

Responsible employer

The United Nations Sustainable Development Goals (UN SDG) impacted



New hires

45%

of women in 2020 vs 35% in 2019

New positions

30%

filled through internal mobility in 2020 (+16% vs 2019)

To our employees

“To benefit from a wider pool of experience, skills and perspectives, CANDRIAM is adopting a more inclusive approach to recruitment.”

How do CANDRIAM’s corporate values support employee development?

CANDRIAM’s values of conviction and responsibility in asset management are deeply rooted in the company’s name and ethos, encapsulating everything we represent as an organisation and employer. The pandemic’s silver lining is to have reinforced the importance of the human factor, raising everyone’s general level of empathy and humility, and further enhancing our people-first culture. In face of this unprecedented global health challenge, the collaboration and solidarity within teams and across departments has been impressive, with creativity and innovation remaining very high.

How did CANDRIAM respond to the challenges of Covid-19 from a human resources perspective?

Like other global firms, CANDRIAM faced an initial challenge to keep employees around the world updated and informed. We made health and safety our first priority, offering mental health support through a dedicated Employee Assistance Program, and a psychologist available to employees 24/7. For many, the program helped to mitigate the pandemic’s effects on work, life and family. We provided additional manager training and advice, acting to keep employees close while socially distant. Early on, we launched a weekly Covid-19 crisis committee with country managers, and heads of HR, Risk, Legal

and Compliance, Purchasing and Logistics, and Communications divisions to keep all employees aware of our actions. Starting from February 20 we enacted concrete steps, culminating in a global work-from-home order on March 17. Our efforts were bolstered by the launch of our new digital learning management platform. A Workplace & Wellbeing feedback survey conducted in June provided reassurance our initiatives were responding to the workforce’s needs and expectations. Overall, the strategy proved highly successful. In terms of Corporate culture, it’s been remarkable to witness the strength and resilience of our colleagues and their collective efforts and support for one another. Looking forward, we will have less travel and more work flexibility which will provide a better work/life balance with no impact on productivity or our corporate culture. This crisis was also an opportunity to rethink the layout of the working environment and create more space for interactions, networking and boost digital technology allowing our employees to work either from the office or from home.

What is CANDRIAM’s approach towards diversity and inclusion?

CANDRIAM is committed to developing, implementing and promoting diversity and inclusion by onboarding people from a diverse range of backgrounds, at all levels of seniority. To benefit from a wider pool of experience, skills and perspectives, CANDRIAM is adopting a more inclusive approach to recruitment, removing bias through training and development, while closely monitoring employee diversity. It is our belief that initiative, entrepreneurship and healthy collaboration thrive in a work environment where differences are valued and leveraged, creating the foundations for employee satisfaction and fulfilment.



Odile Mohan

Global Head of Human Resources

Paving the way for diversity and inclusion

As a responsible asset manager, CANDRIAM makes it a top priority to develop an environment where employees feel included, valued, connected and respected, and are comfortable bringing their "authentic selves" to work, regardless of their backgrounds, beliefs and perspectives. We undertake many initiatives and actions to develop a sense of community and belonging across our workforce. These include employee-led

communities, a mentoring program, internal networking events, social activities, and regular training and development sessions focused on diversity and inclusion.

Our commitment towards gender equality is demonstrated in our hiring practices, which seek to achieve 50% women across all our hires in 2021.



Mentoring and mobility

In June, CANDRIAM implemented Mentoring at CANDRIAM to develop junior talent as they progress in their careers. The project, slated to run into 2021, gives increasing opportunities to a larger group of mentors and mentees. Another means to keep employees engaged and broaden their career perspectives is to offer internal mobility and make temporary and fixed-term contracts permanent. In 2020, 44% of all open positions were filled in these ways. Our objective is to help employees acquire technical and managerial skills, realise their full potential, and experiment with new roles.



Nadia Tortel

Global Head of Talent

Some of the most important qualities I look for in a hire is the personality, state of mind, and positive energy that someone can bring to the CANDRIAM family. In addition to the technical and professional skills necessary for the role, these qualities are paramount in a firm like CANDRIAM where our culture and values are key to the strength and success of our business.

87%

of the staff followed a non-mandatory training in 2020 vs 81% in 2019



From training culture, to learning culture

Creating the building blocks to transition from a training culture towards a learning culture was a focus of 2020. We launched a digital learning platform adapted to new ways of working and offered new training sessions on agile work and other concepts, in blended-learning formats. Our learning and development platform, Horizon, was improved with consolidated learning analytics, and modules on leadership skills, personal development, IT and digital skills, and wellbeing. These were bolstered by a learning and development newsletter 'What's new in Horizon' and the popular Digital Week, focused on enhancing our employees digital knowledge and experience at CANDRIAM and Discovering CANDRIAM (our annual event to introduce new joiners to CANDRIAM). CANDRIAM delivered manager training on successful onboarding, effective feedback, and unintended bias for the second year running, along with a training on inclusive leadership.

Targeted

50%
of women across all our hires in 2021

Communities@CANDRIAM

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

- **Women@CANDRIAM:** an internal network that aims to support, develop, and promote women's professional development.

- **Millennials Group:** to bring innovative ideas to 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 intergenerational sharing of knowledge.

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