFIN<sup>(1)</sup> “Gender Diversity in Finance” charter, representing an important milestone in Candriam's Diversity and Inclusion efforts, which will lead to better outcomes for each other, our clients and Candriam. **To ensure that Candriam is developing the future female leaders of tomorrow, its goal is that at least half of new hires are women, as averaged from 2021 through 2025.**

We also have a Diversity & Inclusion Committee composed of members with diverse backgrounds and the support of a Diversity Correspondent, in order to:

- develop a dedicated strategy in line with our CSR roadmap,
- define, promote and support the implementation of global and innovative initiatives in favor of inclusion,
- follow up on measurable objectives set by the Executive Committee for achieving diversity and inclusion across all our entities.

Inclusion is an established criteria in Candriam's performance development and is part of the evaluation of our people leaders. Our aim is to define specific objectives annually in terms of Diversity and Inclusion and refer these to the Executive Committee.

**DIVERSITY & INCLUSION**



- “Unconscious bias” training & diversity objectives for managers
- Diversity & inclusion committee
- HR diversity correspondent
- inclusive “communities”



- Diversity & Inclusion charter
- Recruitment policy
- Internal mobility charter
- Non-discrimination in ethical codes
- Joining initiatives



- Measure & increase diverse representation
- Measure & close pay gaps

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<sup>(1)</sup> FEBELFIN is the federation of Belgian financial institutions, is the most important representative of the Belgian financial world at national and international level.



## Reinforcing learning and development from the top down and bottom up

Managers are very involved in Candriam's onboarding process to ensure new staff are fully integrated into the organization.

Candriam employees have extensive development opportunities to gain additional knowledge on a variety of subjects and improve their existing skills. We provide a broad range of programs, including:

- IT & Digital
- ESG knowledge
- Business & asset management knowledge
- Personal development
- Certifications : CFA/ESG CFA/CAIA/executive program

Underscoring our commitment to Diversity and Inclusion, we regularly hold workshops where staff can learn about the importance of these issues, including how to create an environment where others feel psychologically safe and are able to bring their authentic selves to work.

We want to ensure that in the next few years,

**100%**

**of new staff have "buddies" to help ease them into the organization in a positive and comfortable manner.**

## Training the next generation of executives

At Candriam, we want our talented staff to stay with us as long as possible. Given that 48 percent of our workforce is comprised of millennials, we have established the NextGen Committee, an initiative which allows young employees to work directly with senior management and take on work and responsibilities beyond their job description. We think this is a good way to train tomorrow's executives.



**"The values and culture that we have established at Candriam must be lived by all our employees. Our Executive and Management Committees are involved in all our initiatives to ensure we have a top down, cohesive approach."**

**Nadia Tortel**  
Global Head of Talent

## Communities @Candriam

**Central to our exploration of ways to improve as an organization, 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.

**Change Agents:** sharing competencies across collaborative projects to gain efficiencies.

**Graduate Program:** to support and train the next generation of leaders, this two-year program offers graduates formal training, coaching, international experiences and networking opportunities.