

Social metrics

Workforce general characteristics

Candriam seeks to provide high-quality and secure employment, promoting stability, engagement and sustained performance in a competitive asset management environment. The majority of employees are employed on permanent, full-time contracts (98%), supporting continuity and expertise.

Table 11a: Number of employees by contract

B8-39(a) – Workforce – General Characteristics – Type of contract	Number of employees
Permanent contract	585
Temporary contract	13
Total employees	598

Table 11b: Number of self-employed people and temporary workers engaged in employment activities

C5-60 – Additional (general) workforce characteristics – Type of workers	Number of workers
Total self-employed without personnel that are working exclusively for the undertaking	0
Total temporary workers provided by undertakings primarily engaged in employment activities	41

Candriam promotes a fair and inclusive workplace through considered recruitment practices, mandatory anti-discrimination e-learning, mentorship programmes and flexible work policies. These efforts are aligned with EU directives³⁰ and have supported progress from 33% women in 2019 to 35% in 2025. At Executive Committee level (24 members in 2025), women represent 25% compared to 16% in 2019.

Given persistent gender balance challenges across the asset management industry – particularly in investment management, IT and senior leadership roles – the initial 40% female workforce representation ambition for 2025 has been recalibrated to a 35–40% range by 2030, ensuring a trajectory that remains both realistic and ambitious.

Table 12a: Number of employees by gender

B8-39(b) – Workforce – General Characteristics – Gender	Number of employees
Male	390
Female	208
Other	0
Not reported	0
Total employees	598

Table 12b: Gender distribution at management level

C5-59 – Additional (general) workforce characteristics – Female-to-male ratio at management level (Exco)	
Female	6
Male	18
Female-to-male ratio	0.33

³⁰ 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.

In 2025, more than 93% of Candriam’s 598 employees are located in its investment management offices in Luxembourg, Belgium, France and the UK, while dedicated teams in other countries focus on client relationship management in markets where Candriam serves clients.

Table 13: Number of employees by country

B8-39(c) – Workforce – General Characteristics – Country of Employment	Number of employees
Belgium	243
France	198
Luxembourg	81
UK	33
Italy	12
Switzerland	9
Germany	7
Spain	6
MENA	4
The Netherlands	3
Sweden	2
Total employees	598

Table 14: Employees turnover rate

B8-40 – Workforce – General Characteristics – Turnover rate*	
Number of employees who left during the reporting period	45
Number of employees at the beginning of the reporting period	588
Number of employees at the end of the reporting period	585
Employee turnover rate [%] in the reporting period	7.67%

* Includes permanent employees only.

Health and Safety

Table 15: Work-related accident and fatalities

B9-41(a) – Workforce – Health and Safety – work-related accident	
Number of recordable work-related accidents in the reporting period	4
Number of hours worked by one full-time employee in the reporting period	2 000
Number of employees at the end of the reporting period	598
Rate of recordable work-related accidents in the reporting period	0.67
B9-41(b) – Workforce – Health and Safety – fatalities	
Number of fatalities as a result of work-related injuries and work-related ill health	0

Remuneration, collective bargaining and training

Table 16: Minimum wage per country

B10-42(a) – Workforce – Remuneration – Minimum wage	
Country	Employees receive pay that is equal or above applicable minimum wage for the country it reports on, determined directly by the national minimum wage law or through a collective bargaining agreement
Belgium	Yes
France	Yes
Luxembourg	Yes
UK	Yes
Italy	Yes
Germany	Yes
Spain	Yes
The Netherlands	Yes
MENA	Yes
Sweden	Yes
Switzerland	Yes

As an equal opportunity employer, Candriam applies an equal pay principle³¹, ensuring that employees performing equivalent roles at the same level of experience and performance are remunerated equally, regardless of gender.

In 2025, the **unadjusted gender pay gap** stood at 15.25%³², meaning that, on average, female employees earned 15.25% less than male employees. This reflects a higher representation of men in senior and higher-paying roles, as well as factors such as local salary benchmarks.

The gender pay gap was calculated using average annual gross fixed salary rather than the VSME gross hourly pay methodology. Due to differences in working time regulations, contractual arrangements and benefits across jurisdictions, gross hourly pay could not be standardised consistently. Candriam will progressively adapt its processes and data framework to ensure readiness for the EU Pay Transparency Directive (EUPTD)³³, applicable from June 2027.

Table 17: Percentage gender pay gap

B10-42(b) – Workforce – Remuneration – Percentage gender pay gap in pay	
Percentage gap in pay between female and male employees (annual gross fixed salary)	15.25%

³¹ EU Council Directive 2006/54/EC of 5 July 2006 ensuring the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation.

³² $((\text{Average annual gross fixed salary M} - \text{Average annual gross fixed salary F}) / (\text{Average annual gross fixed salary M})) * 100$

³³ EU Council Directive 2023/970 of 10 May 2023 strengthening the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms.

In 2025, 76.42% of employees were covered by collective bargaining agreements. The remaining employees are primarily located in offices where workforce size does not meet the threshold for formal representation structures or where such frameworks are not applicable under local legislation.

Table 18: Percentage collective bargaining

B10-42(c) – Workforce Collective bargaining³⁴	
Number of employees covered by collective bargaining agreements	457
Number of total employees	598
Percentage of employees covered by collective bargaining agreements	76.42%

Continuous learning and skills development are integral to Candriam’s human capital strategy. The firm provides structured training programmes to enhance technical expertise, regulatory knowledge and professional capabilities.

Mandatory training at Candriam covers key regulatory, ethical and operational topics for all employees, including AI literacy, information security, diversity, equity and inclusion, bribery prevention, conflicts of interest, Candriam Academy introduction course and other regulatory-related training³⁵.

Table 19: Average training hours by gender

B10-42(d) – Workforce – Training		
Gender	Average training hours (incl. mandatory training)	Average training hours (excl. mandatory training)
Male	31 hours	25 hours
Female	37 hours	31 hours

Gender Equality Performance (*Candriam succursale française only*)

In 2025, Candriam succursale française achieved a score of 92/100 on the Women–Men Equality Index, a [French regulatory indicator](#) measuring gender equality in the workplace. This indicator reflects the level of parity across key criteria such as pay equity, promotion, and representation.

³⁴ Candriam entities are subject to applicable national collective bargaining agreements or employment frameworks. These include [IDCC 478 in France](#), the [CCNL Credito \(ABI, 2023\)](#) in Italy, [CP200](#) in Belgium, and the [DIFC Employment Law \(Law No. 2 of 2019, as amended\)](#) in the UAE.

³⁵ Anti–Money Laundering, Embargoes and Sanctions, Fraud Prevention, Market Abuse Regulation, Data Protection (GDPR), Markets in Financial Instruments Directive II (MiFID II), MiFID II certification–required training for ‘information givers’ and ‘advice givers’, Senior Managers and Certification Regime (SMCR) workshops for all UK staff, workshops for line and senior managers related to all UK staff, Modern Slavery, Whistleblowing.

Human rights policies, processes and incidents

Our predominantly office-based activities, highly skilled workforce and supplier base operating in jurisdictions with established labour frameworks inform our assessment of potential exposure to human rights risks. Respect for human rights remains embedded in our internal policies, Code of Conduct and supplier standards.

Table 20: Human rights policy specifications

C6 – Does the undertaking have a code of conduct or human rights policy for its own workforce? If yes, does it cover:	
Child labour	<input checked="" type="checkbox"/>
Forced labour	<input checked="" type="checkbox"/>
Human trafficking	<input checked="" type="checkbox"/>
Discrimination	<input checked="" type="checkbox"/>
Accident prevention	<input checked="" type="checkbox"/>
Other? (if yes specify)	<input checked="" type="checkbox"/>
Specify other types of content covered by the code of conduct or human rights policy	<ul style="list-style-type: none"> • Modern slavery • Workplace violence and harassment prohibition • Social dialogue • Health and Safety • Know-your-Customer human rights screening • Human rights risk-related consideration at Investment level
Does the undertaking have a complaint-handling mechanism for its own workforce?	Yes

Table 21: Human rights confirmed severe incidents

C7 – Does the undertaking have confirmed severe incidents in its own workforce? If yes, are incidents related to:	
Child labour	<input type="checkbox"/>
Forced labour	<input type="checkbox"/>
Human trafficking	<input type="checkbox"/>
Discrimination	<input type="checkbox"/>
Other? (if yes specify)	<input type="checkbox"/>
Specify other human rights related to the confirmed incidents	N/A
Description of actions taken to address the confirmed incidents	N/A
Is the undertaking aware of any confirmed incidents involving workers in the value chain affected communities or consumers and end-users	No
Specification of any confirmed incident involving workers in the value chain affected communities or consumers and end-users	N/A

In 2025, Candriam reported no incidents within its own workforce and was not aware of any confirmed incidents involving workers in its value chain, affected communities or consumers and end-users.