

Responsible Employer.

Nadia Tortel
Chief Human Resources Officer,
Candriam





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At Candriam, we recognise that our people are our greatest strength. We are dedicated to cultivating an inclusive, people-centric and growth-oriented culture, where employees feel empowered to produce their best work in a supportive environment.

GREAT Place to Work & Employee Engagement.

To reach our ambitious objectives regarding our employees, Candriam implemented new actions in 2023 based on four redefined pillars:

- G.R.E.A.T. place to work & employee engagement
- Career management & succession planning
- Sustainable growth & development
- Reward & performance

This pillar articulates what being a G.R.E.A.T. place to work means to us, according to our corporate values – **G**row with **R**espect, **E**ngagement, **A**nticipation and **T**eamwork. We aim to develop an inclusive workplace, foster employee wellbeing and strengthen the employee experience with the aim of supporting external branding and our employer of choice strategy.

Candriam's participation in impactful initiatives, such as the EDGE Empower® Label,¹⁶ Women in Finance in **Belgium** and **France**, and the **30% club** further demonstrates our unwavering dedication to creating a diverse and inclusive environment.

In 2023, Candriam was awarded runner-up in the WDI awards in the category of 'most improved', highlighting our commitment to continuous improvement in managing our workforce effectively.¹⁷

⁽¹⁶⁾ EDGE Certifications help standardise and promote diversity, equity and inclusion in workplaces.

⁽¹⁷⁾ The quality of the award won by the management company depends on the quality of the issuing institution and that award does not guarantee the future results of the management company.

Additionally, 2023 marked Candriam's second year of participation in the **Workforce Disclosure Initiative (WDI)**, promoting transparency and enabling us to demonstrate to all stakeholders how we effectively manage our employees and supply chain workers. In 2023, Candriam was **awarded** runner-up in the WDI awards in the category of 'most improved', highlighting our commitment to continuous improvement in managing our workforce effectively.¹⁷

Initiatives such as our communications campaign "CandriamAZING", which highlighted nontraditional career paths and inclusivity in our hiring and employee management processes, celebrate the diverse profiles of our employees.

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.

Candriam Communities

- TogetHer (previously "Women@Candriam") is an internal network that aims to support, develop and promote women's professional and personal development.
- NextGen aims to introduce innovative ideas that help shape the future of Candriam.
- The Wellbeing Committee organises wellbeing initiatives centred around sport, culture, mental health and other wellbeing related subjects.



Our internal survey, based on the Organizational Health Index, allows us to assess continuously the needs and expectations of our employees and align our actions accordingly, reaffirming our commitment to wellbeing and engagement.

D&I at Candriam goes beyond checking a box. We believe that diversity in our staff fuels creativity and fortifies our ability to address challenges innovatively. Candriam’s D&I Charter permeates the entire organisation, from senior management to department heads and throughout our workforce, ensuring diversity is embraced at all levels.



Six pillars fuel Candriam’s D&I strategy:

Pillar	Strategic Activities
Raising awareness	Promoting understanding of D&I through training, talks from expert speakers, manager goals and company events.
Attracting diverse talent	Partnering with universities, schools and other organisations with a focus on reaching diverse candidates.
Retaining diverse talent	Investing in learning, mentoring and diverse succession planning to support the professional development and wellbeing of all our staff.
Work-life balance	Hybrid work, workplace flexibility, employee assistance programs and cultural activities that support work-life balance for employees.
Empowering women & minorities	Internal mobility, personal development, mentoring and dedicated training programs (such as Women & Leadership) support diverse succession planning for key roles across the organisation.
Fostering inclusion	Candriam communities amplify diverse voices. Setting both qualitative and quantitative goals aimed at fostering inclusivity, reporting on progress towards these goals and actively participating in industry networks for women and diverse talent.

Career Management & Succession Planning.

We recognise the importance of providing clear pathways for career growth and development. This pillar sets the foundations for a yearly talent review with the aim of strengthening our succession planning. These initiatives empower employees to navigate their career paths with confidence and transparency.

Candriam invests in the next generation of leaders through our graduate program and by offering formal training, mentoring and networking opportunities to a diverse pool of young talents and high potentials.

By monitoring key indicators such as the gender distribution of promotions and internal mobilities, we strive to create an environment where talent is recognised and nurtured, laying the foundation for effective succession planning.



Sustainable Growth & Development.

Our commitment to sustainable growth extends beyond business objectives to support the development of our employees. Through this pillar, Candriam aims to tackle individual and team needs, accelerating tailor-made learnings and fostering knowledge-sharing that supports employees in their personal and career development.

In 2023, the Learning & Development Team addressed more than 400 training requests across various topics including Business, Finance, Asset Management and Information Technology. Examples include Discovering Asset Management,

ESG Masterclass and Project Management. Each employee received an average of 17 hours of training in 2023, excluding their approximately eight hours of mandatory regulatory training.

Through initiatives such as our internal communities, we provide opportunities for professional growth and development, ensuring that our employees are motivated and empowered to achieve their full potential.

By prioritising employee wellbeing and development, we create an environment where growth is not only sustainable but also meaningful.



Reward & Performance.

This pillar focuses on further developing a sustainable component in our remuneration policy, in addition to the consideration of ESG risks in personal assessments and remuneration as required by the EU's Sustainable Finance Disclosures Regulation (SFDR).

At Candriam, we believe in recognising and rewarding staff excellence. Our remuneration policy is designed to be sustainable, reflecting our commitment to fair and equitable compensation practices as well as recognising initiatives that align with our **G.R.E.A.T.** values. This is key to maintaining our employees' motivation and engagement.

By offering a wide range of local activities and promoting employee wellbeing, we aim to cultivate a culture where performance is not measured just in numbers but also in the overall satisfaction and engagement of our team members.

Our remuneration policy is designed to be sustainable, reflecting our commitment to fair and equitable compensation practices as well as recognising initiatives that align with our G.R.E.A.T. values.

