



# Responsible Employer.

## **GREAT Place to Work and Employee Engagement**

In 2024, Candriam continued focusing on developing a GREAT place to work, guided by our corporate values: Grow with Respect, Engagement, Anticipation and Teamwork. We focused on creating a workplace that promotes employee wellbeing and belonging, enhancing the overall employee experience. Our goal is to ensure that all staff can thrive and use their talents, supporting our 'employer of choice' strategy.







Through our internal employee communities, TogetHer, NextGen and the Wellbeing Committee, we provide platforms for professional development and innovative thinking, ensuring that every voice is heard and every idea is valued. Additionally, we launched the D&I Ambassadors program, a new initiative aimed at fostering mutual respect and a sense of belonging among staff with diverse profiles and backgrounds. These ambassadors are responsible for engaging with colleagues, sharing information about diversity events and initiatives, facilitating discussions and workshops and collaborating with HR and senior management to implement various diversity initiatives.

In addition, we organised various events and wellbeing activities to support employees to achieve a healthy work-life balance, with nearly 600 instances of staff participation across more than 50 sessions.

The creation of all these committees is part of several diversity and inclusion requirements, driven by EU directives.<sup>1</sup>

**Candriam Communities**

- TogetHer is an internal network of women and men dedicated to supporting women’s professional and personal development
- NextGen aims to foster innovative ideas that help shape the future of Candriam, such as the launch of a platform to promote and facilitate employees volunteering
- The Wellbeing Committee organises wellbeing initiatives centred around sport, culture, mental health and other wellbeing-related subjects.

**Workplace Diversity Progress and Challenges**

Despite our dedicated efforts, we have not fully achieved our ambitions to diversify and broaden our talent pool. Several initiatives were implemented to improve gender diversity, including adopting inclusive recruitment practices, mandatory e-learning on preventing discrimination, mentorship programmes and flexible work policies. However, we faced obstacles such as the ongoing underrepresentation of women in financial and IT fields, less favourable asset management cycles and the long-term nature of these initiatives.

**Ambitions going forward**

Expanding our talent pool and welcoming diverse talent are important for resilience and growth. In line with the EU’s Council Directive 2006/54/EC, on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation, we aim to maintain our ambitions for a female workforce share of 35%-40%, female representation in top management at 25%-30% and female representation in management committees at 25%-30%, all by 2030. Additional actions include reviewing current initiatives, monitoring additional KPIs, raising awareness among managers and engaging with universities to address under-representation.



<sup>1</sup>. Council Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin.  
Council Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation.



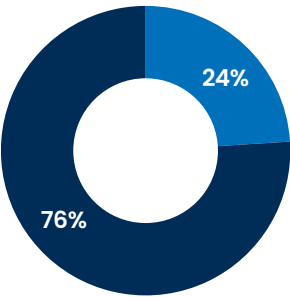
## Career Management and Succession Planning.

Recognising the importance of clear pathways for career growth and development, we have strengthened our career management and succession planning process. Our graduate program and formal training, mentoring and networking opportunities empowered a diverse pool of young and/or high-potential talent. By monitoring key indicators such as the gender distribution of promotions and internal moves, we strived to create an environment where each employee is recognised and nurtured, laying the foundation for effective succession planning.

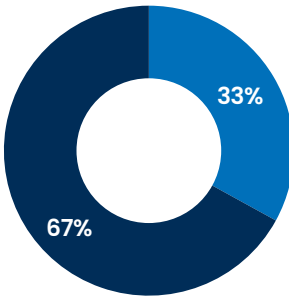
In 2024, there were 21 internal moves and 33 promotions, and the introduction of six new mentor-mentee relationships. Our talent acquisition efforts resulted in 45 new hires, 22 of whom were under 30 years old.



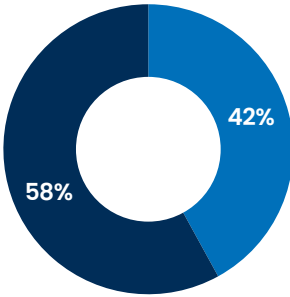
Internal moves by gender



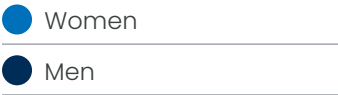
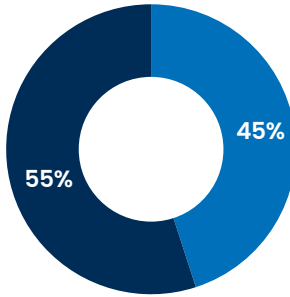
Promotions by gender



New hires by gender



New hires <30 years old by gender



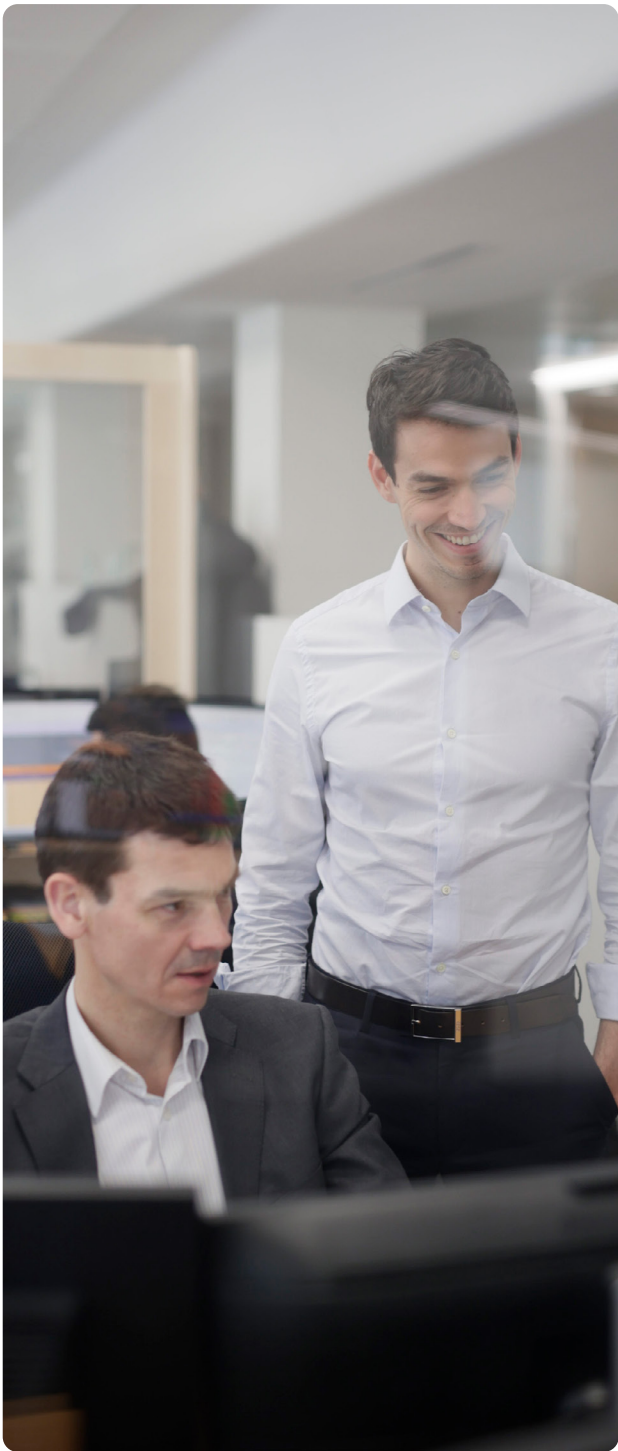
## Sustainable Growth and Development.

Candriam’s commitment to sustainable growth extended beyond business objectives to support employee development. In 2024, the Learning & Development Team addressed over 400 training requests across various topics, including business, finance, asset management and IT, with 97% of employees having participated in non-mandatory training. On average, each employee received 30 hours of training, excluding mandatory regulatory training. Candriam also offers the opportunity for employees to participate in industry certifications, with 17 new certifications obtained in 2024, including various CFA levels, the CFA’s Sustainable Investing Certificate, Scrum.org certifications and Lean Management certifications.

Through initiatives including our internal employee communities, we provided opportunities for professional growth and development, with the aim that our employees are motivated and empowered to achieve their full potential.

Our leadership blueprint, designed in collaboration with the Executive Committee, has resulted in a programme to support both individual and organisational growth. This programme empowers leaders through a systematic approach that includes coaching based on self-assessment, leadership co-development sessions and knowledge-sharing initiatives

By aligning our leadership blueprint with our strategic objectives, we aim to ensure that our leaders are equipped with the skills and insights necessary to drive sustainable value and high performance across the organisation.





Reward and Performance.

At Candriam, we believe in recognising and rewarding staff excellence. We cultivate a culture where performance is measured not just in numbers. Our remuneration policy is designed to be sustainable, reflect our commitment to fair and equitable compensation practices and recognise initiatives that align with our GREAT values. It is key to maintaining our employees’ motivation and engagement.

In 2024, our annual review of our remuneration policy ensured its continued alignment with our commitment to fairness and equity, while integrating sustainability criteria and new regulatory requirements.



Candriam People policies

[Diversity & Inclusion Charter](#)  
[Remuneration Policy](#)

[Non-Discrimination and Anti-Harassment Policy](#)  
[Human Rights Policy](#)

