

# 2024 Annual Engagement Report

**MARCH 2025**





**During a year of exceptional electoral agendas, important leadership changes, and increasing geopolitical conflicts, the deployment of generative AI was also accelerating.**

**It was clear that responsible asset managers must continue to adapt their stewardship**



# The year at a glance.

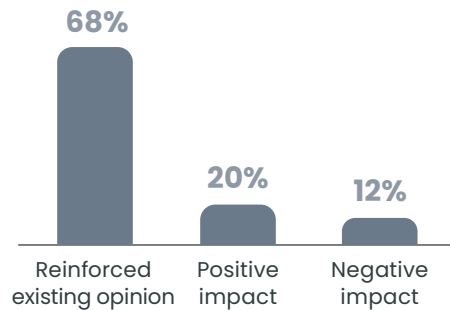
## Main themes:

- Strong corporate Governance
- Climate change
- Biodiversity
- Human Rights

**226** corporate issuer engaged through individual dialogues

Representing  
**32%**  
of our AUM\*

### Impact of Individual Dialogues on Candriam ESG Opinion

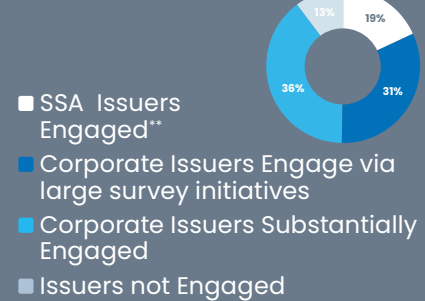


## Collaborative dialogues

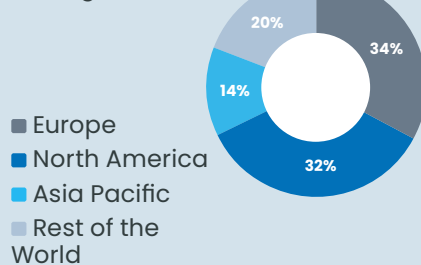
**644** Corporate Issuers Engaged (outside large survey initiatives)

**88** dialogues led or actively supported by Candriam through collaborative initiatives (outside large survey initiatives)

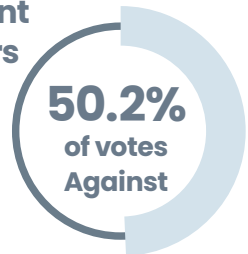
## Collaborative dialogues % of our AUM\*



## Geographical split of meetings (voting)



## Compensation of management and directors (voting)



Globally Candriam supported 71% of management resolutions



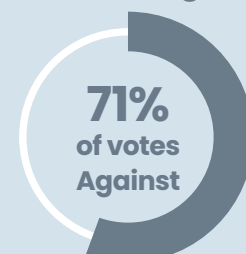
**1,901**  
voted meetings

## Active voting

**80.4%**

of meetings with at least one vote Against management

## Climate in voting



Say-on-Climate resolutions sponsored by management

\*Limiting the AUM scope to Corporates invested in direct lines (both through equity and fixed income instruments) in funds or mandates for which Candriam ensures the management activity.

\*\* SSA: Sovereign, Supranational, and Agency

Source: All data is from Candriam, unless otherwise specified.

Candriam engages with issuers on behalf of our clients through individual and collaborative dialogues. Collaboration in the context of stewardship refers to partnering with stakeholders (e.g. investors, civil society organisations, community groups, non-governmental organisations, academics, journalists), to share resources and enhance investors' effectiveness in pursuing their stewardship objectives.







# Annual Engagement Report



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# 2024 Engagement Statistics.



We provide a comprehensive view of our engagement activities with corporate issuers, covering key topics addressed, dialogue status as of the end of 2024, issuer responsiveness, and outcomes. For the purpose of our statistics, a 'dialogue' refers to either an attempt or a successful exchange with issuers on Environmental, Social, and Governance (ESG) factors.

## Individual initiatives

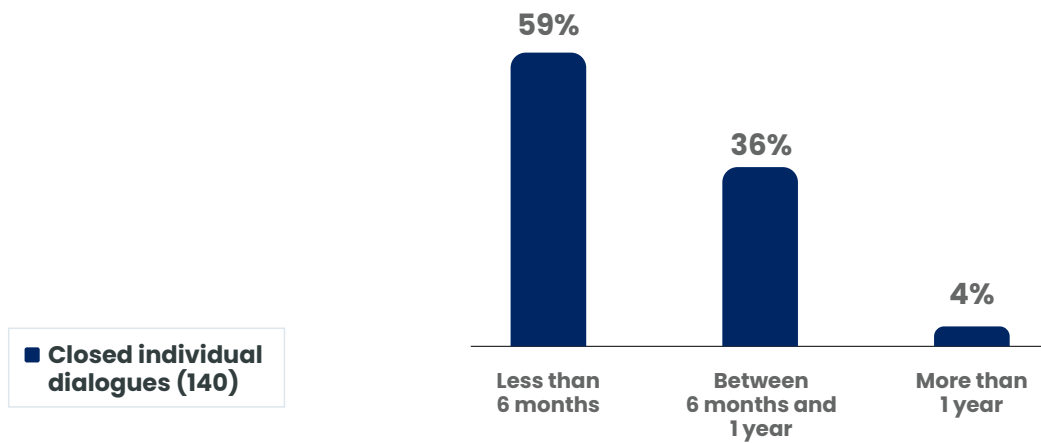
In 2024, we engaged with 226 corporate issuers through direct dialogues, leading to a total of 273 exchanges on various topics. These issuers represent 32% of Candriam's assets under management (AuM, as of 12 Dec 2024) in corporate instruments, that is, listed equities and corporate fixed income instruments held directly by our funds and mandates.

As in the previous year, these figures reflect our commitment to a more targeted and strategic approach to engagement, as well as our preference for collaborative initiatives whenever possible to maximise impact.





## Duration of Individual Dialogues Closed in 2024



## Issuers Targeted by an Individual Dialogue in 2024

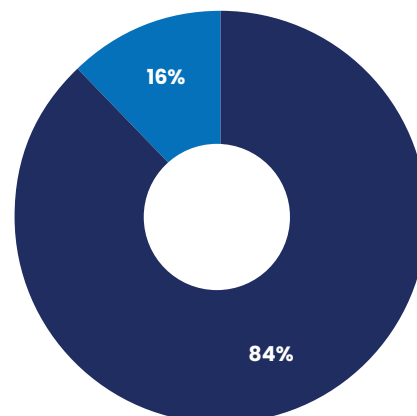
Engaged Issuer Breakdown by Region

Region	2024	2023	2022
Europe	62%	68%	62%
North America	25%	20%	24%
Asia Pacific	3%	3%	6%
Emerging Markets	10%	10%	8%

## Engaged Issuer Breakdown by Response Rate

A total of 190 issuers responded in 2024 (versus 277 in 2023 and 237 in 2022).<sup>1</sup>

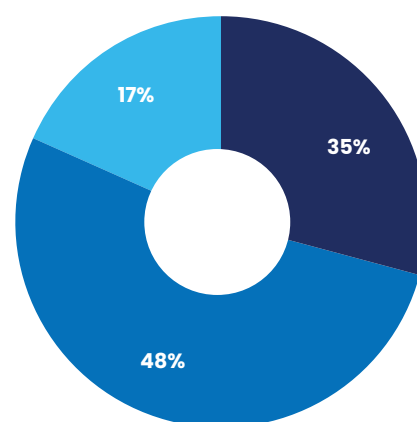
Response rate	2024	2023	2022
■ Responded	84%	88%	70%
■ Did not respond	16%	12%	30%



<sup>1</sup> That is, we may engage in more than one topic with each issuer.

## Main contact channel

Main contact channel	2024	2023	2022
■ Conference call	35%	29%	33%
■ (e-)Mail	48%	52%	57%
■ Meeting	17%	18%	10%

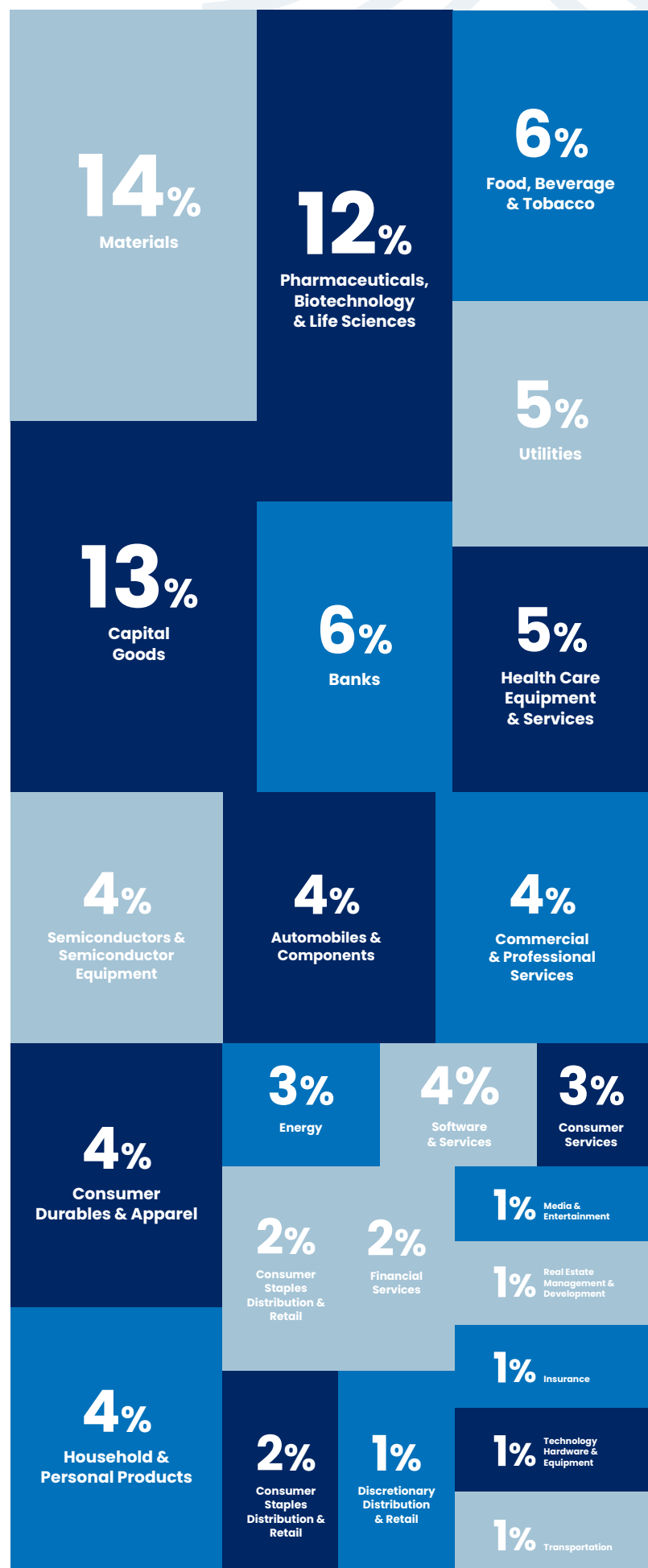


## Regional breakdown of issuers who responded

Region	2024	2023	2022
Europe	66%	69%	72%
North America	23%	19%	16%
Asia Pacific	2%	3%	6%
Emerging Markets	9%	10%	7%



## Issuer breakdown by sector

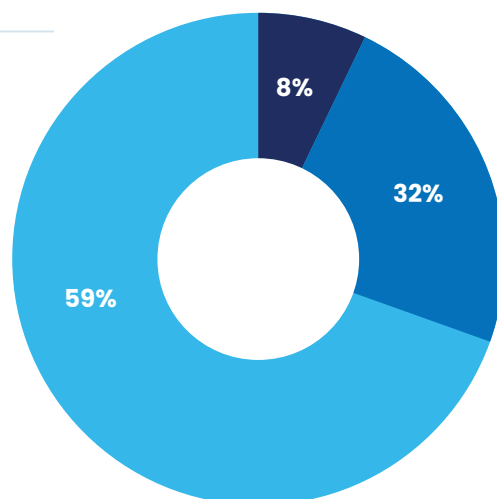


# Individual Dialogues in 2024

A total of 273 individual dialogues were held in 2024 (versus 382 in 2023 and 427 in 2022).

## Individual dialogue breakdown by primary objective

- **Encourage improved ESG disclosure:** More transparency (public information) is demanded regarding ESG challenge(s) assumed to be material for the issuer, and on how issuer manages them.
- **Support investment-decision making:** When ESG specialists need to confirm or challenge their opinion on the issuer, for a planned ESG profile review, after a controversy, or in the framework of continuous monitoring.
- **Influence corporate practice:** When the issuer lags our expectations and we expect the issuer to review its approach (strategy, practice) over specific ESG topic(s).



Primary Objective	2024	2023	2022
Encourage Improved ESG Disclosure	8% <sup>2</sup>	22%	19%
Support Investment Decision-making	59%	52%	53%
Influence Corporate Practice	32%	26%	28%

## Direct dialogue breakdown by trigger

Trigger	2024	2023	2022
ESG issue(r) planned review / follow-up	23%	32%	23%
Exceptional event / controversy	8%	5%	2%
Pre / post AGM Engagement	18%	15%	12%
Thematic	46%	25%	46
Investment team's demand	22%	22%	17%
Client's demand	0%	0%	0%

\*Note: the change in reporting format since 2022 has been made to increase granularity.

<sup>1</sup> The difference between 2024 and 2023 figures is primarily attributed to the conclusion of two major individual engagement campaigns in 2023.

<sup>2</sup> During 2024, individual engagements aimed at improving ESG disclosure were less frequent, as companies prepared for compliance with the Corporate Sustainability Reporting Directive (CSRD) on 2024 data.



## Direct dialogues breakdown by status\*

Status	2024	2023	2022
<b>Closed during the year and tagged for escalation</b>	1%	3%	<1%
<b>Closed during the year</b>	50%	72%	53%
<b>Ongoing**</b>	38%	21%	39%
<b>Initiated during the year</b>	10%	4%	7%

\*Note: for better information and monitoring, since 2022 we are distinguishing between two different types of dialogue closure (simple closure of dialogue and closure with escalation). Escalation becomes a possibility when the company targeted is not sufficiently responsive to our requests in spite of materiality of the topic. As detailed in both our engagement and voting policies ([Publications | Candriam](#)), for escalation after a direct dialogue, Candriam is prepared to consider one or more options. These include joining or launching a collaborative initiative, engaging with main shareholders, exercising voting rights against management and potentially pre-announcing our intentions, supporting or filling a statement or a shareholder resolution at the next AGM, and / or changing the eligibility status of the Candriam systems with potential divestment.

\*\*Engagements were already open as we entered 2024, and continued into 2025 (ongoing).

## Individual Dialogue Breakdown by Theme

Thematic	2024	2023	2022
<b>Environment</b>	55%	29%	14%
<b>Social</b>	12%	29%	27%
<b>Governance</b>	2%	15%	17%
<b>Overlapping ESG issues</b>	33%	27%	42%



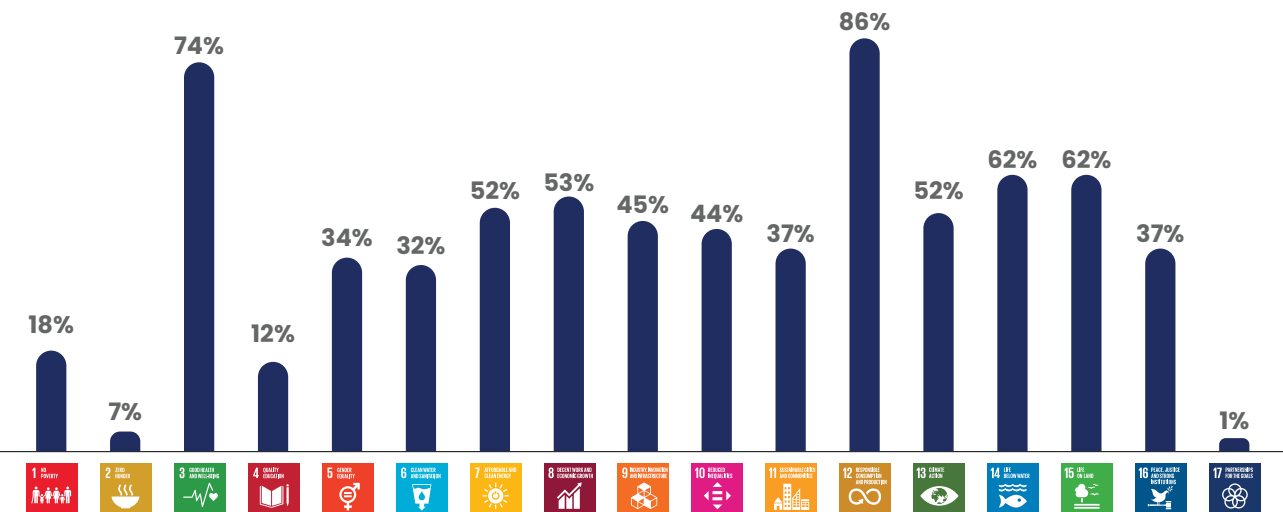
# Sustainable Development Goals and Principal Adverse Impacts

At Candriam, we make it a priority to continually improve our client service, by paying close attention to client needs and staying up-to-date with regulatory changes, particularly in Europe.

To offer greater transparency and clarity, we've worked to enhance our understanding of how our dialogues align with both the United Nations Sustainable Development Goals<sup>3</sup> and the EU SFDR -related Principal Adverse Impacts<sup>4</sup> on sustainability factors faced by issuers of securities held in our portfolios.

The following statistics are based on a total of 273 individual dialogues conducted in 2024.

## Share of Individual Dialogues Linked to each of the UN SDGs

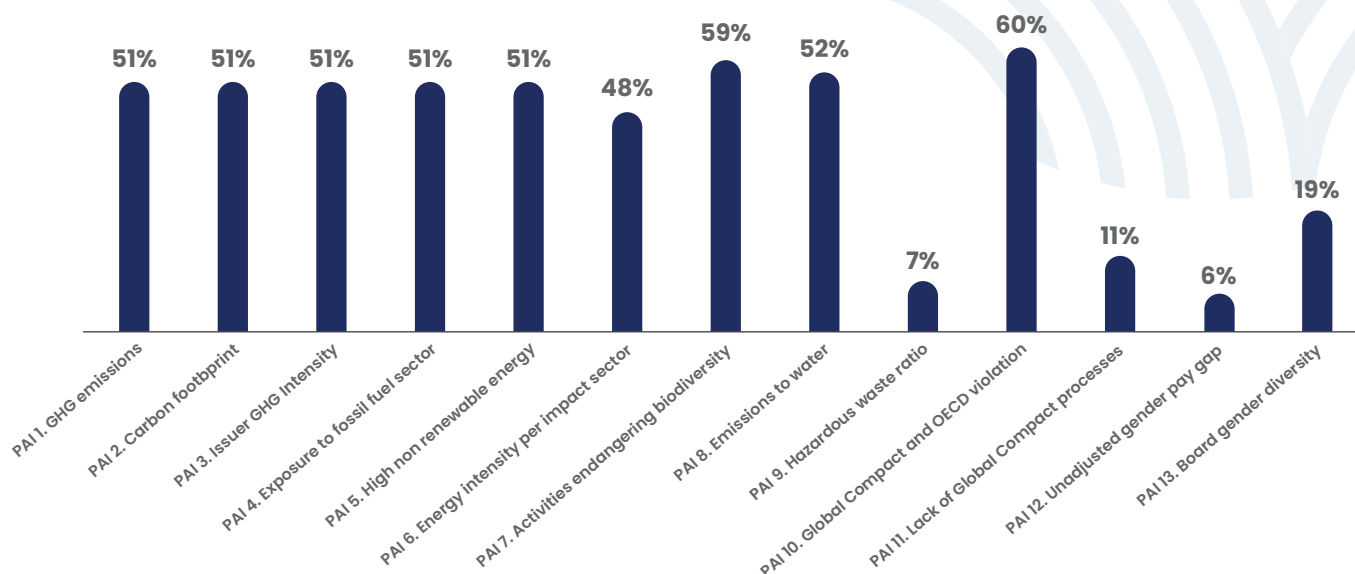


<sup>3</sup> United Nations Sustainable Development Goals (UN SDGs): for additional background information about them, please refer to the UN official website under <https://sdgs.un.org/goals>.

<sup>4</sup> Principal Adverse Impacts (PAIs): for additional information on how Candriam answers to the European Sustainable Financial Disclosure Regulation, please refer to our dedicated webpage <https://www.candriam.com/en-be/professional/sfdi/>.



## Share of direct dialogues linked to the 13 first PAIs



## Impact on Candriam ESG opinion

At Candriam, engagement is an integral part of our investment process. We collect data, assess best practices, and, when necessary, advocate for change. In turn, our investment decisions help shape our engagement priorities. Assessing the impact of engagement remains challenging due to the diverse range of topics addressed and the time lag between initiating dialogue and achieving tangible change at the issuer level, when change is the primary objective. The most direct link between the two can be seen in the ESG opinion we form on each issuer.

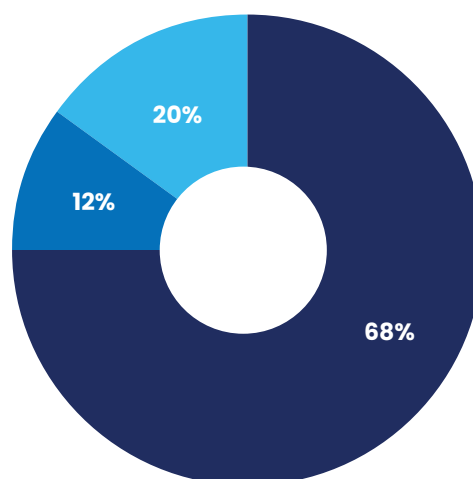
To assess our impact, we use two key measures:

- **Influence on ESG analysis:** For every dialogue closed during the year, we evaluate and record its impact on the ESG analyst's opinion of the issuer.
- **Achievement of objectives:** We assess whether the primary objectives set for each dialogue have been met.

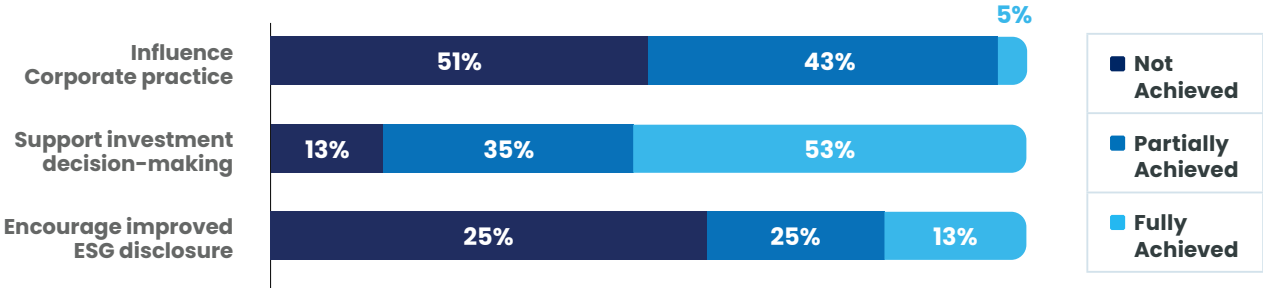
The following statistics are based on a total of 140 individual dialogues closed in 2024.

### Individual dialogue breakdown by impact on ESG opinion

■ Reinforced analyst's opinion
■ Positive impact on analyst's opinion and related ESG scoring
■ Negative impact on analyst's opinion and related ESG scoring



## Individual Dialogue Breakdown by Primary Objective Achievement Level



Further details on our individual dialogues (including names of contacted corporate issuers) can be found under [2024 Details of direct dialogues](#).

## Collaborative initiatives

Candriam engages with issuers on behalf of our clients through individual and collaborative dialogues. Collaboration in the context of stewardship refers to partnering with stakeholders (e.g. investors, civil society organisations, community groups, non-governmental organisations, academics, journalists), to share resources and enhance investors' effectiveness in pursuing their stewardship objectives.



## Candriam's sustainable commitments

Since 2006, when we became a founding signatory to the United Nations Principles for Responsible Investment, we have committed ourselves to following these additional principles by signing the following statements:

Commitments and statements signed	Thematic	Signed in
<b>Principles for Responsible Investment (PRI)</b>	ESG	2006
<b>UNGC Call to action on anti-corruption</b>	G	2014
<b>G20 Energy efficiency investor statement</b>	E	2015
<b>Montreal carbon pledge</b>	E	2015
<b>Paris pledge for action</b>	E	2015
<b>Investor statement on ESG credit ratings</b>	ESG	2017
<b>Adhesion to green and social bond principles</b>	ES	2017
<b>Tobacco-free finance pledge</b>	S	2018
<b>The investor agenda</b>	E	2018
<b>Commitment to support a just transition on climate change</b>	ESG	2018
<b>Task Force on Climate-Related Financial Disclosures (TCFD) supporter</b>	E	2021
<b>Net Zero Asset Managers Initiative (NZAMI)<sup>5</sup></b>	E	2021
<b>UK stewardship code 2020</b>	ESG	2022 application, approved in 2023
<b>Task Force on Nature-related Financial Disclosures (TNFD)</b>	E	2023, public information 2024

<sup>5</sup> On 13 January 2025, the Net Zero Asset Managers initiative launched a review ["to ensure NZAM remains fit for purpose in the new global context."](#)

## Collaborative initiatives

Initiative name <i>Type</i>	Thematic	Joined/ Renewed in	Candriam role <i>Initiative trigger</i>
<b>Access to Medicine</b> <i>Collaborative Dialogue</i>	S	2010	Mix of support <i>Thematic</i>
<b>CHRB – Investor statement calling on companies to improve Human Rights performance</b> <i>Collaborative Dialogue</i>	S	2020	Mix of support <i>Thematic</i>
<b>Teleperformance: Duty of Vigilance Law &amp; related concerns</b> <i>Collaborative Dialogue</i>	S	2020	Lead <i>Exceptional event/ Controversy</i>
<b>Investors Policy Dialogue on Deforestation</b> <i>Collaborative Dialogue</i>	E	2020	Active Support <i>Thematic</i>
<b>Marine Microplastic Pollution Collaborative Dialogue</b>	E	2020	Mix of support <i>Thematic</i>
<b>Engagement on Uyghurs Slave Labour in the Supply Chain</b> <i>Collaborative Dialogue</i>	S	2020	Mix of support <i>Exceptional event/ Controversy</i>
<b>Kingspan Governance Structure Engagement</b> <i>Collaborative Dialogue</i>	SG	2021	Lead <i>Pre/post AGM Engagement</i>
<b>Global Banks Climate Change &amp; Biodiversity</b> <i>Collaborative Dialogue</i>	E	2021	Mix of support <i>Thematic</i>
<b>Corporate Accountability for Digital Rights</b> <i>Collaborative Dialogue</i>	S	2021	Mix of support <i>Thematic</i>
<b>Net Zero Proxy Advice: IIGCC Investors Letter to Proxy Advisors</b> <i>Collaborative Statement</i>	E	2021	Passive support <i>Thematic</i>
<b>Linking Access to Vaccine with Pharmaceuticals' Executives' Remuneration</b> <i>Collaborative Dialogue</i>	SG	2021	Mix of support <i>Thematic</i>
<b>IIGCC/CERES Banks Engagement</b> <i>Collaborative Dialogue</i>	E	2022	Mix of support <i>Thematic</i>
<b>Letter to Starbucks on Worker Representation</b> <i>Collaborative Dialogue</i>	S	2022	Passive Support <i>Exceptional event / Controversy</i>
<b>PRI–Coordinated Collaborative Sovereign Engagement on Climate Change: Australian Pilot</b> <i>Collaborative Dialogue</i>	E	2022	Active Support <i>Thematic</i>
<b>30% Club France</b> <i>Collaborative Dialogue</i>	SG	2022	Mix of support <i>Thematic</i>

Initiative name <i>Type</i>	Thematic	Joined/ Renewed in	Candriam role <i>Initiative trigger</i>
<b>WBA Investor Engagement on Ethical AI</b> <i>Collaborative Dialogue</i>	ESG	2022	Mix of support <i>Thematic</i>
<b>FAIRR Biodiversity: Waste &amp; Pollution</b> <i>Collaborative Dialogue</i>	E	2022	Mix of support <i>Thematic</i>
<b>PRI Advance: Human Rights</b> <i>Collaborative Dialogue</i>	S	2022	Mix of support <i>Thematic</i>
<b>BFF Bank SpA: Collaborative Engagement on Remuneration</b> <i>Collaborative Dialogue</i>	SG	2022	Lead <i>Pre/post AGM Engagement</i>
<b>Big Tech and Human Rights</b> <i>Collaborative Dialogue</i>	S	2023	Mix of support <i>Thematic</i>
<b>FIR: Forced Labour and Child Labour Engagement</b> <i>Collaborative Dialogue</i>	S	2023	Active Support <i>Investment team request</i>
<b>Intesa Sanpaolo's Climate Policy</b> <i>Collaborative Dialogue</i>	E	2023	Active Support <i>Thematic</i>
<b>VBDO: Plastic Engagement</b> <i>Collaborative Dialogue</i>	E	2023	Mix of Support <i>Thematic</i>
<b>Investor Letter to NXP Semi on links to Russia weapons systems</b> <i>Collaborative Statement</i>	S	2023	Active Support <i>Exceptional event/ Controversy</i>
<b>PRI Nature Reference Group</b> <i>Collaborative Dialogue</i>	E	2023	Active Support <i>Thematic</i>
<b>30% Club Germany</b> <i>Collaborative Dialogue</i>	SG	2023	Mix of Support <i>Investment team request</i>
<b>Nature Action 100</b> <i>Collaborative Dialogue</i>	E	2023	Mix of support <i>Thematic</i>
<b>Investor Statement on Tobacco Control</b> <i>Collaborative Statement</i>	S	2023	Passive Support <i>Thematic</i>
<b>Investor Letter to Nike on Wages Owed to Workers</b> <i>Collaborative Statement</i>	S	2023	Passive Support <i>Exceptional event/ Controversy</i>
<b>Plastic Solutions Investor Alliance: Petrochemicals</b> <i>Collaborative Dialogue</i>	E	2023	Active Support <i>Thematic</i>

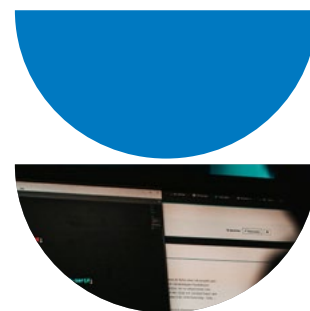
<b>Initiative name</b> <i>Type</i>	<b>Thematic</b>	<b>Joined/ Renewed in</b>	<b>Candriam role</b> <i>Initiative trigger</i>
<b>Climate Action 100+</b> <i>Collaborative Dialogue</i>	E	2024 <b>Renewal</b>	Mix of support <i>Thematic</i>
<b>Investor Statement &amp; Engagement: Labour Rights Investor Network</b> <i>Collaborative Statement</i>	S	2024 <b>New</b>	Active Support <i>Thematic</i>
<b>Governance: Co-filing Shareholder Proposals</b> <i>Collaborative Dialogue</i>	G	2024 <b>New</b>	Active Support <i>Pre/post AGM Engagement</i>
<b>Health &amp; Nutrition ShareAction Resolution – Nestle</b> <i>Collaborative Dialogue</i>	S	2024 <b>New</b>	Active support <i>Exceptional event/ Controversy</i>
<b>Business Benchmark on Farm Animal Welfare (BBFAW)</b> <i>Collaborative Dialogue</i>	ES	2024 <b>Renewal</b>	Passive Support <i>Thematic</i>
<b>Investor Statement: Legally Binding Instrument to End Plastic Pollution</b> <i>Collaborative Statement</i>	E	2024 <b>New</b>	Active Support <i>Thematic</i>
<b>Investor Initiative on Human Rights Data</b> <i>Collaborative Dialogue</i>	S	2024 <b>New</b>	Active Support <i>Candriam Strategic Decision</i>
<b>CDP Climate, Forests &amp; Water</b> <i>Collaborative Dialogue</i>	E	2024 <b>Renewal</b>	Passive Support <i>Thematic</i>
<b>Investor Statement: AMR (Antimicrobial Resistance)</b> <i>Collaborative Statement</i>	S	2024 <b>New</b>	Passive Support <i>Thematic</i>
<b>Investor Statement: Climate Crisis Action</b> <i>Collaborative Statement</i>	E	2024 <b>New</b>	Passive Support <i>Thematic</i>
<b>Workforce Disclosure Initiative</b> <i>Collaborative Dialogue</i>	S	2024 <b>Renewal</b>	Mix of support <i>Thematic</i>
<b>FAIRR Protein Diversification</b> <i>Collaborative Dialogue</i>	ES	2024 <b>New</b>	Mix of support <i>Thematic</i>
<b>Human Rights: Conflict Affected &amp; High Risk Areas</b> <i>Collaborative Dialogue</i>	S	2024 <b>New</b>	Mix of support <i>Candriam Strategic Decision</i>
<b>Investor Letter: AI &amp; Human Right Impact Assessment – Alphabet</b> <i>Collaborative Statement</i>	S	2024 <b>New</b>	Active Support <i>Pre/post AGM Engagement</i>





# Overview of New Collaborative Initiatives

Throughout the year, we joined ten new engagement initiatives aimed at driving meaningful change on key ESG issues. Our participation is guided by a commitment to fostering impact through collaboration, leveraging collective influence to enhance corporate, or sovereign, accountability and sustainability. Below is an overview of the new initiatives we engaged in 2024.



Initiative name	Type	Candriam role	Initiative trigger
<b>Labour Rights Investor Network</b>	Collaborative Statement and Engagement	Active Support	Thematic



## PAIs: 10. Global Compact and OECD violation

A coalition of 49 investors and fiduciaries, representing over USD 3.7 trillion in assets under management, issued a joint statement reaffirming the fundamental importance of labour rights. The statement underscores that the rights to freedom of association and collective bargaining are essential human rights, enshrined in key international frameworks such as the ILO Core Conventions, the UN Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

Recognizing the business benefits of respecting labour rights -- such as increased productivity, safer workplaces, and

stronger employee engagement -- signatories call on investee companies to:

- Strengthen governance frameworks to ensure board-level oversight of labour rights policies and practices
- Take concrete action to uphold worker's rights, including implementing labour rights due diligence, training management, and committing to non-interference in union activities
- Enhance transparency by disclosing key labour rights metrics, such as collective bargaining coverage, litigation risks, and expenditures on union avoidance efforts

Initiative name	Type	Candriam role	Initiative trigger
<b>Governance: Co-filing Shareholder Proposals</b>	Collaborative Dialogue	Active Support	Pre/post AGM Engagement



## PAIs: 13. Board gender diversity

This initiative regroupes the companies that were targeted by a shareholder proposal on governance issues that was co-filed by Candriam:

- Banca Mediolanum SPA: slate 2 submitted by Institutional Investors (Assogestioni)

- BFF Bank SPA: slate 2 submitted by Institutional Investors (Assogestioni)
- Total Energies SE: consultative resolution led by French SIF



Initiative name	Type	Candriam role	Initiative trigger
<b>Health &amp; Nutrition ShareAction Resolution – Nestlé</b>	Collaborative Dialogue	Active Support	Exceptional event / Controversy



As a leading player in the food and beverage sector, Nestlé faces high expectations, particularly given the progress made by some of its peers in recent years. We have been engaging with them on nutrition through the ATNI (Access to Nutrition Initiative) collaborative initiative, alongside parallel individual dialogues.

In late 2023, Nestlé presented its new nutrition strategy, prompting concerns from investors -- concerns that had previously gone unaddressed in individual dialogues. In response, we escalated our engagement by co-filing a shareholder resolution for Nestlé's 2024 AGM, urging the company to set a verifiable target to increase the proportion of its sales from healthier products.

This initiative encompasses all exchanges with Nestlé before the AGM, as well as continued discussions following the meeting, reinforcing our commitment to driving meaningful change in corporate nutrition strategies.

Initiative name	Type	Candriam role	Initiative trigger
<b>Investor Statement: Legally Binding Instrument to End Plastic Pollution</b>	Collaborative Statement	Active Support	Thematic



**PAIs: 7. Activities endangering biodiversity  
10. Global Compact and OECD violation**

In April 2024, the Intergovernmental Negotiating Committee (INC-4) took place in Ottawa, Canada, to advance the development of an international legally binding instrument (ILBI) on plastic pollution. Ahead of these negotiations, a coalition of financial sector organizations - including UNEP FI, PRI, the Finance for Biodiversity Foundation, the Business Coalition, the Dutch VBDO, and the CDP Carbon Disclosure Project -- issued a joint statement demonstrating investor support for an ambitious global agreement to end plastic pollution.

By endorsing this statement, we recognize the financial sector's role in addressing the material risks associated with plastic pollution through our investment and financing activities, in alignment with legal and fiduciary responsibilities. The statement also reaffirms our commitment to integrating plastic-related risks into decision-making processes, engaging with companies and policymakers, advocating for

greater corporate disclosure on plastic-related issues, and supporting initiatives that promote a circular economy for plastics.

To achieve these goals, we call on governments to adopt a robust ILBI with clear objectives, binding commitments, and measures covering the entire plastic life cycle. This initiative aligns with the Kunming-Montreal Global Biodiversity Framework, which envisions a future in harmony with nature by 2050. As part of our ongoing commitment, Candriam previously signed the Biodiversity COP15 Financial Sector Statement in 2022 and supported its adoption.

Initiative name	Type	Candriam role	Initiative trigger
<b>Investor Initiative on Human Rights Data</b>	Collaborative Dialogue	Active Support	Candriam Strategic Decision



#### PAIs: 10. Global Compact and OECD violation

The lack of consistent, decision-useful human rights data -- beyond high-risk sectors -- hinders investors' ability to assess and manage risks and opportunities, differentiate corporate performance, conduct effective stewardship, and comply with evolving regulatory requirements.

To address this gap, the Investor Initiative on Human Rights Data (II-HRD) was launched as a collaborative effort among institutional investors to enhance the corporate human rights data landscape. By improving data availability and quality, this initiative enables investors to systematically integrate human rights considerations into their investment and stewardship decisions.

The initiative, originating from the World Benchmarking Alliance's Social Collective Impact Coalition (CIC) in 2022, is led by , Aviva Investors, Scottish Widows, and the Church Commissioners for England. It also calls on ESG data providers and proxy voting advisors to strengthen their human rights analysis and reporting, providing sufficient data to investors so that they can develop actionable insights.

Initiative name	Type	Candriam role	Initiative trigger
<b>Investor Statement: AMR (Antimicrobial Resistance)</b>	Collaborative Statement	Passive Support	Thematic



#### PAIs: 7. Activities endangering biodiversity

In 2020, alongside the UK government, the Access to Medicine Foundation and FAIRR launched the Investor Action on Antimicrobial Resistance initiative (AMR) to address the growing global threat of drug-resistant infections. Originally open only to initiative members, the initiative's statement has since been made publicly available for broader endorsement.

The statement highlights the overuse and misuse of antibiotics in human medicine, animal farming, and agriculture, as well as environmental contamination, all of which have contributed to AMR becoming a systemic risk comparable to climate change. Tackling AMR requires a 'One Health' approach, bringing together governments, policymakers, organisations, academia, investors, and businesses.

However, since the UN General Assembly's 2016 High-Level Meeting (HLM) on AMR, progress had stalled. When a second HLM was scheduled for 2024, this statement was adopted to urge global leaders to revitalize efforts, enhance coordination, and reaffirm their commitment to combating AMR effectively. The September HLM agreed to financial incentives to stimulate R&D and encourage 'prudent use and equitable global access'.



Initiative name	Type	Candriam role	Initiative trigger
<b>Investor Statement: Climate Crisis Action</b>	Collaborative Statement	Passive Support	Thematic



**PAIs: 15. Sovereign GHG intensity  
16. Sovereign social violation countries**

In 2024, the Founding Partners of The Investor Agenda -- AIGCC, CDP, Ceres, IGCC, IIGCC, PRI, and UNEP FI<sup>6</sup> -- issued a renewed Global Investor Statement, calling for stronger public policies to support a Paris-Aligned climate transition.

The statement urges governments to uphold their climate commitments, adopt a whole-of-government approach,

and facilitate public and private capital flows toward a just and net-zero transition. It outlines key policy measures across national climate plans (NDCs), sectoral transition strategies, private investment frameworks, and nature-related challenges, reinforcing the urgent need for decisive climate action.

Initiative name	Type	Candriam role	Initiative trigger
<b>FAIRR Protein Diversification</b>	Collaborative Dialogue	Mix of Support	Thematic



**PAIs: 1. GHG emissions / 2. Carbon footprint / 3. Issuer GHG Intensity / PAI 4. Exposure to fossil fuel sector  
5. High non-renewable energy / 6. Energy intensity per impact sector / 7. Activities endangering biodiversity  
8. Emissions to water / 9. Hazardous waste ratio**

Expanding on its Sustainable Protein campaign, FAIRR launched a new initiative addressing both climate and health objectives. We joined Phase 2 in October 2024 to support efforts that encourage companies to integrate protein diversification into their climate strategies, invest in

sustainable protein options, and promote healthier, eco-friendly diets. This initiative aims to reduce the environmental impact of animal agriculture and accelerate the shift toward more sustainable food systems.

Initiative name	Type	Candriam role	Initiative trigger
<b>Human Rights: Conflict Affected &amp; High Risk Areas</b>	Collaborative Dialogue	Mix of Support	Candriam Strategic Decision



**PAIs: 10. Global Compact and OECD violation  
16. Sovereign social violation countries**

In an increasingly volatile world, we have been directly engaging companies on their presence in Conflict-Affected and High-Risk Areas (CAHRAs) for several years. We are now joining a collaborative engagement to enhance our expertise and learn from peers.

Led by the Investor Alliance on Human Rights, in collaboration with Peace Nexus and Heartland Initiative, this initiative seeks to strengthen corporate governance and practices in CAHRAs. Its primary objective is to support investors in conducting Heightened Human Rights Due Diligence across their portfolios.

<sup>6</sup> Asia Investor Group on Climate Change, Carbon Disclosure Project, [Ceres Investment], Institutional Investors Group on Climate Change, UN Principles for Responsible Investment, UN Environment Programme Finance Initiative.

Initiative name	Type	Candriam role	Initiative trigger
<b>Investor Letter: AI &amp; Human Right Impact Assessment – Alphabet</b>	Collaborative Statement	Active support	Pre/post AGM Engagement

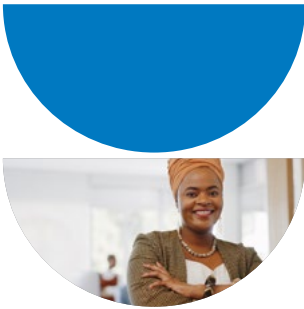


As part of ongoing engagement on AI, this private investor letter, initiated by SHARE (Survey of Health, Ageing and Retirement in Europe), reflects growing investor concern over AI-related risks at major tech companies. The increasing number of AI-related shareholder resolutions highlights this trend.

Addressed to the Board of Directors of Alphabet Inc., the letter raises concerns over the company's human rights due diligence, which appears insufficient in identifying and mitigating risks linked to AI-driven targeted advertising -- a sector that accounted for 75% of Alphabet's 2023 revenue. Investors are calling on Alphabet to commit to a Human Rights Impact Assessment to address these risks effectively.



# Statistics on Collaborative Engagements.



In 2024, we targeted 5,430 corporate issuers through our collaborative dialogues and statements, representing a total of 8,164 dialogues on various ESG topics across 42 initiatives.

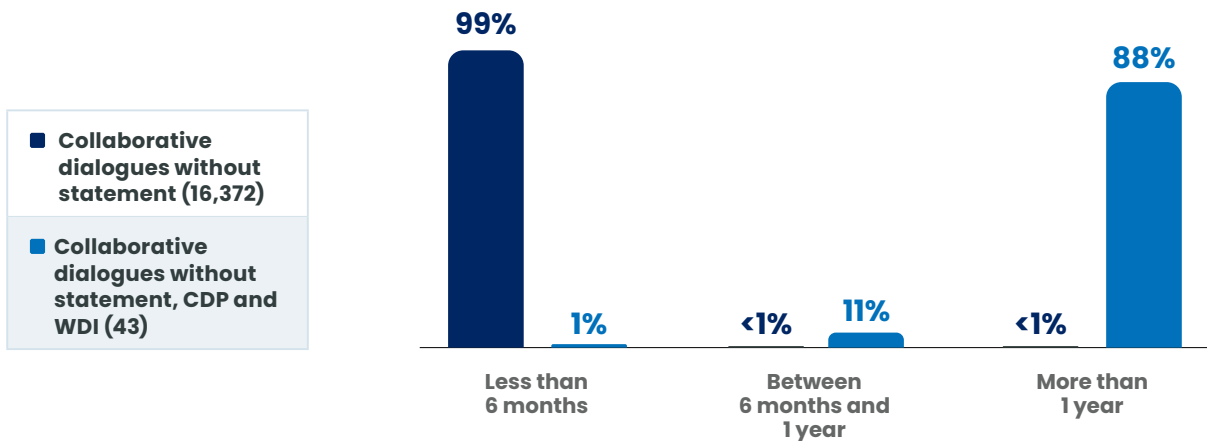
The size of two of the data initiatives supported, namely the CDP (Carbon Disclosure Project) and the WDI (Workforce Disclosure Initiative), overwhelms and possibly skews the presentation of our statistics. Together these two initiatives target 5,339 issuers and account for 7,270 dialogues in total.

For clarity, our report systematically presents data both with and without these two initiatives. This presentation is offered in consideration of stakeholders such as UN PRI, who do not view extensive surveys as comprehensive engagement initiatives. Candriam recognizes the value of these surveys despite their size and standardization, acknowledging their role in enhancing ESG transparency and contributing to the global ESG ecosystem, which currently suffers from a shortage of pertinent and precise data.

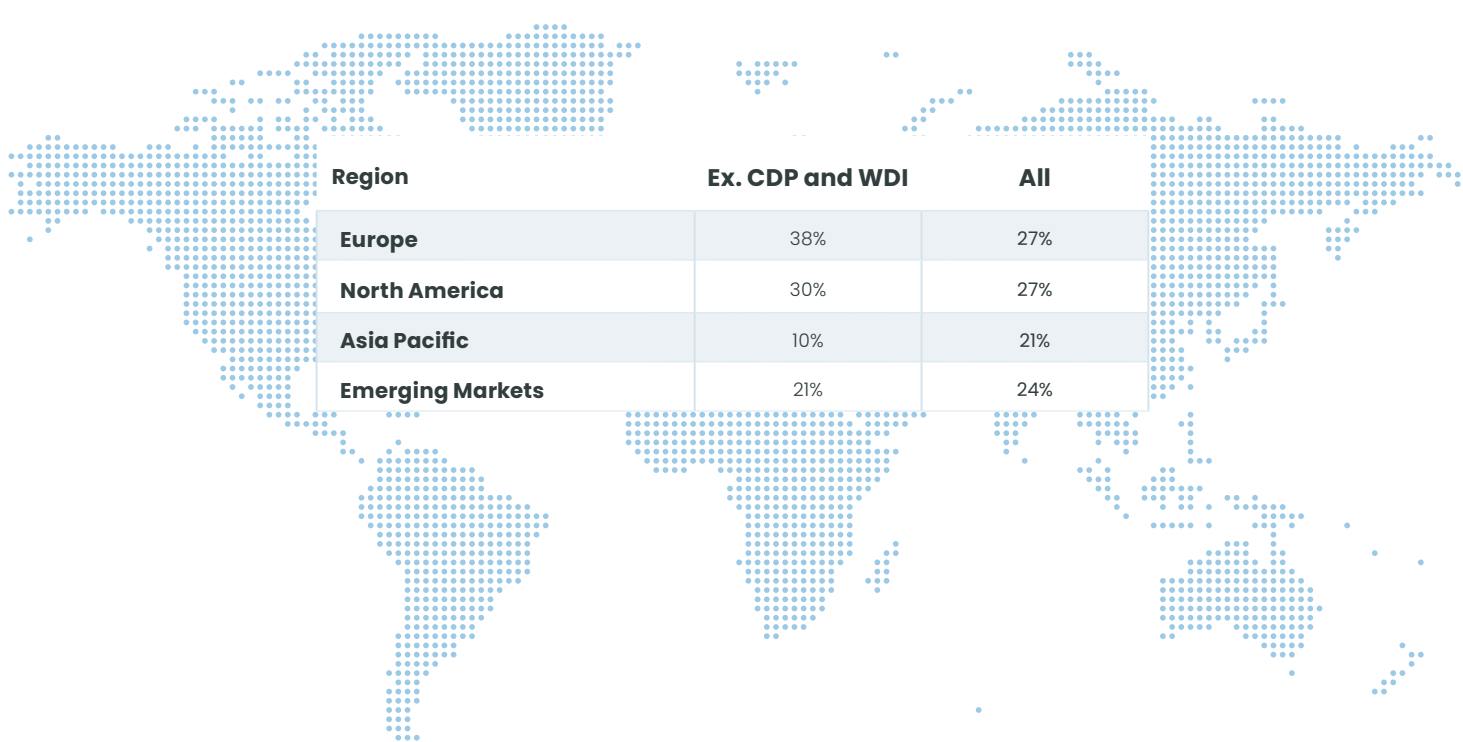
Collaborative dialogues represent 86% of Candriam's assets under management (AuM) in corporate instruments (including only stocks and bonds, direct lines), held in funds or in mandates for which Candriam is the investment manager. Within this universe, corporate issuers engaged through large initiatives such as CDP and WDI represent 36% and 31%, respectively, for issuers engaged through other initiatives, and 19% for non-corporate issuers.

## Duration of collaborative dialogues

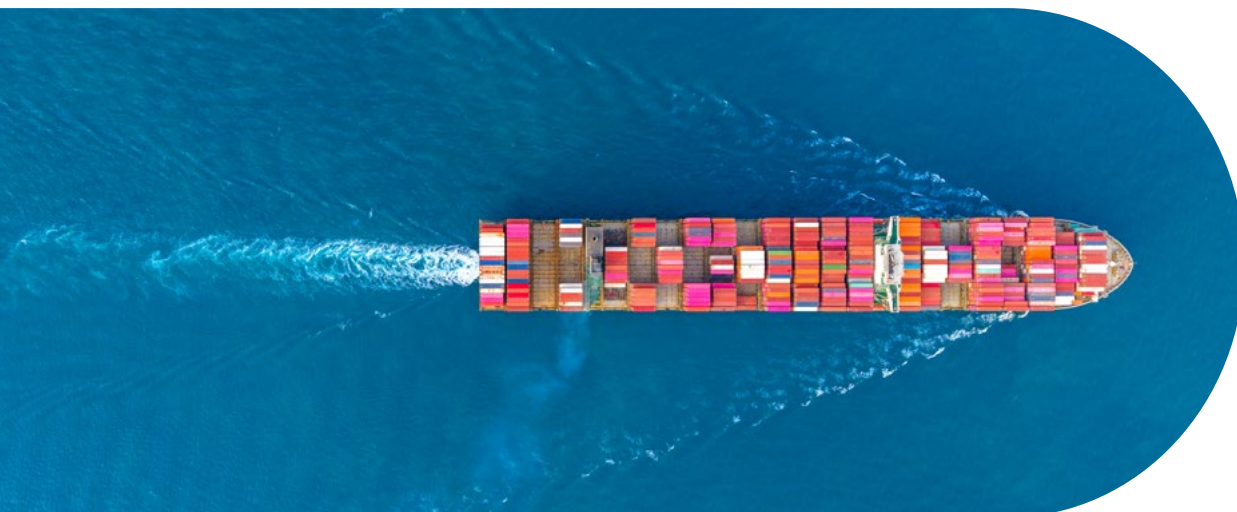
Collaborative dialogues closed in 2024



## Issuer breakdown by region



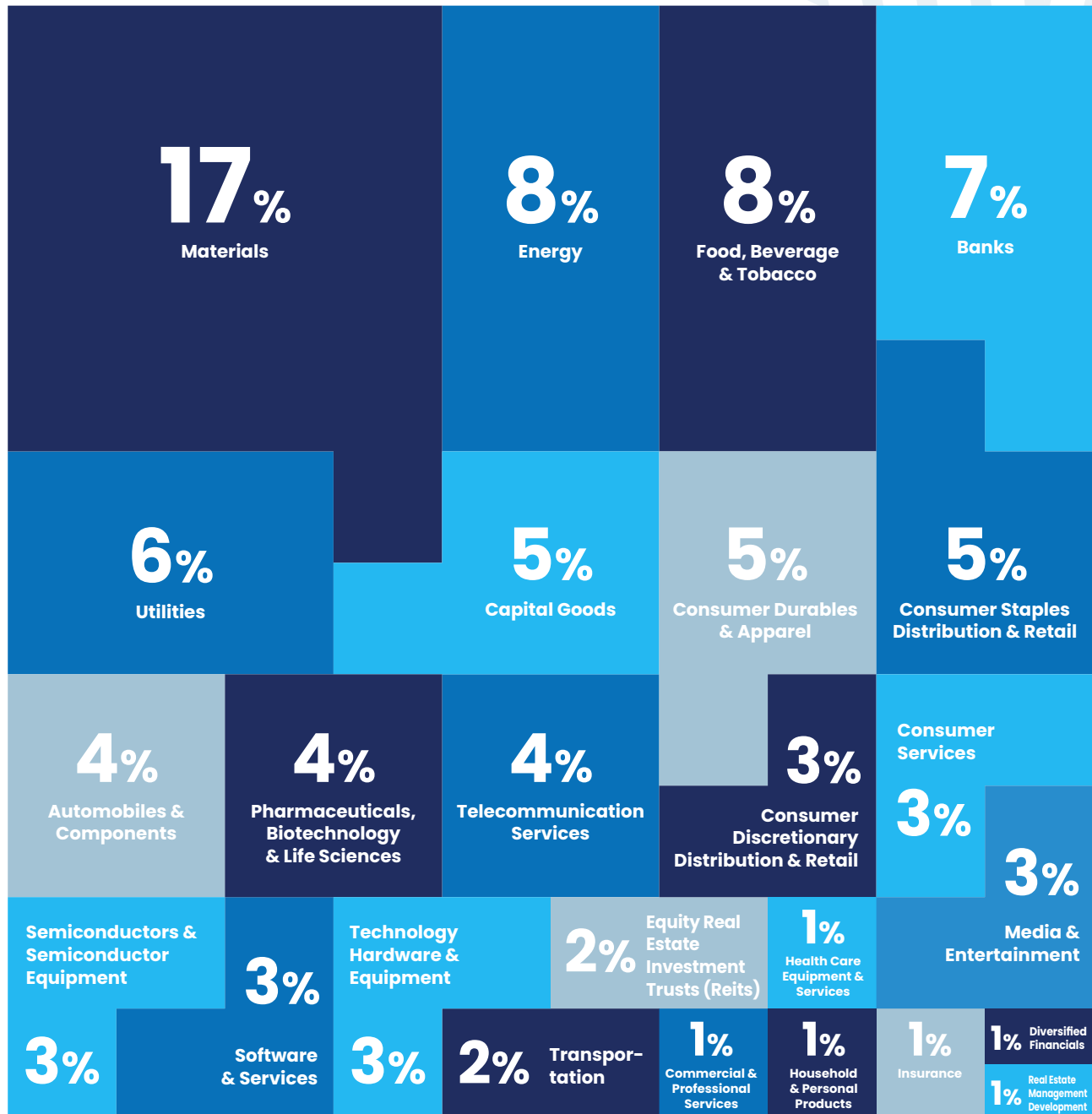
Region	Ex. CDP and WDI	All
Europe	38%	27%
North America	30%	27%
Asia Pacific	10%	21%
Emerging Markets	21%	24%





## Issuer breakdown by sector

The chart below presents data on the 644 corporate issuers engaged through collaborative dialogues in 2024, excluding those only covered by CDP or WDI initiatives.









Sector	Ex. CDP and WDI	All
Automobiles & Components	5%	3%
Banks	4%	5%
Capital Goods	6%	13%
Commercial & Professional Services	1%	4%
Consumer Discretionary Distribution & Retail	3%	3%
Consumer Durables & Apparel	4%	4%
Consumer Services	4%	2%
Consumer Staples Distribution & Retail	5%	2%
Energy	8%	4%
Equity Real Estate Investment Trusts (Reits)	1%	3%
Financial Services	3%	4%
Financials	0%	0%
Food, Beverage & Tobacco	8%	5%
Health Care Equipment & Services	1%	3%
Household & Personal Products	1%	1%
Insurance	1%	2%
Materials	19%	11%
Media & Entertainment	4%	3%
Pharmaceuticals, Biotechnology & Life Sciences	4%	4%
Real Estate Management & Development	0%	2%
Semiconductors & Semiconductor Equipment	3%	3%
Software & Services	2%	4%
Technology Hardware & Equipment	2%	5%
Telecommunication Services	4%	2%
Transportation	2%	4%
Utilities	7%	4%

In collaborative engagements, asset managers on behalf of their investors can take on different roles:

- Lead investors: Directly engaging with issuers and driving discussions
- Active participants: Providing meaningful support to coordinators or lead investors
- Passive supporters: Contributing leverage through additional AUM while benefiting from the initiative's scale

In practice, coordinators and supporting investors share responsibilities, with lead or active roles determined by factors such as expertise, company relationships, geographic proximity, and influence.

In 2024, Candriam was a co-lead for 27 dialogues, active participant in 61, and a passive supporter of 806 others.

### Collaborative Dialogues Breakdown by Theme

Thematic	Ex. CDP and WDI	All
Environment	43%	94%
Social	27%	3%
Governance	0%	0%
Overlapping ESG issues	30%	3%

### Collaborative Dialogues Breakdown by Primary Objective

Primary objective	Ex. CDP and WDI	All
Encourage improved ESG disclosure	16%	91%
Support investment decision-making	2%	0%
Influence corporate practice	82%	9%

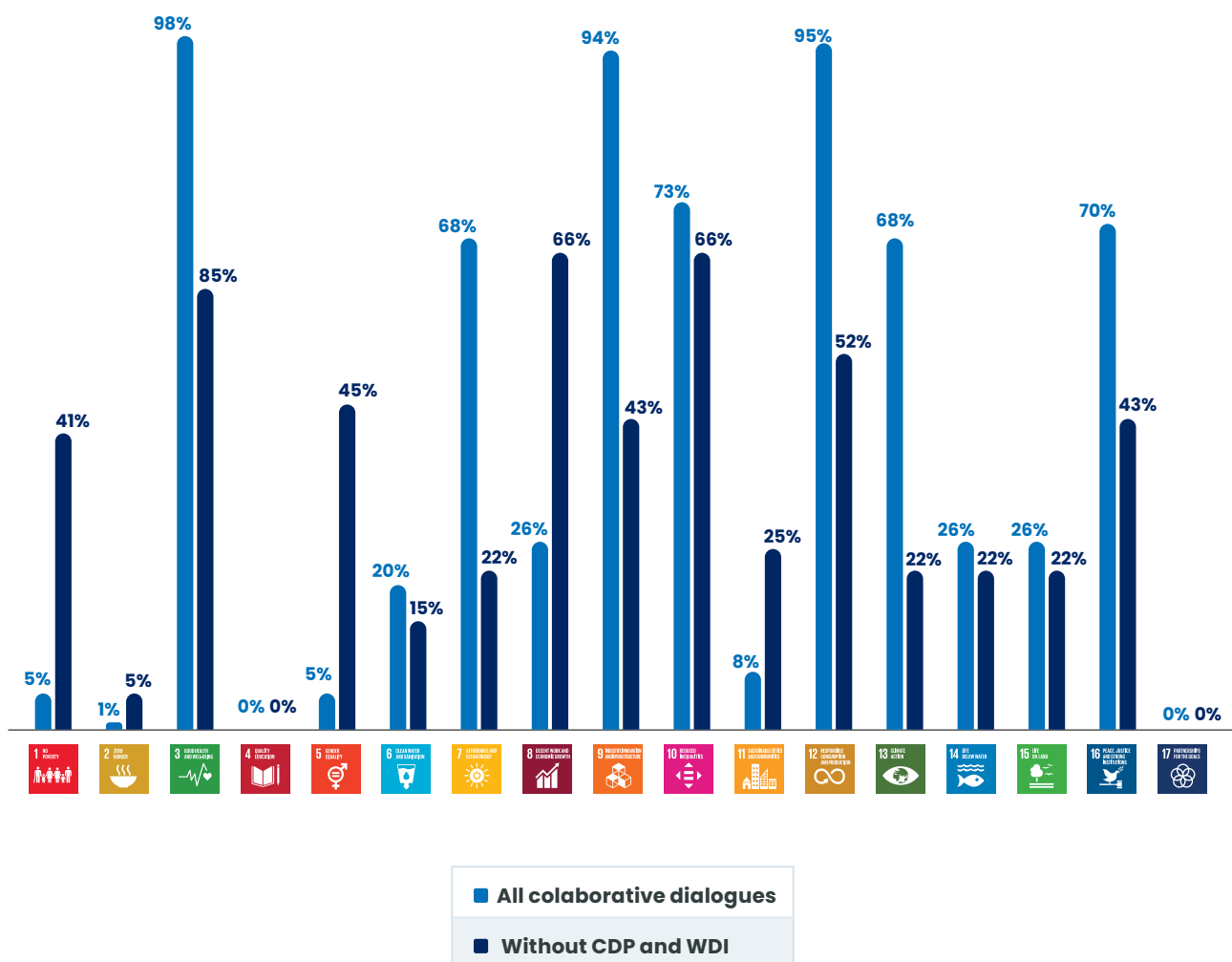


# Sustainable Development Goals and Principal Adverse Impacts

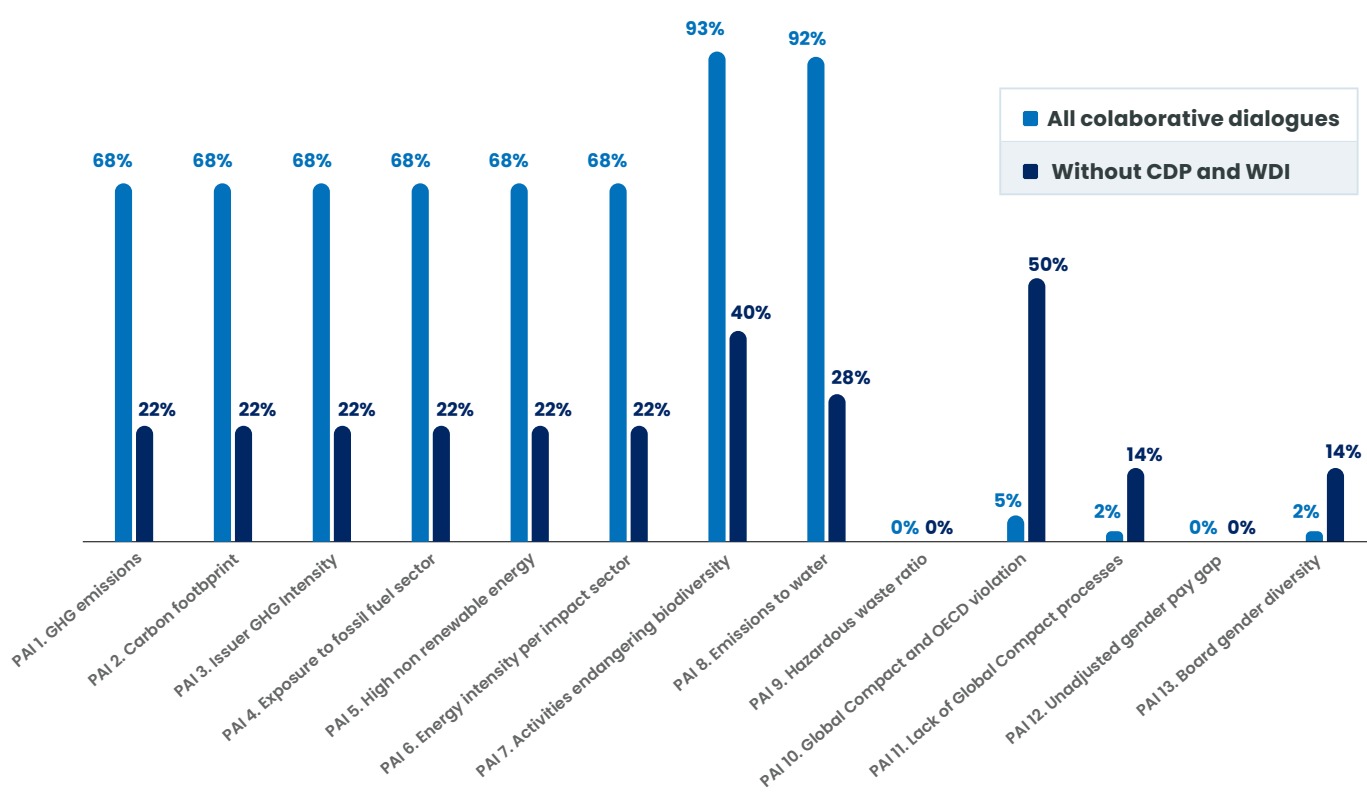
In line with our approach to individual dialogues, we present how our engagements align with United Nations Sustainable Development Goals (UN SDGs) and how they address SFDR related EU Principle Adverse Impacts (PAIs) related to sustainability factors associated with issuers in our portfolios.

The following statistics are based on a total of 8,161 collaborative dialogues with corporate issuers in 2024, including 891 dialogues conducted through initiatives excluding CDP and WDI.

## Share of Collaborative Dialogues Linked to Each of the UN SDGs



### Share of collaborative dialogues linked to the first 13 PAIs



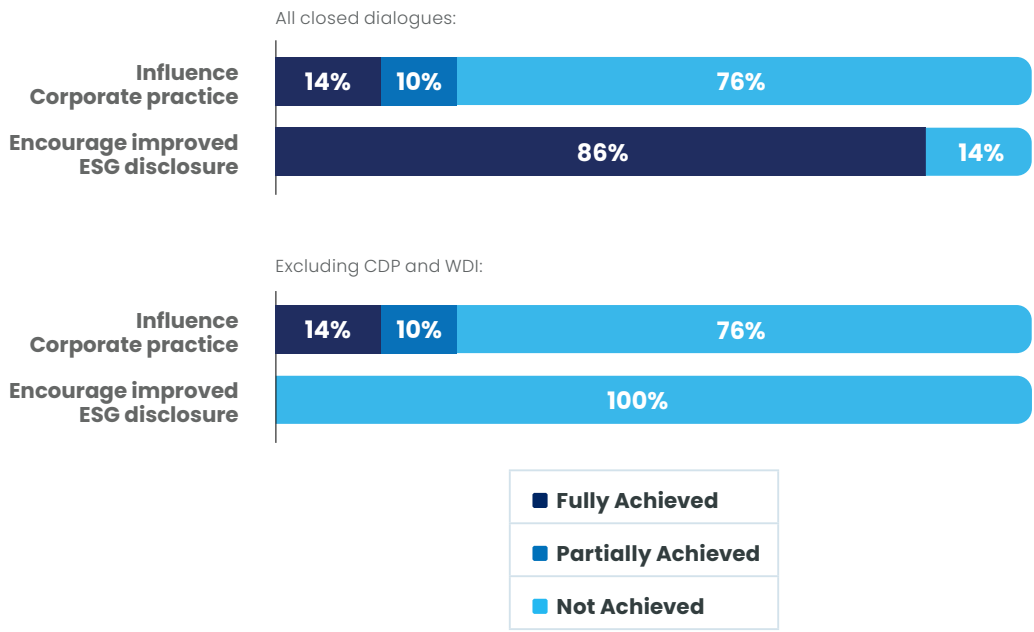
## Impact of collaborative dialogues

The following statistics are based on a total of 7,421 collaborative dialogues with corporate issuers closed in 2024, including 151 dialogues conducted through initiatives excluding CDP and WDI.

### Breakdown of collaborative dialogues by impact on opinion

Impact on Opinion	Ex. CDP and WDI	All
Reinforced analyst’s opinion	99%	99%
Positive impact on analyst’s opinion and related ESG scoring	1%	<1%
Negative impact on analyst’s opinion and related ESG scoring	0%	0%

# Breakdown of collaborative dialogues by primary objective achievement level







# Promoting Sustainable Development.

*Industry associations and responsible investment working groups that we are part of.*

	Name of Association	Joined in
<b>SRI Working Groups within:</b>	<a href="#">AFG</a> - Association Française de la Gestion financière	2003
	<a href="#">BEAMA</a> - Belgian Asset Managers Association	2004
	<a href="#">EFAMA</a> - European Fund And Asset Management Association	2010
	<a href="#">ALFI</a> - Association of the Luxembourg Fund Industry	2024
<b>Several sustainable investment forums:</b>	<a href="#">VBDO</a> - Dutch Sustainable Investment Forum	2007
	<a href="#">Forum Nachhaltige Geldanlagen</a> (Germany, Switzerland & Austria )	2010
	<a href="#">Swiss Sustainable Finance</a> (Switzerland)	2014
	<a href="#">Forum pour l'Investissement Responsable</a> (French SIF FIR)	2014
	<a href="#">Forum per la Finanza Sostenibile</a> (Italy SIF)	2015
	<a href="#">UKSIF</a> - United Kingdom Sustainable Investment Forum	2016
	<a href="#">US SIF</a> - United States Forum for Sustainable & Responsible Investment	2016
<b>Other sustainability-oriented investor bodies</b>	<a href="#">IIGCC</a> - The Institutional Investors Group on Climate Change	2020
	<a href="#">Investor Alliance for Human Rights</a> (ICCR Initiative)	2021

As an asset manager, Candriam also actively promotes sustainable finance by educating the next generation of responsible investors. This is done via our Candriam Institute for Sustainable Development and especially with the Candriam Academy initiative ([Home - Candriam](#)), which offers courses designed to increase the understanding of anyone who is interested in sustainable investing and ESG factors in the investing industry. As of December 2024, the Academy provides online free training to more than 16,400 individuals across 116 countries.

## Regarding how Candriam engages with policymakers, including:

- Related governance processes in place ,
- How we ensure alignment with our position on sustainable finance,
- Candriam policy engagement activities or those conducted on our behalf,

All related information will be made available in our forthcoming 2024 CSR report, as well as additional details<sup>26</sup> on our guiding principles on ESG, promotion and influence, are available on our [Publications webpage](#).

<sup>26</sup> These, including our [Guiding Principles](#) and other documents on our website, are updated as changes occur.



**€155 Bn**

**of assets under management  
31 December 2024**



**600+**

**experts at  
your service**



**+25 years**

**of innovation and  
expertise**

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