

# Candriam's strategy.

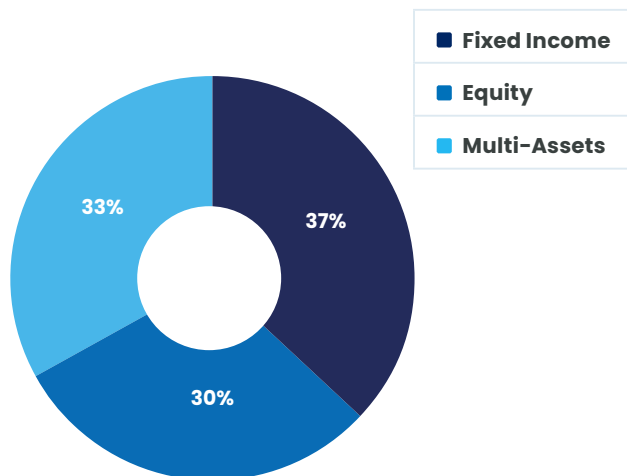
## Candriam business model

As a recognised leader in active and responsible investing, Candriam delivers investment solutions across fixed income, equities, multi-asset strategies and alternatives. In addition to listed securities, we provide access to real estate, private debt and private equity through a network of partnerships across Europe and the US.

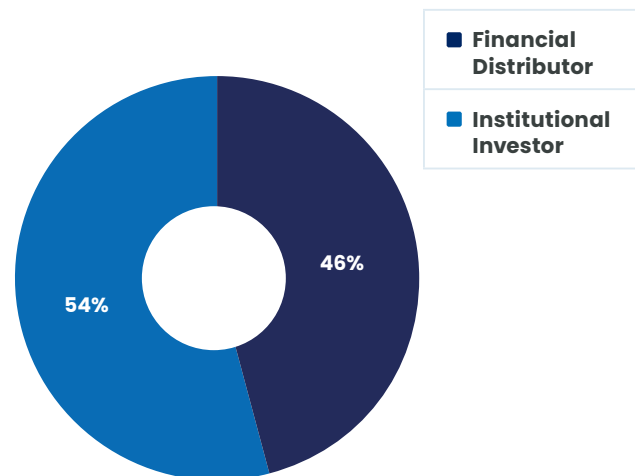
To help our clients achieve their financial and extra-financial goals, our investment decisions are grounded in proprietary financial and sustainability research, balancing return potential, risks, and impacts, supported by engagement with issuers to enhance client outcomes.

This is reflected in Candriam's name, which stands for **C**onviction **AND** Responsibility **I**n **A**sset **M**anagement:

**Figure 1: Asset Allocation by Asset Type**



**Figure 2: Client Base by Category**



Candriam operates primarily in a B2B environment, serving institutional investors and financial distributors (B2B2C) across Europe and beyond.

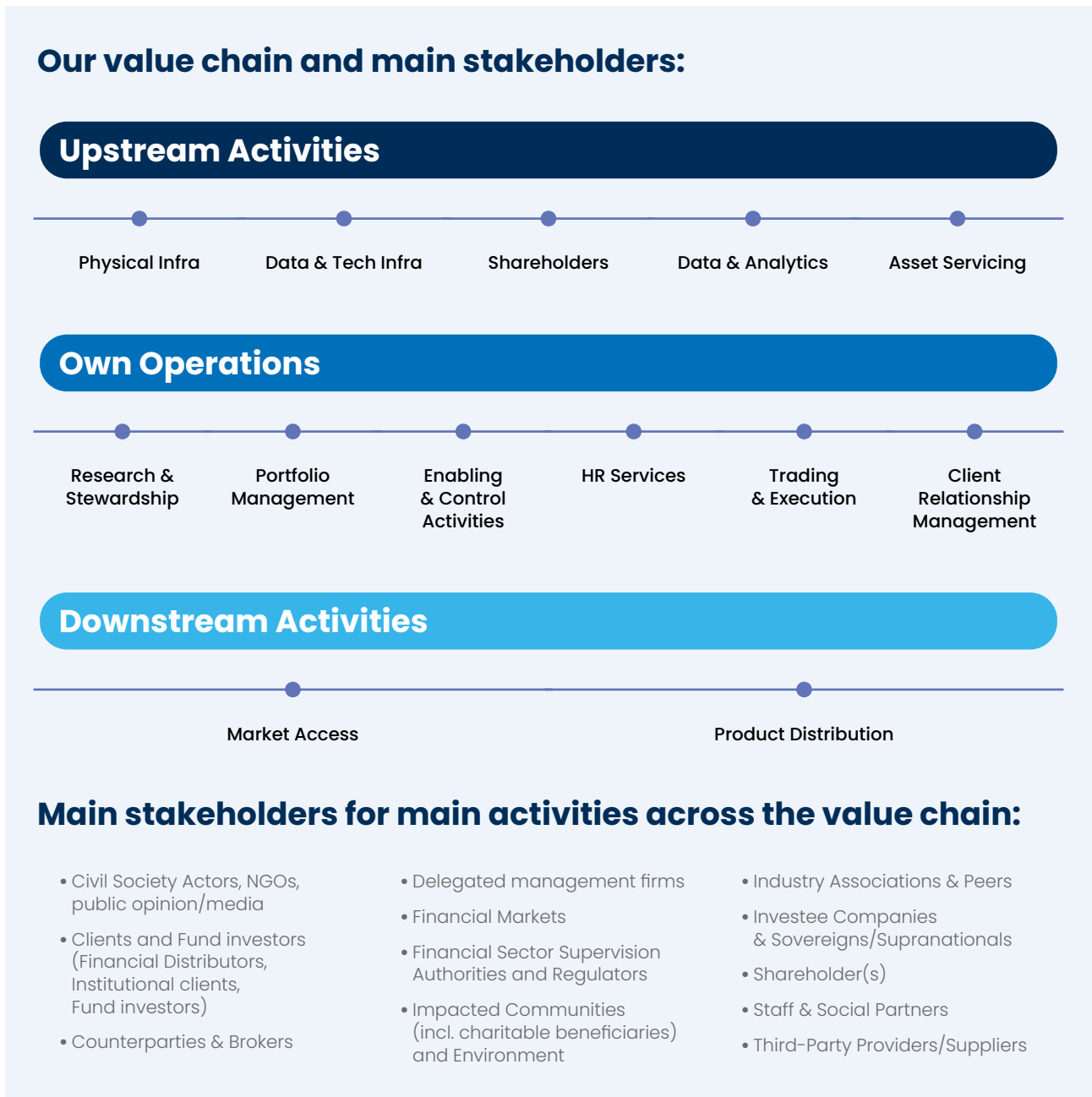
Our primary markets are in Europe with a targeted presence in the Middle East and in other international regions.

**Figure 3: Candriam's primary markets**



Our key business relationships within our value chain include our clients and suppliers.

**Figure 4: Candriam value chain**



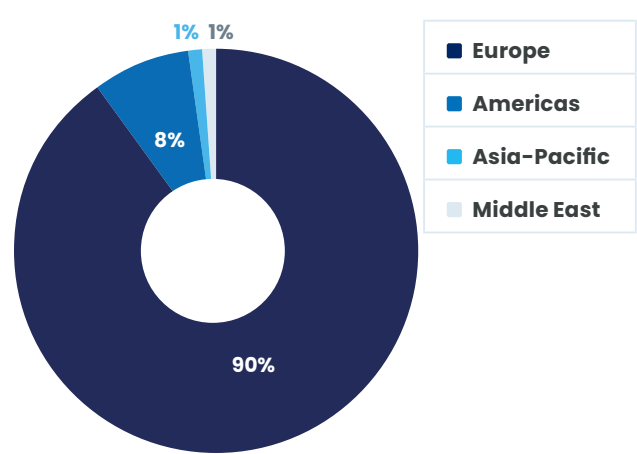
# Clients

We serve a diverse client base of institutional investors and financial distributors.

**Table 4: Detailed Breakdown of Client Base**

Institutional investors	Financial distributors
<ul style="list-style-type: none"> <li>• Pension funds</li> <li>• Insurance groups</li> <li>• Sovereign, regional &amp; public investors</li> <li>• Foundations and associations</li> <li>• Corporates</li> <li>• Other financial institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Retail banking networks</li> <li>• Private banks</li> <li>• Life insurance companies</li> <li>• Fund of funds</li> <li>• Platforms</li> <li>• HNWI / family offices</li> </ul>

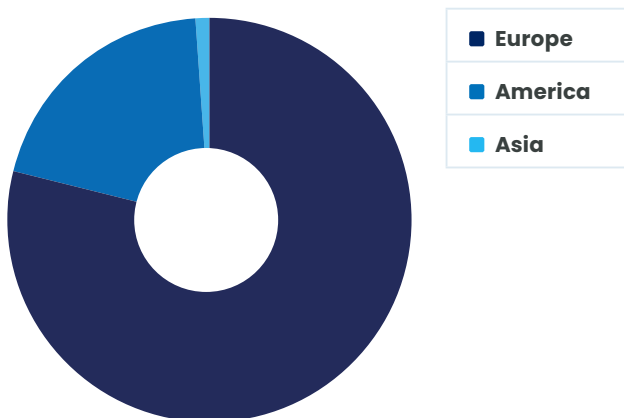
**Figure 5: Client Distribution by Geographical Zone**



# Suppliers

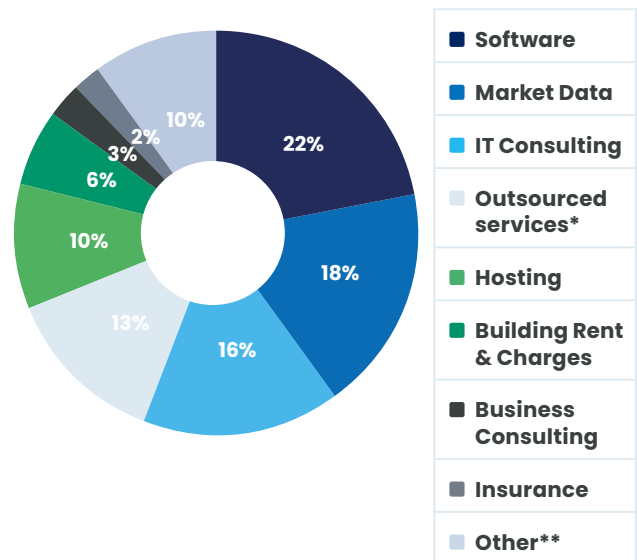
Candriam works with approximately 124 Tier 1<sup>8</sup> suppliers, including data processing providers, primarily based in Europe and the United States. As an office-based asset manager, Candriam’s upstream value chain consists mainly of regulated financial providers alongside technological and professional service providers..

**Figure 6: Regional Distribution of Suppliers**



Note: Europe includes both European Union (EU) countries and non-EU countries (United Kingdom and Switzerland). America refers to the United States. Asia refers to Japan.

**Figure 8: Distribution of Suppliers by Sector**



\*Outsourced services include, among others, custody and fund administration, fund data, and advisory services.

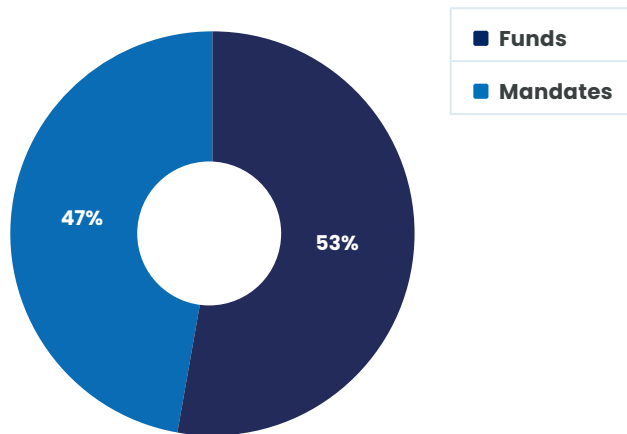
\*\*Other includes categories such as legal, communication, human resources, compliance, audit, tax, finance and IT services, hardware, telecommunications, pension services, consulting, market data and financial research, public administration and regulatory services, as well as facility services and goods, travel, and building services and goods.

<sup>8</sup> Tier 1 suppliers are defined as suppliers with annual spend above €100k and include those processed by the Procurement department.

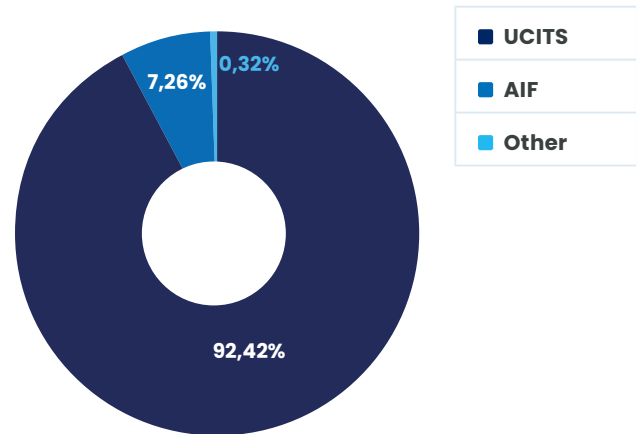
## Distribution channels

We manage assets on behalf of our clients through collective fund vehicles (UCITS and AIFs) as well as individual institutional mandates. Our products are distributed via institutional relationships, third-party platforms, banking and insurance networks, and private banking channels.

**Figure 9:**  
**Investment Vehicles by Type**



**Figure 10:**  
**Legal structure of funds**



# Candriam's sustainability strategy and material topics

Sustainability is embedded in Candriam's business model and structured around two complementary pillars: **Sustainable Business Activities** (Investment activities) and **Responsible Company Practices**.

## Candriam's sustainable investment proposition

Our ambition is to continue developing investment approaches that integrate sustainability considerations in a way that meets our clients' financial and extra-financial objectives.

Candriam is a signatory to the [PRI](#), a global initiative promoting sustainable financial markets and to the [Net Zero Asset Managers Initiative](#) (NZAMI)<sup>9</sup>.

**Table 5: Asset allocation by Investment Approach**

Investment approaches	% of our total AUM
Sustainable investing (includes best-in-universe, best-in-class, impact investing, thematic funds and mandates) (*)	29%
ESG integration (funds and mandates not considered "sustainable investing" but that factor ESG into the assessments of securities)	46%
Responsible (funds and mandates not considered "sustainable investing" or "ESG integration" but that exclude companies involved in controversial activities related to controversial armaments, thermal coal and tobacco, more information in <a href="#">Candriam's exclusion policy</a> ) <sup>10</sup>	13%
None	12%
<b>Total ESG-related (**)</b>	<b>75% in total AUM</b>

(\*) This definition does not correspond to the definition of Article 9 under SFDR.

(\*\*) Percentage of ESG-related investments in total AUM (investments that apply various sustainability approaches other than exclusively our company-wide controversial activities exclusions).

**Table 6: Asset allocation by SFDR Category**

SFDR Category (***)	% of our AUM (****)
Article 6 investment products that do not have a sustainable investment objective and do not promote environmental and/or social characteristics	11.1% (SFDR Scope) / 9% (total AUM)
Article 8 investment products that promote environmental and/or social characteristics but do not include sustainable investing as a core objective	72% (SFDR Scope) / 59% (total AUM)
Article 9 investment products that have sustainable investment as their objective	16.8% (SFDR Scope) / 14% (total AUM)
<b>Total article 8 &amp; 9 classified assets</b>	<b>88.8% (SFDR Scope)</b>

(\*\*\*) SFDR Articles 8 and 9 are regulatory disclosure categories and do not constitute product labels or guarantees of sustainability performance.

(\*\*\*\*) As a European asset manager, Candriam applies EU SFDR regulation for the products in scope of this regulation (82% of our AUM). 18% of our AUM are out of the scope of SFDR.

<sup>9</sup> Candriam has been a signatory to NZAMI since 2021; the initiative was officially relaunched in 2026.

<sup>10</sup> At Candriam, this approach excludes SFDR article 8 and 9 classified assets.

Candriam has 41 professionals overseeing corporate and investment sustainability strategies, including a dedicated team of 27 sustainability research specialists. Sustainability analysis is integrated across our investment processes to assess the financial and impact materiality of sustainability risks and opportunities.

We offer investment solutions across asset classes and sustainability profiles, aiming to mitigate major human rights, environmental and governance risks. Our range includes low-carbon and circular-economy strategies that support the transition to a more sustainable economy and help clients pursue their sustainability objectives, including the reduction of portfolio environmental footprints. For more information on Candriam's climate-related approach, please refer to its [climate policy](#).

Stewardship is a core component of our responsible investment approach. A dedicated team manages voting and engagement activities in close coordination with ESG analysts. Our voting principles support shareholder rights, equal treatment, board accountability and the transparency and integrity of financial and non-financial reporting. Engagement and voting are aligned to safeguard long-term client interests.

Robust data governance processes support the quality, coverage and integration of sustainability data within our investment framework. Candriam complies with key sustainable finance regulations, including SFDR, the EU Taxonomy and MiFID II sustainability preferences requirements. Our Principal Adverse Impact (PAI) statement, which is part of our sustainability disclosures at the entity level, can be found on the dedicated SFDR page on our website.

Our investment sustainability framework is detailed in the following policies:

### Candriam investment-related policies

[Candriam ESG Integration Policy](#)

[Candriam Proxy Voting Policy](#)

[Candriam Engagement Policy](#)

[Candriam Exclusion Policy](#)

[Candriam Climate Policy](#)

[Candriam Human Rights Policy](#)

Additional disclosures and transparency of our sustainable practices can be found below:

### Candriam investment-related disclosures

[2025 PRI Report](#)

[2025 PRI assessment report](#)

[TNFD report](#)

[NZAMI commitment: Net Zero progress report](#)

[Sustainable Finance Disclosures](#)

[Engagement and voting report](#)

In recognition of our commitment to responsible investing, Candriam received several distinctions in 2025, including:

- PRI Award 2025 ("Recognition for Action – Human Rights") for the Ethical AI collaborative initiative ([WBA](#))
- 27th position in the [2025 Broadridge Fund Brands 50](#) (3rd in the Social responsibility/sustainability)
- 2nd globally in the [RIBI™ 2025 Avant Gardist Category](#)

# Candriam’s responsible company practices

Candriam is committed to operating as a responsible company, encompassing our own operations, governance practices and stakeholder relationships.

Candriam’s Corporate Social Responsibility (CSR) strategy is shaped by a **materiality analysis** informed by internal experts, sustainability sector research and stakeholder input. The assessment pertains to **Candriam’s operational boundary**, excluding the AUM (investees) managed for third parties. The results can be found below.

**Table 7: Candriam Sustainability topics – Materiality**

Candriam Sustainability topics	Topic description
<b>Own workforce</b>	As a financial company operating in a competitive and fast-evolving asset management environment, Candriam’s success depends on its ability to attract, develop and retain a highly skilled and diverse workforce, even amid persistent gender diversity challenges in the sector.
<b>Clients</b>	Delivering strong value to clients (including long-term consistent performances), building trusted, long-lasting relationships and ensuring high levels of client satisfaction are fundamental to Candriam’s ability to achieve sustainable, long-term business success.
<b>Business Conduct</b>	A strong ethical culture grounded in accountability and integrity is essential for Candriam, as stakeholder trust – particularly clients’ trust – is the foundation of any asset management relationship. Responsible business conduct and compliance with evolving regulations protect Candriam’s licence to operate and business prosperity.
<b>Cybersecurity</b>	Protecting sensitive client, employee and corporate data is critical to maintaining trust and business continuity and safeguarding portfolio management activities.
<b>Climate change mitigation and energy</b>	As a financial company, Candriam has a limited operational environmental footprint <sup>11</sup> but as part of our broader sustainability approach, we have analysed our value chain and implemented programmes to reduce carbon emissions.
<b>Workers in the value chain</b>	Candriam’s activities are predominantly office-based, supported by a highly skilled workforce, and rely mainly on regulated professional service providers and corporate vendors located in jurisdictions with established labour and regulatory frameworks, which informs our assessment of potential exposure to certain human rights risks. Candriam has developed a due diligence approach particularly applicable to its Tier 1 vendors <sup>12</sup> and ensures to comply with applicable local regulations.
<b>Artificial intelligence (AI)</b>	AI is an emerging sustainability topic of rapidly growing importance that Candriam is actively assessing as part of its broader responsibility strategy. As AI technologies evolve, they bring both opportunities and new risks.

Legend					
Materiality scale					
Emerging materiality	Minimal	Informative	Important	Significant	Critical

Based on Candriam’s materiality assessment, the topics of **Pollution, Water and Marine Resources, Biodiversity and Ecosystems, Circular Economy, and Affected Communities have been deemed not material** to Candriam’s operational activities.

For transparency purposes, Candriam will nevertheless disclose its water consumption metrics as required by the VSME.

<sup>11</sup> For investment assets outside the operational boundary, please see the Climate Policy referenced in the “Candriam’s sustainable investment proposition” section.

<sup>12</sup> Tier 1 vendors are defined as those with an annual spend exceeding €100 000 and processed through the procurement department.

## Candriam societal impact 'Candriam Institute for Sustainable Development'

Candriam advances its societal contribution through the Candriam Institute for Sustainable Development ("the Institute"), which leads our philanthropic initiatives across four impact areas: Sustainability Education, Social Inclusion & Solidarity, Protecting the environment and the Fight against cancer.

Each year, Candriam sets aside 10% of the net management fees earned on selected thematic strategies and from 2023 onwards, allocates an additional discretionary amount from

other sustainable strategies. For 2025, this additional discretionary amount stood at € 0.5M. Since 2018, the Institute has donated €17.7M, including € 2.4M for the year 2025<sup>13</sup>.

For more information on our philanthropic activities, including our flagship programmes such as Candriam Academy and Helping Those Who Help, please read the Institute's [2025 annual report](#).

## Candriam's Governance Framework

These responsible practices are embedded within Candriam's structured governance framework, reflecting our broader commitment to transparency and oversight.

The General Meeting of Shareholders holds the broadest powers, overseeing significant corporate actions such as approving annual accounts, appointing directors and managers and amending the company's objectives or form.

The **Board of Directors** (BoD) is the governing body responsible for guiding our strategy and general policy, management control, risk monitoring and shareholder relations. It ensures that Candriam develops and executes a comprehensive corporate sustainability strategy. In this context the BoD is responsible for validating the relevant critical policies. The BoD is supported by the following committees:

The **Board of Management** (BoM) – meets monthly and is our key decision-making body on strategic issues including corporate sustainability. It examines and approves relevant policies governing the execution of Candriam's strategy and activities, including those covering sustainability risks, climate change and social and human rights.

The **Group Strategic Committee** (GSC) – meets twice a month to make strategic decisions and manage Candriam's financial situation. The GSC sets our strategy for sustainable investing, covering investment approach, product and commercial

positioning and corporate sustainability. The GSC also hosts sustainability focus sessions, supported by Candriam's ESG and CSR experts. It oversees the due diligence approach for climate and human rights risks across the value chain, including the development and review of appropriate practices.

The **Executive Committee** (Exco) – meets quarterly. It hosts cross-functional discussions around the implementation of Candriam's strategic roadmap (as defined by the GSC/BoM). It oversees the follow-up of operational decisions across business units and hosts dedicated sustainability and CSR sessions to monitor the cross-company implementation of the strategic ESG and CSR roadmaps.

The **Remuneration Committee** – meets annually. The committee ensures that Candriam's remuneration policy supports our business strategy and, where appropriate, the strategy of the managed portfolios (funds and mandates).

The **Local Management Committees** – meet quarterly in each branch and in Luxembourg. In the Belgian branch, the committee meets monthly and, in the French branch, every two months.

Local management committees have been established in Belgium, France, Germany, Italy, Luxembourg, Spain, the Netherlands, the United Arab Emirates, the UK, Sweden and Switzerland.

<sup>13</sup> Candriam has been awarded the 2025 [Grand Prix de la Philanthropie](#) in the Multi-Cause category. This recognition, created by the Ficade Group – publisher of Décideurs Magazine and the TV channel BSmart 4Change – highlights organisations whose philanthropic initiatives make a meaningful and positive impact on society.

## Risk Management and Compliance Framework

The **Operational Risk Committee** reviews operational incidents and ensures that appropriate preventive action plans are defined and implemented. It oversees Risk & Control Self-Assessments, monitors the follow-up of related action plans, the key operational risk indicators and risks related to third parties. It also manages Candriam's Business Continuity Plan.

The **Security Risk Committee** validates the security policies and standards. It rules on security risk acceptance requests, monitors security incidents and related action plans, as well as the results of control performed by the first and second lines of defence. It also monitors key risk indicators, staff awareness initiatives on security topics, and manages Candriam's Disaster Recovery Plan.

Candriam is developing a **structured governance approach for AI**. All AI initiatives are coordinated by an Innovation Committee that organises the selection of tools for testing and broader deployment, in coordination with the business units responsible for approving their characteristics and use (Legal, Compliance, IT Security and Risk Management).

The **Compliance Function** acts as an independent second line of defence, overseeing business conduct and ensuring alignment with applicable laws, regulations and internal standards. It provides risk-based oversight by identifying, assessing and monitoring compliance risks, structuring controls and advising the business on regulatory and ethical matters.

Through its involvement in key business decisions, Compliance embeds risk management within the organisation's governance framework. It also oversees breach management and fraud prevention processes, promoting a culture of integrity and accountability.

The Compliance Function reports directly and regularly to Candriam BoM and BoD, ensuring transparency, effective escalation and strong governance oversight.

# Candriam corporate policies and practices

Our CSR strategy is aligned with our business model and aims to address key stakeholder concerns while focusing on the sustainability topics most material to our operations.

Structured around core pillars that guide business decision-making, our CSR roadmap defines policies, charters, targets and Key Performance Indicators (KPIs). A five-year strategy was launched in 2020 and, following a review in 2025, the roadmap was updated and extended through 2030.

## Sustainability core pillars (Figure 11)



The tables below outline the main policies, practices, initiatives and KPIs through which we implement and monitor our CSR strategy.

## Sustainability policies by topic (table 8)

Existing Sustainability Policies	Are they publicly available? [YES/NO]	Existing targets	Most senior level accountable for implementing the policies <sup>14</sup>	Most operational senior level accountable for implementing the policies
<b>Own workforce</b>				
The <b>Human Resources</b> Policy supports and protects employees' rights, well-being and development.	No	<b>2025 &amp; 2030</b> <ul style="list-style-type: none"> <li>&gt; 80% of employees completing non-mandatory training</li> <li>&gt;90% of employees accredited by Candriam Academy</li> </ul>	BoM	Head of HR France
The <b>Recruitment</b> Policy ensures a transparent, fair and inclusive hiring process.	<a href="#">Yes</a>	-	BoM	Head of Talent & Career
The <b>Remuneration</b> Policy aligns pay with sustainable performance.	<a href="#">Yes</a>	-	BoD	Head of Total Rewards & People Analytics
The <b>Working from Home</b> Policy enables flexible, secure and compliant remote working.	No	-	BoM	Head of HR France
The <b>Diversity &amp; Inclusion</b> Policy aims to provide a diverse and inclusive work environment.	<a href="#">Yes</a>	<b>2025</b> <ul style="list-style-type: none"> <li>40% women in total workforce</li> <li>30% of women in top management (Exco)</li> <li>30% of women in Management Committee</li> </ul> <b>2030</b> <ul style="list-style-type: none"> <li>35-40% of women in total workforce</li> <li>25-30% of women in top management (Exco)</li> <li>30% of women in Management Committee</li> </ul>	BoD	Head of HR Luxembourg & International
The <b>Non-Discrimination and Anti-Harassment</b> Policy ensures a respectful workplace free from harassment and discrimination.	<a href="#">Yes</a>	-	GSC	Head of HR Luxembourg & International
Candriam has a company agreement promoting <b>disability inclusion and employment</b> in France.	No	-	Head of HR France	Head of HR France
The <b>Human Rights</b> Policy aims to uphold employee rights and fair working conditions.	<a href="#">Yes</a>	-	BoM	Head of Corporate Development

<sup>14</sup> BoM = Board of Management, BoD = Board of Directors, GSC = Group Strategic Committee

Existing Sustainability Policies	Are they publicly available? [YES/NO]	Existing targets	Most senior level accountable for implementing the policies <sup>14</sup>	Most operational senior level accountable for implementing the policies
The <b>UK Modern Slavery Statement</b> is an annual regulatory disclosure outlining how Candriam aims to prevent modern slavery in its business.	Yes	-	BoD	Head of Corporate Development
The <b>Personal Data Protection Policy</b> ensures GDPR-compliant data processing.	No	-	BoD	Head of Corporate Structure & Secretary General
The <b>Code of Conduct</b> ensures ethical conduct, integrity and compliance among employees.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
<b>Consumers and end-users</b>				
The <b>Client Charter</b> describes our commitment to delivering tailored investment solutions that create sustainable value and to being a responsible partner.	No	<b>2030</b> • >90% of clients satisfied <sup>15</sup>	Chief Sales & Distribution Officer	Chief Sales & Distribution Officer
The <b>Product Approval and Review Policy</b> ensures a governance framework, driven by regulatory requirements, to monitor that products and services remain appropriate and in the best interests of clients.	No	-	Client Solutions Committee	Global Head of Product Range Management
The <b>Complaint procedure</b> ensures fair, independent and timely complaint handling.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Commercial guidelines</b> ensure compliant, controlled marketing communications and governance.	No	-	Chief Communications & Marketing Officer	Chief Communications & Marketing Officer
The <b>Personal Data Protection Policy</b> ensures GDPR-compliant data processing.	No	-	BoD	Global Head of Corporate Structure & Secretary General

<sup>15</sup> Percentage of clients who scored “satisfied” or “very satisfied” in the newly launched survey.

Existing Sustainability Policies	Are they publicly available? [YES/NO]	Existing targets	Most senior level accountable for implementing the policies <sup>14</sup>	Most operational senior level accountable for implementing the policies
<b>Business conduct</b>				
The <b>Human Rights</b> Policy outlines how Candriam respects and promotes human rights in its business.	<a href="#">Yes</a>	-	BoM	Head of Corporate Development
The <b>Code of Conduct</b> ensures ethical conduct, integrity and compliance among employees.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Code of Ethics</b> promotes integrity, transparency and compliance in relation to employees' personal transactions.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Compliance Training</b> Policy ensures employees are trained on compliance and ethical standards.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>AML-CTF</b> Policy prevents and manages money laundering and terrorist financing risks.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Market Abuse</b> Policy prevents insider dealing and market manipulation to protect market integrity.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Anti-Bribery and Corruption</b> Policy prevents and manages bribery and corruption risks.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Anti-Fraud</b> Procedure prevents and addresses fraud, protecting assets and reputation.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Conflict of Interests</b> Policy ensures conflicts are identified, managed and aligned with clients' interests.	<a href="#">Yes</a>	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Gifts &amp; Entertainment</b> Policy governs gifts and hospitality to prevent misconduct.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Inducement</b> Procedure governs benefits to ensure transparency and alignment with clients' interests.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer

Existing Sustainability Policies	Are they publicly available? [YES/NO]	Existing targets	Most senior level accountable for implementing the policies <sup>14</sup>	Most operational senior level accountable for implementing the policies
The <b>Compliance Charter</b> defines an independent Compliance Function overseeing compliance risks.	No	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The <b>Whistleblowing</b> Policy enables secure reporting of misconduct and protects whistleblowers.	<a href="#">Yes</a>	-	BoM	Global Head of Compliance & US Chief Compliance Officer
The Guiding Principles on <b>Sustainable Finance Promotion &amp; Influence</b> guide Candriam's dialogue on sustainability with EU trade associations, think tanks and policymakers to promote a sustainable finance industry and ensure alignment with Candriam's sustainability strategy.	<a href="#">Yes</a>	-	BoM	Global Head of Corporate Sustainability
<b>Cybersecurity</b>				
The <b>Information Security</b> Policy, supported by 27 complementary Standards aligned with ISO 27001/27002 principles and regulatory requirements, ensures the protection of Candriam's information systems.	No	-	Security Committee	Chief Risk Officer
<b>Climate change</b>				
The <b>Supplier Code of Conduct</b> sets out ethical, social and environmental standards for suppliers.	<a href="#">Yes</a>	<b>2025</b> • 100% vendor <sup>16</sup> adherence to Candriam's Code of Conduct <sup>17</sup>	CSR Committee	Head of Procurement & Projects
The <b>Sustainable Procurement</b> Policy integrates sustainability criteria into supplier selection and monitoring.	No	<b>2025</b> • 100% of RFP processes run by Procurement incorporating a sustainability questionnaire and assessment • 60% of Tier 1 <sup>18</sup> vendors completing a sustainability questionnaire and receiving a score <sup>19</sup>	CSR Committee	Head of Procurement & Projects
The <b>Travel</b> Policy ensures efficient, safe and responsible business travel.	No	<b>2030</b> • -49% Scope 3 cat 6 - Business travel (tCO <sub>2</sub> eq) vs 2019	GSC	Senior HR Business Manager - Head of F&L

<sup>16</sup> Vendor refers to a supplier that is formally registered and contracted in our procurement system.

<sup>17</sup> Percentage of Tier 1 vendors that have either: (i) signed adherence to a code of conduct based on the [Responsible Business Alliance standard](#); (ii) communicated or published an appropriate code of conduct; (iii) subscribed, via contractual clause, to the new Candriam Supplier Code of Conduct; or (iv) shared or published a statement in line with the UK Modern Slavery Act.

<sup>18</sup> A Tier 1 vendor is defined as a vendor with a yearly spend of more than €100 000.

<sup>19</sup> This percentage includes: (i) vendors that answered the questionnaire; or (ii) vendors that submitted documents equivalent to responses to the questionnaire.

Existing Sustainability Policies	Are they publicly available? [YES/NO]	Existing targets	Most senior level accountable for implementing the policies <sup>14</sup>	Most operational senior level accountable for implementing the policies
The <b>Climate</b> Policy (corporate section) outlines our commitment to reducing operational emissions and improving carbon efficiency.	Yes	<p><b>2025</b></p> <ul style="list-style-type: none"> <li>-30% Candriam carbon footprint – Scope 1, Scope 2 – Location-based and Scope 3 cat 6– Business travel only (tCO<sub>2</sub>eq) vs 2019</li> </ul> <p><b>2030</b></p> <ul style="list-style-type: none"> <li>-46% Candriam carbon footprint – Scope 1, Scope 2 – Location-based and Scope 3 cat 6– Business travel only (tCO<sub>2</sub>eq) vs 2019</li> <li>-42% Scope 1 and 2 – Location-based (tCO<sub>2</sub>eq) vs 2019</li> </ul>	BoM	CSR Committee
The <b>Company Car</b> Policy promotes electric mobility and responsible vehicle use.	No	<p><b>2025</b></p> <ul style="list-style-type: none"> <li>90% electrification of Candriam's vehicle fleet (electric and hybrid vehicles)</li> </ul> <p><b>2030</b></p> <ul style="list-style-type: none"> <li>90–100% of electric vehicles in Candriam's vehicle fleet</li> </ul>	GSC	Local Head of Human Resources  Senior HR Business Manager – Head of F&L
<b>Workers in the value chain</b>				
The <b>Supplier Code of Conduct</b> sets out ethical, social and environmental standards for suppliers.	Yes	<p><b>2025</b></p> <ul style="list-style-type: none"> <li>100% vendor<sup>20</sup> adherence to Candriam's Code of Conduct<sup>21</sup></li> </ul>	CSR Committee	Head of Procurement & Projects
The <b>Sustainable Procurement</b> Policy integrates sustainability criteria into supplier selection and monitoring.	No	<p><b>2025</b></p> <ul style="list-style-type: none"> <li>100% of RFP processes run by Procurement incorporating a sustainability questionnaire and assessment</li> <li>60% of Tier 1<sup>22</sup> vendors completing a sustainability questionnaire and receiving a score<sup>23</sup></li> </ul>	CSR Committee	Head of Procurement & Projects
The <b>Human Rights</b> Policy covers suppliers' respect for human rights standards and the related due diligence process.	Yes	N/A	BoM	Head of Corporate Development
The <b>UK Modern Slavery Statement</b> is an annual disclosure outlining how Candriam aims to prevent modern slavery in its business.	Yes	N/A	BoD	Head of Corporate Development

<sup>20</sup> Vendor refers to a supplier that is formally registered and contracted in our procurement system.

<sup>21</sup> Percentage of Tier 1 vendors that have either: (i) signed adherence to a code of conduct based on the [Responsible Business Alliance standard](#); (ii) communicated or published an appropriate code of conduct; (iii) subscribed, via contractual clause, to the new Candriam Supplier Code of Conduct; or (iv) shared or published a statement in line with the UK Modern Slavery Act.

<sup>22</sup> A Tier 1 vendor is defined as a vendor with a yearly spend of more than €100 000.

<sup>23</sup> This percentage includes: (i) vendors that answered the questionnaire; or (ii) vendors that submitted documents equivalent to responses to the questionnaire.

## Sustainability practices and future initiatives by topic (table 9)

Selected sustainability sub-topics	Existing practices description	Future initiatives description
<b>Own workforce</b>		
<b>Working conditions – employment</b>	<ul style="list-style-type: none"> <li>• Strengthening managerial capabilities and leadership performance drivers via a Leadership Blueprint Programme</li> <li>• Deploying a Talent Review Process to enhance succession planning and reduce key-person dependency risks</li> <li>• Offering employee training</li> <li>• Fostering engagement through employee-led communities and innovation:               <ul style="list-style-type: none"> <li>• TogetHer: supports women’s professional and personal development</li> <li>• NextGen: next-generation perspectives contributing to company-wide strategic thinking</li> <li>• Well-being: promotes employee well-being through regular activities</li> <li>• D&amp;I Ambassadors network</li> </ul> </li> <li>• Providing an Employee Assistance Programme</li> <li>• Enhancing work-life balance via working-from-home options, balanced working hours, part-time work and sabbatical leave</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding Candriam’s leadership programmes</li> <li>• Scaling mentoring for high-potentials following Talent Review outcomes</li> <li>• Leveraging analytics to optimise workforce planning</li> </ul>
<b>Working conditions – freedom of expression</b>	<ul style="list-style-type: none"> <li>• Employee representatives supporting ongoing dialogue</li> <li>• Regular Pulse Surveys to gather employee feedback and strengthen engagement and leadership effectiveness</li> <li>• Consistent onboarding satisfaction surveys ensuring smooth integration</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforcing recognition practices</li> <li>• Maintaining regular dialogue with employee representatives and refining follow-up toolkits</li> </ul>
<b>Equal opportunities for all</b>	<ul style="list-style-type: none"> <li>• Remuneration Committee oversight to ensure fair and transparent remuneration</li> <li>• Supporting diversity through considered succession, hiring, mobility and university outreach to attract a diverse pool of talent</li> <li>• Fostering an inclusive culture through training (e.g. Women in Leadership programme, disability awareness) and employee communities</li> <li>• Strengthening governance through industry benchmarking and international standards (e.g. <a href="#">Wo Men in Finance Belgium</a>, <a href="#">WIF France</a>, <a href="#">UN Women’s Empowerment Principles</a>) and joining initiatives such as <a href="#">ACT</a> in the UK</li> <li>• Monitoring Management Committee entry rules and diversity across our decision-making bodies, ensuring a mix of experiences and nationalities</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining diversity ambitions and succession monitoring</li> <li>• Expanding D&amp;I Ambassadors’ initiatives to support talent development and broaden workforce representation</li> </ul>
<b>Other working rights – privacy</b>	<ul style="list-style-type: none"> <li>• Maintaining GDPR compliance through structured governance and oversight</li> <li>• Building AI literacy and ensuring responsible technology adoption</li> </ul>	<ul style="list-style-type: none"> <li>• Intensifying the promotion of data protection awareness and secure working practices</li> <li>• Setting up an AI framework that embeds privacy considerations throughout the deployment of AI tools at Candriam</li> <li>• Ensuring alignment with HR, Working from Home and Human Rights frameworks</li> </ul>

Selected sustainability sub-topics	Existing practices description	Future initiatives description
<b>Consumers and end-users</b>		
<b>Quality information and value for money (Health and Safety)</b>	<ul style="list-style-type: none"> <li>Enhancing client experience through digitalised journey improvements (e.g. MiFID form), exit survey and translation tools</li> <li>Strengthening client satisfaction, monitoring and feedback insights (92% of clients satisfied<sup>24</sup> in 2025)</li> <li>Building long-term client relationships and trust (757 long-term clients<sup>25</sup> in 2025, up 27% versus 2024)</li> <li>Educating clients through sustainability content and events</li> <li>Providing sustainability indicators alongside financial reporting and disclosures on voting and engagement activities</li> <li>Delivering 91% of reports to clients on time</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to enhance the client journey through digitalisation (e.g. client portal)</li> <li>Leveraging AI to strengthen client relationship management and enhance the client experience</li> <li>Upgrading tools to improve reporting quality and time-to-market</li> <li>Strengthening value-for-money assessment and monitoring</li> <li>Reinforcing leadership in sustainability reporting standards</li> <li>Expanding Candriam Academy content and visibility</li> <li>Developing leadership on specific strategies and enabling clients to benefit from in-depth knowledge through information sharing across different campaigns and communication channels</li> </ul>
<b>Responsible marketing practices</b>	<ul style="list-style-type: none"> <li>Ensuring marketing and product information is suitable and aligned with each client's profile</li> </ul>	
<b>Business conduct</b>		
<b>Corporate culture</b>	<ul style="list-style-type: none"> <li>Embedding compliance and corporate values into annual employee performance evaluations</li> <li>Structuring governance through a three lines of defence model (operational, compliance and internal audit lines) with clear roles, controls and escalation mechanisms</li> <li>Ongoing training, monitoring plans, reporting obligations and regulatory watch</li> </ul>	
<b>Protection of whistleblowers</b>	<ul style="list-style-type: none"> <li>Operating a whistleblowing system enabling secure, anonymous reporting and protection against retaliation</li> </ul>	<ul style="list-style-type: none"> <li>No further initiatives unless required by regulations</li> </ul>
<b>Prevention, training, detection and incidents related to corruption and bribery</b>	<ul style="list-style-type: none"> <li>Implementing frameworks to prevent and detect bribery, corruption and financial crime</li> <li>Delivering mandatory training and annual certifications to ensure employee awareness of ethical standards</li> <li>Applying risk-based monitoring and screening, including transaction monitoring and client due diligence</li> <li>Monitoring and escalating risks through Compliance, in coordination with Legal and Risk teams</li> </ul>	

<sup>24</sup> Percentage of clients who scored "satisfied" or "very satisfied" in the newly launched survey.

<sup>25</sup> Clients who have been invested in a Candriam product (including open fund marketed by Candriam, dedicated funds and mandates) for over five years.

Selected sustainability sub-topics	Existing practices description	Future initiatives description
<b>Political engagement</b>	<p>We engage in public and industry-level discussions to support wellfunctioning markets, investor needs, including the financially sound integration of sustainability considerations into investment decisionmaking, via:</p> <ul style="list-style-type: none"> <li>• Contributing technical expertise to industry associations and investor working groups</li> <li>• Participating in consultations with regulators and standardsetters to support clear and workable frameworks for investors</li> <li>• Engaging in public dialogue to share investment insights and support informed market practices</li> </ul>	<ul style="list-style-type: none"> <li>• No further initiatives unless required by regulations</li> </ul>
<b>Cybersecurity – Additional topic</b>		
<b>Cybersecurity</b>	<p><b>Candriam has set up two lines of defence in terms of security monitoring:</b></p> <ul style="list-style-type: none"> <li>• A first line (reporting to the Chief Technology Officer) is in charge of the daily implementation of the security Standards, the supervision of controls performed by the Security Operations Center and the daily relations with subcontractors</li> <li>• The second line (reporting to the Chief Risk Officer) is in charge of the security guidelines, the independent control of IT compliance with them and the staff awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Finalising the implementation of a security roadmap adopted by the Security Committee to further reinforce Candriam’s security posture</li> <li>• Reinforcing the cyber-attack scenario via tabletop exercises</li> <li>• Implementing the independent control plan on security matters</li> </ul>
<b>Climate change</b>		
<b>Climate change</b>	<ul style="list-style-type: none"> <li>• Reducing travel emissions through stricter controls and lower-impact choices</li> <li>• Electrifying Candriam’s corporate fleet by transitioning from fuel-based vehicles to hybrid and electric alternatives</li> <li>• Decreasing paper consumption through targeted efficiency efforts</li> <li>• Ensuring offices meet high environmental and certification standards</li> <li>• Applying sustainability screening to key suppliers (i.e. Tier 1)</li> <li>• Climate-related staff awareness-raising events</li> </ul>	<ul style="list-style-type: none"> <li>• Transitioning to fully electric fleet to reduce mobility emissions</li> <li>• Promoting sustainable business travel through policy review and incentives</li> <li>• Switching to 100% renewable energy for Luxembourg office</li> <li>• Optimising IT footprint by reducing applications and servers</li> </ul>
<b>Workers in the value chain</b>		
<b>Working conditions</b>	<ul style="list-style-type: none"> <li>• Conducting sustainability screening for Tier 1 vendors<sup>26</sup></li> <li>• Requiring vendor adherence to Candriam’s Supplier Code of Conduct (100% in 2025)<sup>27</sup></li> <li>• Implementing a vendor sustainability questionnaire and scoring (66% completed in 2025)<sup>28</sup></li> <li>• Engaging with existing Tier 1 vendors to complete sustainability assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Further refining and embedding sustainable procurement practices across the organisation</li> </ul>

<sup>26</sup> RFP processes run by Procurement that incorporated a sustainability questionnaire and assessment.

<sup>27</sup> Percentage of Tier 1 vendors that have either: (i) signed adherence to a code of conduct based on the [Responsible Business Alliance standard](#); (ii) communicated or published an appropriate code of conduct; (iii) subscribed, via contractual clause, to the new Candriam Supplier Code of Conduct; or (iv) shared or published a statement in line with the UK Modern Slavery Act.

<sup>28</sup> Percentage of Tier 1 vendors that completed a sustainability questionnaire and received a score. This includes: (i) vendors that answered the questionnaire; or (ii) vendors that submitted documents equivalent to responses to the questionnaire.

# Sustainability governance

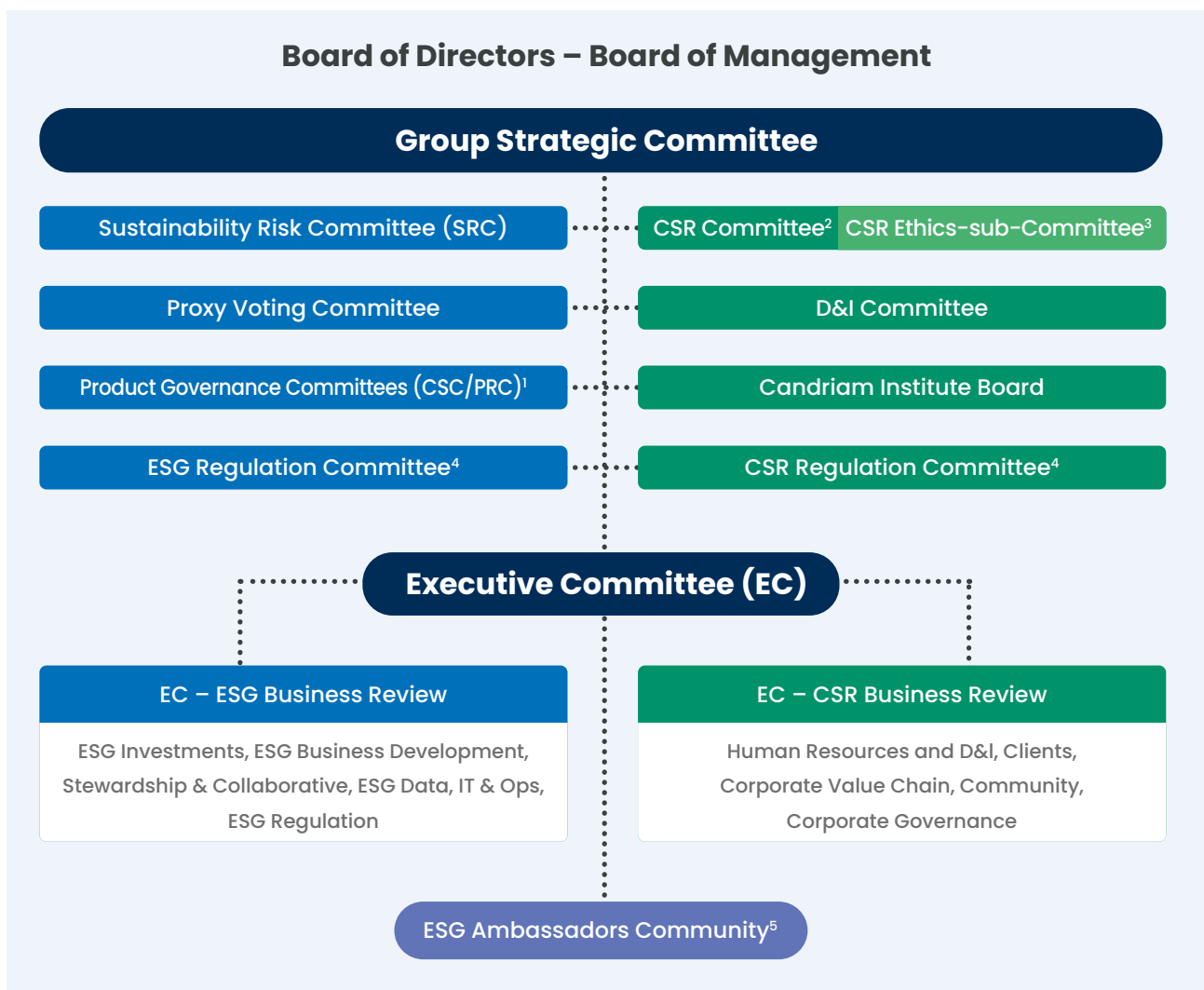
The senior-level responsibilities outlined above are embedded within Candriam’s broader sustainability governance framework.

Candriam has 41 professionals involved in the governance and implementation of our corporate and investment sustainability strategy. Responsibilities are integrated across all levels of the organisation – from the Board of Directors

and Board of Management to dedicated ESG and CSR committees overseeing investment sustainability, corporate responsibility and regulatory compliance.

This governance structure ensures consistent oversight of sustainability risks, opportunities and performance, enabling the effective implementation of our commitments and supporting long-term value creation.

**Figure 12: Candriam Sustainability Governance**



Effective governance as per January 2025

1. Sustainability characteristics of products/services (including labelling decisions) are considered via Candriam’s regular product governance process in the Client Solutions and Product Range Committees
2. Monitoring CSR roadmap across stakeholder domains, with D&I strategy implementation delegated to the D&I Committee and staff communities
3. Including a CSR Ethics sub-committee on Human Rights Due Diligence with invited experts in social and human rights. This sub-committee reports to the CSR Committee
4. The ESG/CSR Regulation Committee covers both ESG and CSR regulatory topics
5. ESG expertise and trainings across business units – possibility also to cover CSR aspects

Our approach to sustainability issues is achieved through several strategic committees:

The **CSR Committee** assesses sustainability risks, opportunities and impacts relating to Candriam's operations. It develops a CSR roadmap across stakeholder domains, coordinates CSR reporting and monitors action plans from Candriam's business units. Its ethics subcommittee monitors Candriam's human rights due diligence process and follows up on alerts by operational, procurement and risk teams and via the compliance whistleblowing procedure.

The **Diversity and Inclusion (D&I)** Committee oversees corporate D&I topics, working with Human Resources and Candriam's Staff Communities to foster D&I at Candriam.

The **Candriam Institute for Sustainable Development** oversees Candriam's philanthropy and community impact programmes.

For investment-related sustainability oversight, Candriam has implemented the following committees:

The **Sustainability Risk Committee (SRC)** oversees and steers the management of extra-financial risk in Candriam's investment activities. The SRC is also responsible for approving the sustainability-related processes and framework for funds and mandates. It assesses and monitors sustainability risks and negative sustainability impacts including climate change and social and human rights risks.

These findings are then used to define, where appropriate, company-wide sustainability investment restrictions applicable to Candriam's investment activities. The SRC also oversees monitoring of compliance and breaches as well as engagement action plans.

The **Proxy Voting Committee** provides strategic guidance on proxy voting best practices and monitors Candriam's voting policy.

The **(Strategic) Client Solutions and Product Range committees** implement our product governance process, overseeing product strategy including sustainability characteristics.

Finally, for both investment and corporate-related sustainability oversight, the **Candriam Executive Committee Sustainability Business Review sessions** follow up on the implementation of the strategic ESG roadmap, reviewing ESG aspects of business development, investments, operations, IT, stewardship and collaborative initiatives, communication and regulation. The CSR Business Review session follow up on the implementation of the CSR Roadmap.

The **CSR & ESG Regulation Committee** oversees compliance with ESG/CSR regulations and coordinates the implementation of the sustainability regulatory roadmap.

Candriam has an **ESG ambassador community**, a dedicated internal group committed to embedding sustainable investing expertise across business units at Candriam.

The table below sets out Candriam’s participation in professional associations, sustainable investment forums and other sustainability-oriented investor bodies, as well as its participation in sustainability-related (SRI) working groups where applicable in Europe and internationally.

**Table 10: Candriam’s industry association memberships**

Category	Organisation	With participation in SRI Working Group Since
Professional Associations	<a href="#">AFG</a> – Association Française de la Gestion financière	2003
	<a href="#">ALFI</a> – Association of the Luxembourg Fund Industry	2024
	<a href="#">AMAS</a> (Switzerland)	–
	<a href="#">Assogestioni</a> (Italy)	–
	<a href="#">BEAMA</a> – Belgian Asset Managers Association	2004
	<a href="#">BVI</a> (Germany)	–
	<a href="#">EFAMA</a> – European Fund and Asset Management Association	2010
	<a href="#">INVERCO</a> (Spain)	–
	<a href="#">PensionEurope</a> (Europe)	–
	<a href="#">PensioPlus</a> (Belgium)	–
	<a href="#">The Investment Association</a> (United Kingdom)	–
	<a href="#">GCMA</a> (United Arab Emirates)	–
		<b>Affiliated since</b>
Sustainable Investment Forums	<a href="#">Forum Nachhaltige Geldanlagen</a> (Germany, Switzerland & Austria)	2010
	<a href="#">Forum per la Finanza Sostenibile</a> (Italy SIF)	2015
	<a href="#">Forum pour l’Investissement Responsable</a> (French SIF FIR)	2014
	<a href="#">Swiss Sustainable Finance</a> (Switzerland)	2014
	<a href="#">UKSIF</a> – United Kingdom Sustainable Investment Forum	2016
	<a href="#">US SIF</a> – United States Forum for Sustainable & Responsible Investment	2016
	<a href="#">VBDO</a> – Dutch Sustainable Investment Forum	2007
Other Sustainability-Oriented Investor Bodies	<a href="#">IIGCC</a> – The Institutional Investors Group on Climate Change	2020
	<a href="#">Investor Alliance for Human Rights</a> (ICCR Initiative)	2021

Candriam’s financial statements, including financial and taxation information, are available on the following [website](#)<sup>29</sup>.

<sup>29</sup> Please follow the login instructions for anonymous users as per the site guidelines to see Candriam’s latest financial statements.