



RECRUITMENT POLICY

Our Hiring Vision

By adopting these recruitment practices and standards and communicating them clearly both internally and externally, Candriam hopes to **achieve not only long-term staff retention** but a more efficient, productive, diverse and effective workforce.

We recognise that traditional methods of recruitment policy need to be constantly adapted in a changing global landscape and Candriam strives to have a **policy that is thorough, inclusive, diverse, equal** and above all outstanding, reflecting our Corporate Culture.

We recognise that **our people are our most valuable asset** and Candriam takes time and effort to seek out the very best talent to ensure we deliver a highly collaborative workforce that stands above our competition and complements our reputation as a Responsible Employer and Responsible Investor.

Our Hiring philosophy and hiring standards

Candriam's recruitment policy has been designed with the aim of giving **transparency and consistency** to our recruitment and selection process. It has also been set in order to standardise the process within the firm, ensuring that the best talents are tapped into, reviewed and recruited. The recruitment policy ensures that all candidates, internally and externally, are assessed **equally, coherently and thoroughly**.

Candriam's hiring standards aim at **ensuring equal opportunities to all candidates** regardless of gender, race and ethnicity, sexual orientation, disability or socioeconomic background, in compliance, and adherence to local labour law and legislation as well as **data protection and respect of candidate confidentiality**. It is crucial to foster an inclusive environment that embraces diversity and values varied experience. Without such an environment and a recognition of the contributions of applicants with diverse backgrounds, new employees may not feel accepted within the organisation.

Hiring the right candidates to **maintain and develop the success** of our business is crucial. Selecting future employees is at the heart of Candriam's success. Candriam needs to seek a sustainable talent advantage over its competitors to develop its position, reputation and competitive advantage in the market.

Having a pipeline of internal and external candidates to support Candriam's needs, accommodate expansion and build a **robust succession plan** is crucial. To reach this objective, we have built a solid, clearly defined **recruitment and selection process** with some strategy embedded into it.

Our Hiring practices

During a hiring process at Candriam, there are successive steps that we have to go through to attract, qualify and ultimately hire new employees. These steps are described below. However, before going through the process, it is important to qualify every vacancy by clarifying if the job can be filled internally, if the role and the environment have evolved, and to define the hiring team based on the job specifications..

Our Recruitment Process

1/ Supporting internal mobility

Candriam advertises vacancies internally for two weeks, before posting to any external sources. **Internal recruiting is a great talent source** as a good hire is not just a question of a candidate meeting the job criteria. A company culture fit is compulsory, and by recruiting internally this culture fit has already been met and assessed.

2/ Recruiting externally

After advertising internally, the job usually goes live across a **number of job boards and candidate channels** (employee referrals, company career page, etc.). For some open positions, the recruitment team will ask for the support of an external recruitment agency or an executive search firm. The choice of the external provider will depend on the role to be filled: expertise, seniority, location, etc.

3/ The recruiter

Will be responsible for the coordination and arrangement of the entire **hiring process**:

- Define and coordinate tasks across departments (Business and HR);
- Write job descriptions with the hiring manager;
- Review candidate applications as they come through their portal or ATS;
- Arrange a phone or video screening with candidates who fit the initial qualifications. The selection made at this point determines which candidates will move on in the process with other interviews;
- Ensure candidates are timely informed about the follow-up of their application;
- Constantly communicate with the hiring manager;

- Align with company vision and goals;
- Coordinate interviews.

4/ The recruitment team

Will be responsible for ensuring consistency during the **hiring process**:

- Review candidate applications sent by the recruiter
- Conduct fair and well prepared interviews;
- Give a timely, objective and documented feedback to the recruiter;
- Align with company vision and goals.

5/ Selection tests

For some specific roles, selection tests are organized. They help test the skill level and experience of a candidate to help select the final candidate. Where skills are missing, recommendations on adequate training to fill in the gaps are assessed.

6/ Reference check

Once it has been decided to move forward in the recruitment process with an external candidate, at least 2 reference checks are done before offering the role to the final candidate. These reference checks are a standard at Candriam. It helps the decision makers get independent insight about previous on-the-job performance, verify information provided by the candidate's as well as skills and experience to **ensure the quality of hire**.

Equality, Diversity & Inclusion at Candriam

At Candriam we strongly believe that our **diverse workforce and inclusive work environment are critical to our success and growth** and are the foundations of our culture, values and identity.

Candriam is committed to developing, implementing and promoting diversity and inclusion by attracting and recruiting candidates from a **diverse range of backgrounds** and within under represented groups, at all levels of seniority.

To benefit from a **wider pool of experience, skills and perspectives**, Candriam is working towards building and implementing specific actions to adopt a more inclusive approach to recruitment, to remove bias and ensure a fair recruitment process regardless of gender, ethnicity, sexual orientation, disability or socioeconomic background.

In addition Candriam is closely **monitoring progress** in terms of employee diversity.

Achieving a diverse workforce is dependent on helping individuals from a range of backgrounds find Candriam. We recognise that by focusing recruitment activities on our platform and internal channels these are likely to deliver candidates from similar backgrounds. By **going to meet candidates in job fairs and using an external recruiter** to work alongside us specifying them to provide a more diverse short list, Candriam can reach a wider pool of candidates.

Furthermore **special care must be taken when wording** Candriam's job specs and adverts to ensure that the language used does not imply that we are looking for a candidate from a particular background so that professionals from certain backgrounds are not put off from applying.

By ensuring that Candriam's existing workforce are aware that the company embraces diversity and inclusion will enable us to reach candidates from a broader range of backgrounds when it comes to referral of new candidates. Furthermore Candriam is working towards removing unconscious bias and encouraging managers to not make assumptions based on factors which are not related to the role such as age, gender or background. **Candriam ensures equality, fairness and consistency across panels, in order to reduce bias.**

Also, by having CVs assessed by a wide range of people at Candriam we can ensure that the broadest range of perspectives are gained on the applicant's suitability.

Candriam is actively looking to introduce new approaches to complement our traditional recruitment process so that we can ensure that we have the widest and most diverse range of candidates to choose from.

In addition to our inclusive recruitment policy, Candriam is working closely with a number of reputable associations with the **aim of promoting and encouraging first generation entry level students**. By providing mentoring and financial support to these associations, charities, universities, Candriam is demonstrating its responsibility in including and supporting the next generation of under represented population.