

MAKING OUR EMPLOYEES THE DRIVERS OF OUR TRANSFORMATION

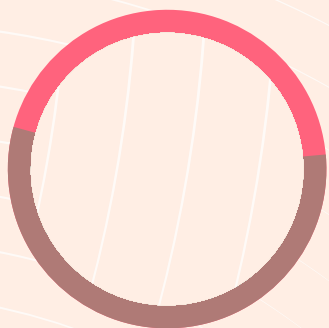
Ostrum AM places employee engagement at the very core of its CSR strategy by providing staff with what they need to become actively involved in its relations with its various stakeholders.

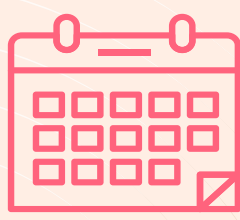
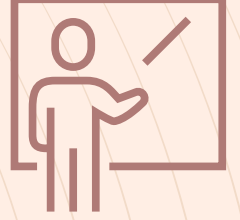
At the same time, we continue to roll out our responsible employer policy in an effort to promote workforce diversity and give each of our employees an opportunity to develop their skills.

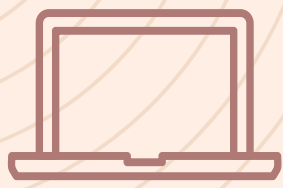

OUR PRIORITIES IN 2022:

- 1 Create a community together geared towards fulfilling our ambitions
- 2 Promote all forms of diversity and inclusion

 **365** staff members¹

 **39%** women
61% men
99/100 our score on the professional gender equality index²

 **9 years** average seniority within the company³
 **92%** of staff members having received training³

 **94%** of staff members working from home¹
 **5%** of staff members on work-study contracts³

OUR 2023 GOALS

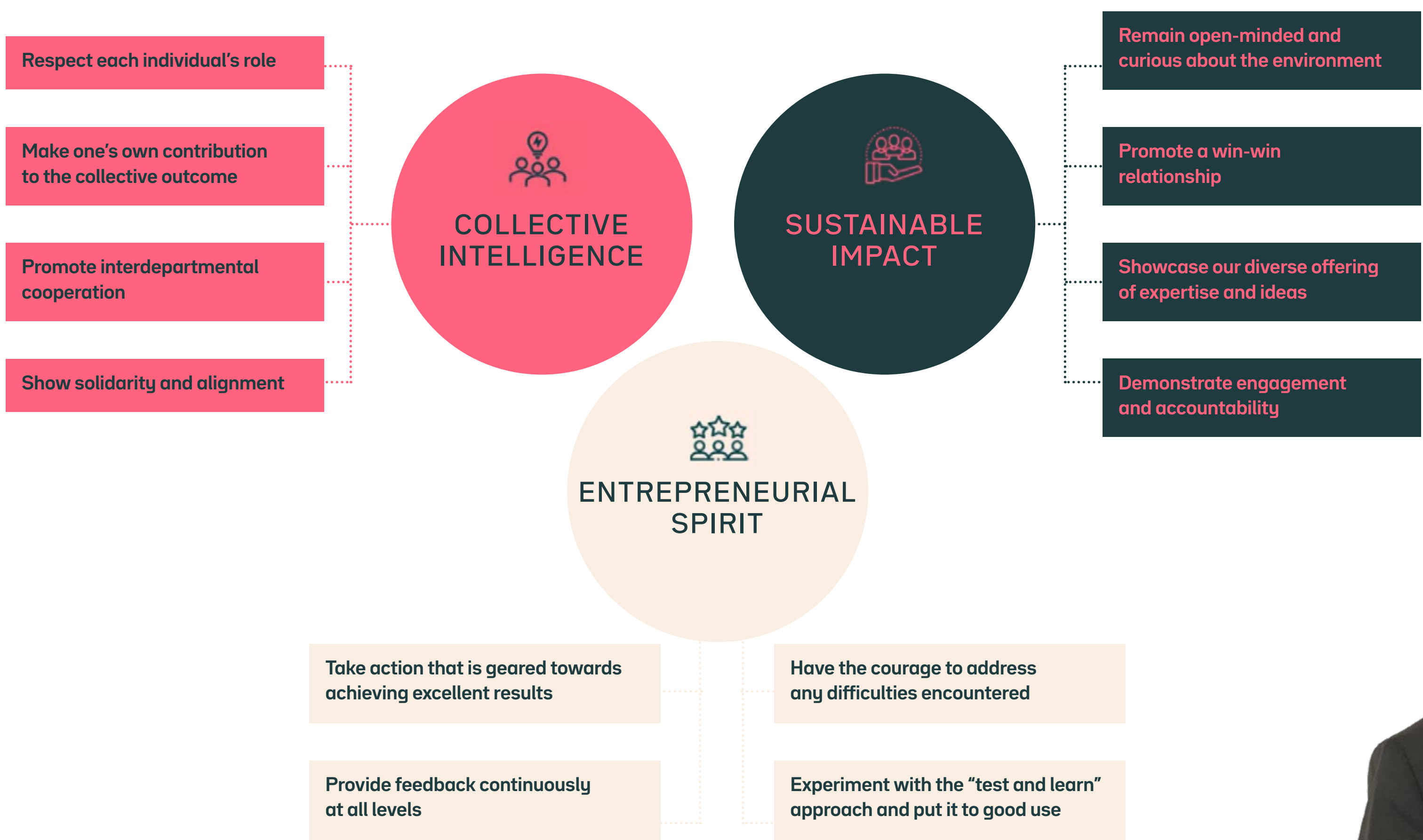
- 1 Enable our members to become engaged drivers of our transformation and promote our corporate culture
- 2 Provide 100% of our staff with training in Diversity & Inclusion (D&I) issues
- 3 Improve on our 2021 D&I score

1. Permanent + fixed-term staff excluding those on work-study courses at 31/12/2022 - 2. An indicator enabling companies to measure the pay gap between men and women. 3. Data at 31/12/2022 provisionally consolidated at 21/02/2023 corresponding to at least 90% of hours worked over the year.

CREATING A COMMUNITY TOGETHER THAT IS GEARED TOWARDS FULFILLING OUR AMBITIONS

THREE WORKING PRINCIPLES AT THE HEART OF OUR CULTURAL TRANSFORMATION

Our cultural transformation in a nutshell:
success, pride and a sense of forming part of a collective undertaking.



CONVICTION

"As part of a collective whole, we encourage our staff members to make use of our collective intelligence and entrepreneurial spirit as levers for generating a sustainable impact."

Christophe Thywissen,
Chief Transformation Officer



ACTIVATING OUR COLLECTIVE INTELLIGENCE TO ADVANCE THE TRANSFORMATION

1

Building our strategy together

In 2022, all the management teams reporting to the Executive Committee helped to craft the various aspects of our strategy. The priority was to work together on determining the cultural, strategic and social challenges we face and to present a detailed action plan to Senior Management for its approval.

2

Developing incentivising levers

All the management teams reporting to the Executive Committee got together again towards the end of the year to submit concrete actions aimed at:

- promoting engagement and a sense of pride in forming part of a whole;
- promoting career development.

3

Embedding expected behaviours

A seminar was held for our management teams in 2022, inviting them to devise ways in which the conduct expected of the company's employees could resonate in their day-to-day working lives.

ENCOURAGING A COLLECTIVE FORM OF ENERGY

Involvement and togetherness

A whole variety of initiatives helped to involve employees in our corporate life and corporate culture:

- An evening event bringing staff members together in a friendly and informal setting;
- Events rallying employees together to mark Quality of Work Life Week (QWLW);
- A monthly briefing for all employees;
- An in-house monthly newsletter, L'EchO d'Ostrum, presenting our strategy and ongoing projects and showcasing our employees;
- An in-house photo competition held to mark Earth Day and to familiarise employees with planet conservation issues.

2022 PHOTO COMPETITION
ON THE THEME OF "BIODIVERSITY
IN THE CITY" TO MARK EARTH DAY



Maia Arband
Ouessant sheep grazing on the Garibaldi embankment, at the very heart of the town of Issy-les-Moulineaux.



Laura Gorge
Amsterdam. Planted tree bases.



Valérie Chaussende
Rome. When life emerges from even the smallest cracks.

MAKING DAY-TO-DAY LIFE EASIER FOR OUR EMPLOYEES

Hybrid working is now embedded in working life, and Ostrum AM has set up a structure that is aimed at guaranteeing a better work-life balance.

Autonomy and flexibility, both essential to home working

Ostrum AM has promoted home working since 2015. Hybrid working combines remote and on-site working and allows for greater flexibility and a better work-life balance. It thus creates a more flexible set-up for working, with some time spent on-site, which encourages interaction and supports team cohesion, and some time spent working from home, which is conducive to concentration. Home working also provides an opportunity to transition to a structure that promotes delegation, giving staff members more responsibility and autonomy.

Supporting work in hybrid mode

"New Ways of Leading", a programme in support of managers

The "New Ways of Leading" training programme helps managers adjust to their new role as they come to grips with hybrid work and new working environments. It allows them to experiment with new practices, share ideas with their peers and reinforce their leadership.

Best practice charters for holding meetings and managing hybrid work

A memo addressed to all employees was sent out with a recap of best practices for holding meetings. Another memo addressed to managers included a reminder of the best practices to enforce in a hybrid working environment, such as making work meaningful to make employees accountable, meeting up every now and then to maintain perspective, monitoring individuals over time, etc.

Services to promote employee well-being

A wide range of services are on offer within our premises aimed at making day-to-day life easier for our employees and Ostrum AM a pleasant place to work:



A concierge service

The concierge service offers a whole variety of services within Ostrum AM's building: a dry-cleaner's, a hairdresser's, a beauty salon and a shop selling everyday items.



A network of nurseries

Nursery places are available in the 1,900 nurseries within the Babilou and 1001 networks. Ostrum AM employees also have access to the Babirelais service for their occasional childcare needs.



A gym

Employees wishing to take care of their health have access to a gym.



A bicycle parking lot

A secure parking lot accommodates bicycles within the Ostrum AM building as a means of encouraging sustainable forms of mobility.

10 days

of remote working
per month

100%

of staff members
eligible to work
from home

94%

of staff members
working from home

+ 5%

of staff members
working from home¹

Source: Ostrum AM, December 2022. 1. Relative to 2021.



GIVING OUR STAFF OPPORTUNITIES TO UPGRADE THEIR SKILLS

The market is changing fast. By giving our staff opportunities to develop their skills, we are leveraging on our own ability to keep performing well and to remain at the forefront of innovation. This leverage can open up fresh career prospects for one and all.

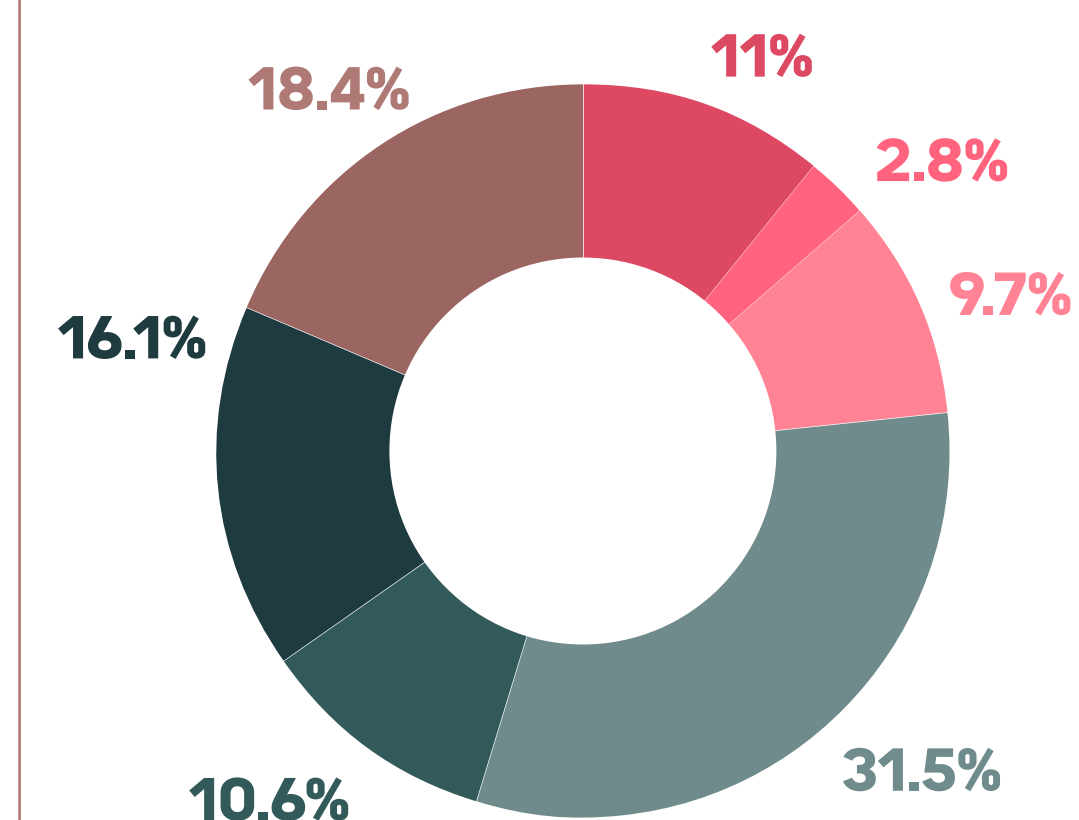
Developing “core business” skills

We are committed to building on the expertise and employability of our staff and therefore offer them an extensive range of training programmes in various formats and covering the whole spectrum of skills they might need.

Developing cross-disciplinarity within the company

Our management teams opened up their doors to employees from other Ostrum AM departments for the first time in 2022. This “Open Gestion” programme gave them an opportunity to learn about the context within which management operates and about the impact they each have on the management processes applied and the performances achieved.

TRAINING THEMES



- Risks and regulations
- Business line
- Languages
- General interest (personal & professional effectiveness, management, etc.)
- Certifying or qualifying courses
- Office applications and IT
- Other

Source: Ostrum AM - 31/12/2022.

4,716

hours of training provided
(of which 19.4% in an e-learning format)¹

>92%

of staff members having received training

20

employees having followed a certifying or qualifying course in 2022

>16,000

training courses available to our employees on a self-service basis on the LinkedIn Learning platform

¹. Provisional consolidated data at 21/02/2023 corresponding to at least 90% of hours worked over the year.

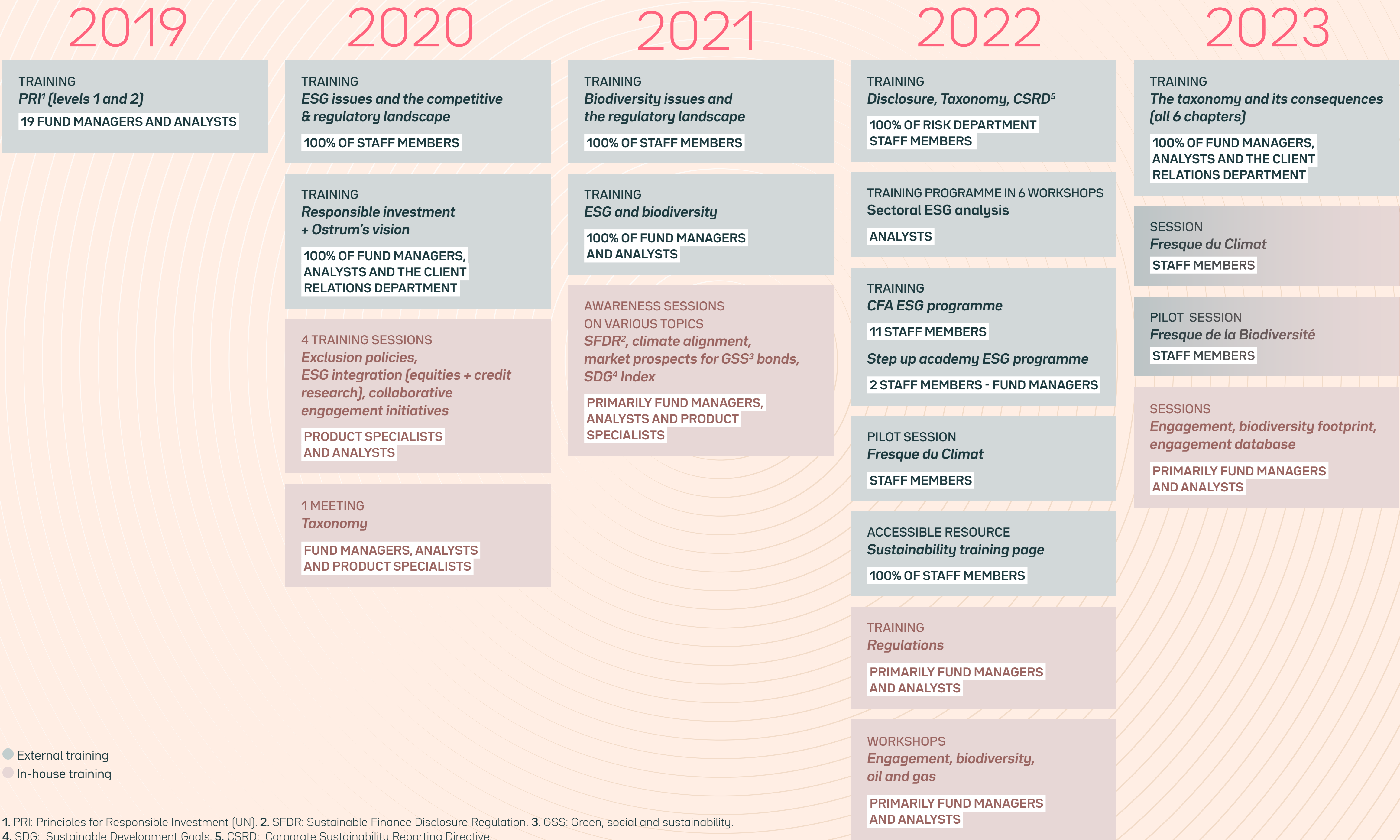
OVERVIEW OF ESG TRAINING SESSIONS 2019-2023

TRAINING COURSES AND AWARENESS SESSIONS ON THE INCREASE

ESG issues at the core of our training initiatives

Sustainable finance is central to Ostrum AM's strategy at a time when the regulatory, environmental and social climate is imposing increasingly high standards in this area. Our training programme focused on ESG issues is geared towards:

- Raising awareness of sustainable finance issues among all our staff members, regardless of their job profiles;
- Ensuring our employees fully adhere to our priorities in this area;
- Building on the expertise of our staff.



1. PRI: Principles for Responsible Investment (UN). 2. SFDR: Sustainable Finance Disclosure Regulation. 3. GSS: Green, social and sustainability. 4. SDG: Sustainable Development Goals. 5. CSRD: Corporate Sustainability Reporting Directive.

PROMOTING DIVERSITY AND INCLUSION

The diversity of Ostrum AM's workforce is a real source of innovation and creativity for the company. Inclusion therefore takes centre stage in our human resources policy. Collectively we rally to share best practices and enable each staff member to fully unleash their talent.

CREATING A MORE DIVERSIFIED AND INCLUSIVE WORKING ENVIRONMENT

A 3-step action plan

MEASURE

TAKE
ACTION

IMPROVE

CONVICTION

"We expanded our diversity and inclusion action plan in 2022 with the help of an external assessment carried out on our initiatives and on the proposals submitted by our staff members during working groups and through participation in the diversity and inclusion initiatives set up by the Group."

Sylvie Soulière-Guidat,
Head of Human Resources



MEASURE OUR EFFECTIVENESS

Ostrum AM decided in 2021 to find out how effective its diversity and inclusion policy was in order to identify any scope for improvement. It called on the services of a Tech for Good community start-up called Mixity, which helps businesses and organisations create more diverse and inclusive working environments. Mixity carried out an assessment of the depth of Ostrum AM's diversity and inclusion policy based on five indicators:

- gender;
- disability;
- sexual orientation;
- multiculturalism;
- multigenerationalism.

2023 GOAL

For Mixity to carry out another assessment with an improvement in our score

TAKE ACTION & IMPROVE

Ostrum AM wished to take things further in 2022 as part of a continuous improvement drive. Some twenty staff members met up in workshops in the first quarter of 2022 to work out an action plan that would then be submitted to Ostrum AM's Executive Committee, the aim being to improve diversity and inclusion (D&I). They chose to address the following three themes:

- Disability;
- Intergenerational management ;
- LGBT+.

An action plan to achieve progress in the areas of diversity and inclusion

It includes measures spanning all three themes. For example, the need to organise more awareness sessions or to start holding more informal social events again for employees working in hybrid format. As of mid-2022, we sought to meet the need for information and awareness by launching a poster campaign and a series of videos on biases.



The action plan, including specific measures on each theme, will continue to be rolled out in 2023.

Ostrum AM will simultaneously pursue efforts to improve its approach to diversity and inclusion with a focus on its policy's long-standing themes: gender equality, disability and LGBT+.



GENDER EQUALITY

Our initiatives

Accelerating women's career development

- Raising awareness of inclusive management among our managers;
- Promoting WINN (Women in Natixis' Network) which advocates for diversity at the managerial level within the company and takes action to attract and retain talented women;
- Participation in Women Sponsorship, an annual programme set up by Natixis for its female staff members with the aim of:
 - helping them develop their skills;
 - assisting them with their career plans;
 - encouraging them to be more visible.

Promoting diversity during the hiring process

- Participation in the Women in Finance student mentoring programme;
- Introduction of a pro-active female hiring policy with at least one female candidate put forward in each hiring shortlist.

Guaranteeing equal pay

- 3-year gender equality agreement signed by the Economic and Social Unit (UES);
- Allocation of a budget each year to close any gender gaps;
- Systematic reviews of the salaries of all women returning from maternity leave.

Communicating and raising awareness

- Two videos broadcast on social media and an article written by the Head of Human Resources to mark International Women's Day on 8th March.



Role Model interview with Anne Ollier #WeareOstrum



SIDE BY SIDE interview with Alice Val and Martin Lebel #WeareOstrum

CONVICTION

"Participating in Women in Finance and meeting students gives us an opportunity to promote and advance female representation in managerial roles"

Rouska Winter,
Head of Euro Aggregate Fixed Income



The 2022 edition of Women in Finance in focus

- This event is overseen by BPCE's Global Financial Services division and organised in partnership with WINN and 100 Women in Finance; it seeks to draw more female talent into finance and front-office occupations. It caters to pre-graduate students from business and engineering schools worldwide.
- Four Ostrum mentors were thus given an opportunity to interact with students.



39%

share of women in the company

40%
of vacant
positions filled
by women

> 41%
women in
managerial
positions

3 out of 9

members of the Executive Committee are women

99/100

score on the gender equality index which reflects any gender gaps in terms of pay, distribution of individual pay rises and promotions, and salary reviews for those returning from maternity leave

100%

of the employee's salary paid during paternity leave and childbirth leave under the drive to extend paternity leave to 25 days

Source: Ostrum AM, December 2022.

DISABILITY: A PLACE FOR TALENT IN ALL ITS FORMS

We are aware that companies have a part to play in driving efforts to integrate disability in all its forms, and for this reason we collectively strive to gain a better understanding of disability and assist those with specific needs.

2023 GOAL

To implement the new disability agreement coming into effect in 2023 and enabling employees with long-term illnesses to benefit from the same adjustments as disabled employees.

Our initiatives

Hire and integrate

- With HandiFormaFinance, a financial market initiative driven by Ostrum AM and supported by the AGEFIPH¹, which seeks to make it easier for disabled people to access jobs in finance by offering them suitable training;
- Through specific partnerships and initiatives: forums, a dedicated recruiter, presentations of different occupations to young disabled people during Duo Days.

Adapt the working environment

- Improve access to our premises;
- Adjust workstations (ergonomics, equipment, etc.);
- Offer each disabled employee suitable support from the occupational health physician, social worker and disability contact person.

Support businesses in the adapted employment sector

- Prioritise where possible the use of services provided by businesses operating in the sheltered and adapted employment sector

(which caters to disabled employees), in concert with Global Financial Services (BPCE).

Change attitudes to disability

- Regularly take part in events, conferences and training courses offered by Global Financial Services (BPCE).

Support families

- Offer a specific type of support to employees with a disabled child or spouse.

Our new engagement initiatives in 2022:

- Participation in Duo Days (see Focus);
- A joint interview on "Attitudes to disability" with a disabled employee, their manager and our disability contact person;
- Videos broadcast to tackle biases and preconceived ideas.

¹. National association responsible for managing the fund for integrating disabled people in the workplace. ². Source: Ostrum AM 2022.

6.26%

share of disabled employees²

Duo Days in focus

- Ostrum AM marked the 26th edition of the European Week for the Employment of People with Disabilities by rallying together to help change attitudes towards disability and thus give everyone an opportunity to thrive in the workplace.
- Ostrum AM participated in Duo Days for the first time this year and hosted three disabled people for a day of immersion within the company's different departments.

MEASURES PROMOTING THE INCLUSION OF LGBT+ EMPLOYEES

Our initiatives



As it does every year, **Ostrum AM** draped its logo in the colours of the rainbow to mark Pride Month¹ on social media.

Philippe Setbon was appointed *Rôle Modèle Dirigeant Allié 2022* by L'Autre Cercle² in recognition of his support for the LGBT+ cause. L'Autre Cercle has held its “**Rôles Modèles LGBT+ et Allié.es**” event each year since 2019, a ceremony paying homage to individuals who have led the way in including LGBT+ people in the workplace.

Ostrum AM backs the ALL EQUALS network, which promotes equality and inclusion for LGBT+ employees within Groupe BPCE. It is open to all staff members, regardless of their sexual orientation, gender identity, site or business line.

The ALL EQUALS network takes action in favour of LGBT+ inclusion:

- It ensures that no discrimination takes place within the company;
- It runs awareness campaigns in each country.

1. Pride Month celebrating the LGBT+ community.
2. <https://www.autrecercle.org/>



INTERGENERATIONAL MANAGEMENT

Our initiatives

Support junior workers with a focus on young graduates:

- We hosted 12 young graduates from disadvantaged areas to provide them with soft skills training and give them an opportunity to learn about the different roles on offer in the world of finance

- Women in Finance was an opportunity to inform students about the different occupations available in the world of finance.

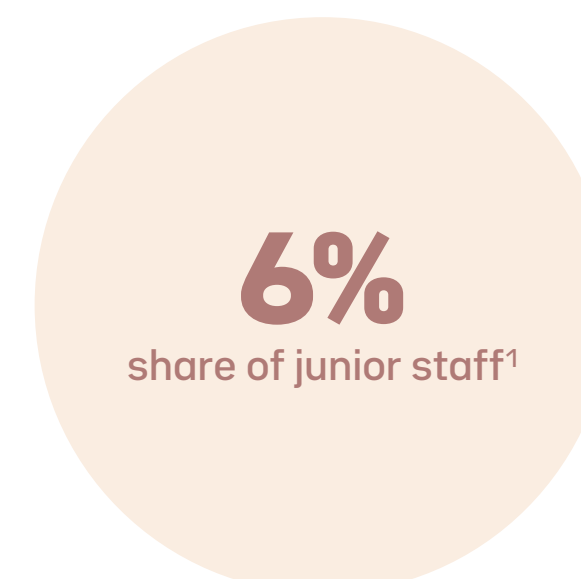
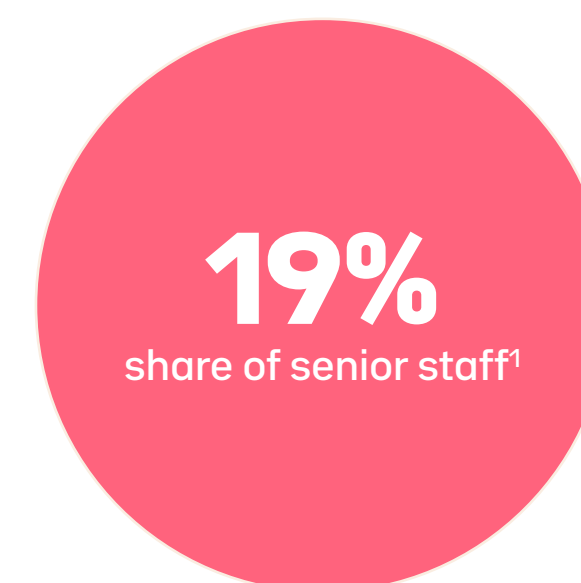
Support senior staff towards the end of their career:

Specific measures are offered to employees approaching retirement:

- Part-time arrangements for senior staff;
- Help in buying back pension quarters or a supplementary benefit for employees in job roles that are being transformed;
- Skills sponsorship.

The group offers staff members aged 57 or over a series of three conferences on the topic of pensions each year, in partnership with social protection provider Malakoff Humanis.

Source: Ostrum AM, 2022. **1.** Junior: aged <30 / Senior: aged >55.



Finance Game in focus

Ostrum AM launched its first Finance Game in October 2022, in partnership with ENSAE-Finance & Investissement.

Students spent 24 hours working on three academic studies centred around the main topics of concern for asset managers today:

- ESG & the climate
- AI & portfolio optimisation
- machine learning & investment strategies

Ostrum AM's fund managers, analysts and quantitative investment experts assisted the students in getting to grips with these topics.

After a night of competing, the various student teams presented their projects to a jury made up of ENSAE professors and Ostrum AM managers. The jury noted that their work was of very high quality and that they had chosen their approaches well. Having defended their cases, three of the teams received awards.