



clients.

Trusted partnerships

At Candriam, we prioritise stewardship in every aspect of our business, including our relations with clients. At the core of all our work is our commitment to our clients' perspectives and satisfaction. We developed our Client Charter to commit further to building long-term trusted partnerships based on our key values of conviction and responsibility, guiding our employees on how to build value for our clients responsibly.





Optimising the Client Journey.

In 2024, we implemented the Client Journey Project, a new initiative aimed at refining the client experience. Our sales and client service teams have thoroughly examined each client touchpoint with Candriam to identify key areas for enhancements. This initiative is a collective effort, with every team contributing to the improvement of our service standards. The goal is straightforward: to ensure all client interactions are seamless and positive. Short-term enhancements will involve finetuning smaller details that, while not direct issues, are pivotal in meeting and exceeding client expectations. More significant, longer-term evolutions are also in the pipeline to fulfil client needs more effectively.

Examples of our Client Journey Project include further digitalising our client reporting experience, thus improving our ability to monitor client satisfaction, and digitalising our regulatory reporting, replacing manual processes with streamlined, client-friendly digital solutions.



1. Long-term business relationships are classified as clients who have been invested in a Candriam fund for over five years
2. Including mandates created before the brand change to Candriam (2014) and that are still active as of 31/12/2024

Client Longevity.

At Candriam, the average duration of ongoing business relationships through fund investments is 5.93 years.



This figure highlights our ability to establish strong connections and deliver consistent value to clients, resulting in them working with us for longer. We believe that maintaining these investors over extended periods shows a high level of client satisfaction and trust in our expertise.

We maintain long-term business relationships¹ through Candriam products, accounting for 49% of our total client base, which demonstrates our commitment to nurturing enduring partnerships, deeply understanding clients' needs, communicating effectively and adapting to changing market conditions.

The average length of institutional mandates currently managed by Candriam, 12.2 years,² showcases our ability to meet client expectations over an extended period. This longevity reflects the trust clients place in Candriam's investment strategies, risk management and ability to navigate various market conditions. These longer mandates also provide stability and predictability for our operations.

Understanding our Clients.

Given our institutional client base, Candriam engages with clients through regular meetings, which help us understand our clients' existing and ever-evolving needs. Our investment management activity is centralised while our distribution activity is decentralised, carried out by local professionals in all countries in which we operate to maintain closeness to our clients. The local professionals speak the language of our clients and are aware of specific investment, regulatory and fiscal needs.

In addition to the local sales force, we have a dedicated unit for insurance companies and pension funds, one for global financial institutions and one for clients investing in private markets.



As well as maintaining strong direct relationships with clients, we also support initiatives such as workshops and seminars and organise gatherings on topics such as macroeconomics, asset allocation, asset liability management, sustainable investments, private markets and regulatory changes.

Throughout 2024, using the knowledge of our ESG experts, we produced various articles dedicated to sustainability issues for our clients and the community at large. We also organised two "ESG talks" via the Candriam Academy.

In 2024, we offered:

43

whitepapers and opinion papers for investors on issues including hydrogen, water, fossil fuels and PFAS.

4

papers on engagement actions or collaborative actions carried out by Candriam with companies on topics such as human capital in small- and mid-sized firms.

3

educational articles for the European Financial Planning Association (EFPA) and Candriam Academy.



Listening to our Clients.

We provide a wide range of investment solutions to our clients to meet varying goals and seek to provide transparency to those invested with us.

We recognise that our clients have different investment goals and needs – financial and extra-financial – and time horizons for achieving them. As a result we offer ESG factor integration and sustainable strategies with different timeframes across equities, fixed income, multi-asset and private markets. We strive to remain agile and responsive, adapting our services to meet the evolving needs and expectations of our clients.

We offer a range of services across all asset classes, including customised reporting. Specifically for equities, we provide dedicated proxy voting services. While the majority of our equity holdings follow our standard proxy voting guidelines, designed to protect shareholder interests, we also support bespoke proxy voting approaches. This enables clients to align voting decisions with their internal policies and values, ensuring that our proxy voting activities reflect their priorities and expectations.

We strive to encapsulate our client and beneficiary needs. Our regional- and sector-specific sales experts and market intelligence team are the key drivers in this process. Both departments constantly evaluate our success in understanding our clients’ and beneficiaries’ needs. We also seek to understand why clients have specific needs and expectations through research. The market intelligence team is responsible for keeping track of market dynamics, changes in regulation and client needs, aiming also to ensure that our product range continues to meet expectations. We regularly



monitor our product range to ensure that products meet their investment objectives and provide value to clients. Products that are identified as not meeting these requirements are placed on a watchlist as we look to investigate how they can be improved.

Candriam ensures that all marketing practices directed at clients, such as product materials, presentations and promotional content, are conducted responsibly and transparently, ensuring clear, accurate and non-misleading information.

Reporting to Clients.

As well as detailed financial reporting with extensive risk indicators and performance attribution, Candriam reviews a series of extra-financial indicators.

As many companies and issuers aim to enhance their sustainability transparency, our extra-financial reporting must develop to continue to meet our clients’ needs.

In our extra-financial reporting, we aim to cover a wide range of ESG indicators. These include environmental metrics such as carbon footprint and intensity (SFDR PAI 1, 2 and 3); social metrics such as bribery and corruption policies (SFDR PAI 15), collective bargaining agreements and UN Global Compact violations (SFDR PAI 10); and governance metrics such as the proportion of independent board members in portfolio companies. These indicators are measured by independent providers such as S&P Global Sustainable and Carbon4Finance and are presented in relation to each fund’s benchmark to provide meaningful context.

We also disclose our engagement and voting activity as part of our commitment to active ownership. Reporting includes the number of shareholder meetings attended, votes cast for or against resolutions and the nature of those resolutions, such as director elections, executive remuneration or capital structure changes.

In 2024, our weighted average of reports delivered on time to end-clients under discretionary mandates and to distributors was 90%. We will continue to work to improve this as we strive to achieve 95%.

