



Confidence  
must be earned

Amundi

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Professions • Careers • Engagement

Amundi  
Employer of Choice

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# Table of contents

<b>6</b> <b>Professions</b> — Local roots, global ambition	<b>12</b> <b>Careers</b> — Developing talent to support our collective ambition	<b>18</b> <b>Engagement</b> — Amundi, an engaged group comitted to social responsibility
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# Isabelle SENETERRE

HEAD OF HUMAN RESOURCES



There are countless ways of discovering a company, grasping its purpose and its market vision, but the best way of learning about a company is to listen to the men and women who work there every day, innovating and creating value. Throughout this brochure, we therefore decided to give the floor to Amundi employees, so that they could share their perception of the company and speak very openly about their experience.

They are in the best position to convey what makes up the Amundi brand today, the combination of the influence of being a world leader and the entrepreneurial spirit that is at the heart of daily life in all our businesses.

Today, this “Amundi spirit” is present around the world. With locations in 37 countries, the company’s international expansion is a real driving force. This momentum is coupled with ever-higher standards in terms of responsibility, whether in our businesses – with a sustainable vision of finance – or in our commitment to social engagement. Efficiency and innovation at all levels, international development and responsible vision, these elements combine to make up the essence of Amundi, that you will discover in more detail in the following pages.

A handwritten signature in black ink, appearing to read 'Isabelle'.





We work with experts  
in all asset classes.

This is one of Amundi's strengths,  
highly appreciated by our clients. ” ”

# Amundi, the leading european asset manager

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**A major player in asset management in Europe and worldwide, Amundi relies on a unique organisational model to cater to the needs of more than 100 million clients.**

**Portrait of a Group that puts its expertise at the service of sustainable performance.**

With €1,653 billion in assets under management at end-2019, Amundi, a subsidiary of Crédit Agricole S.A., is the leading European asset manager. The Group has strong positions in several key European markets: it is the leader in France, ranks in the top 3 in Italy and Austria, and is one of the leading players in Germany. At global level, Amundi ranks in the industry's top 10. Thanks to the integration of Pioneer Investments in 2017, the Group can offer its expertise across a wider distribution network in North America and offer support to investors in Asia-Pacific and the Middle East. Looking beyond the figures, Amundi is an authentic success story,

that of a company that has successfully taken decisive steps to become a leader in its sector. A human adventure that shaped the Group's brand: even today, Amundi combines the sense of innovation and strong entrepreneurial spirit of its beginnings with the power and global presence that constitute its key strengths.

This balance translates into a flexible, nimble organisational structure, direct working relationships with strong communication between all levels of the organisation, and real autonomy at individual level. Amundi sees individual responsibility as the cornerstone of collective performance.



“ Amundi's strengths? A major global player with a real competitive edge in terms of presence, workforce, investment capabilities and products. ”

**Emma**

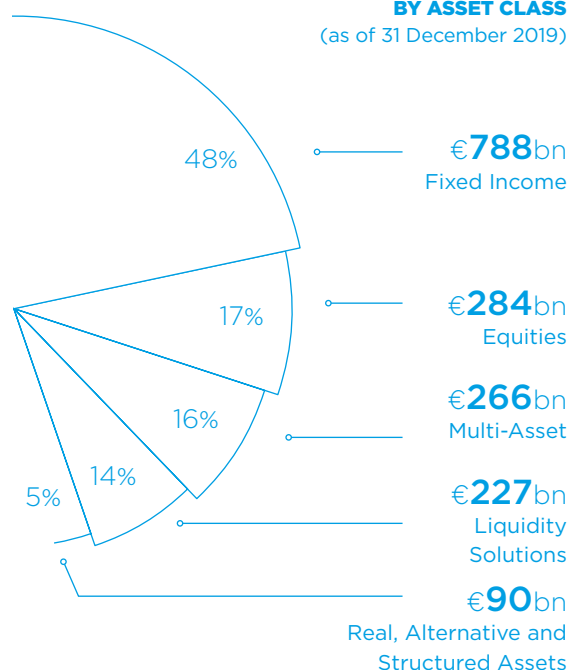
Business Development, Retail — Taipei



## ASSET BREAKDOWN

### BY ASSET CLASS

(as of 31 December 2019)



## A BROAD OFFERING, TAILORED SOLUTIONS

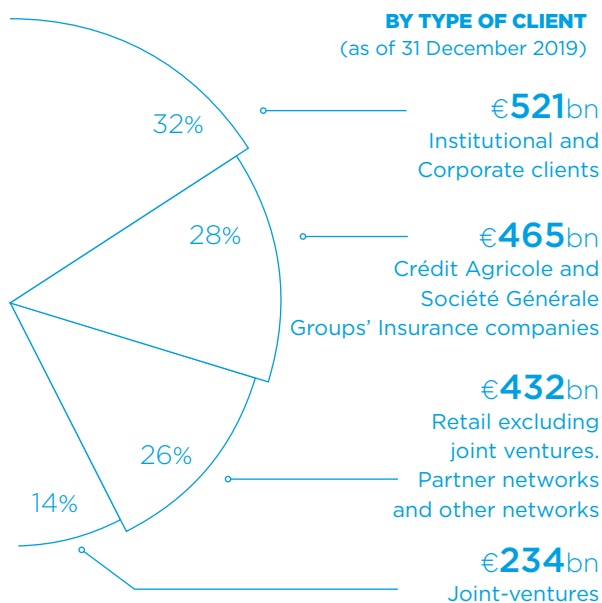
Clients are Amundi's priority. The Group offers a comprehensive range of investment solutions to meet their expectations and to advise and support them in their decisions. These solutions include both active and passive strategies, encompassing alpha-focused portfolios (fixed income, equities, multi-asset), smart beta and factor-based approaches, and also real assets (real estate, private equity, private debt, infrastructure), advisory and services...

With this broad offering, Amundi can provide solutions to more than 100 million retail, corporate and institutional clients worldwide. Here again, the "Amundi spirit" makes all the difference: it combines an understanding of client issues, the quest for promising investments and effective implementation.

## ASSET BREAKDOWN

### BY TYPE OF CLIENT

(as of 31 December 2019)



“ The breadth of our offering is a real asset to support our clients over the long term. We also have a solid shareholding structure, which gives us visibility. ”

**Angélique**

Business Development, Institutionals — Paris

## A unique industrial model, serving a global ambition

### OUR ORGANISATION

It is focused on our clients, with an industrial approach. Our management platforms and our risk control are fully integrated for the entire Group. Our sales teams are dedicated to each client profile, in close to 40 countries, so as to adapt to specific local requirements.



### OUR AMBITION

To be among the top 5 in the global asset management industry and to be recognised for:

- the quality of expertise and services provided to our clients
- our growth and profitability momentum, with two major objectives:
  - a 5% average annual growth in adjusted net earnings from 2018 to 2022<sup>(1)(2)</sup> ;
  - a cost-to-income ratio<sup>(3)</sup> of less than or equal to 53%<sup>(2)</sup>
- our positioning as a committed financial player, with the ambition to incorporate ESG criteria into 100% of the assets managed in our actively-managed open-ended funds<sup>(4)</sup>

1. Adjusted data: excluding amortisation of distribution contracts; average annual growth between 2018 and 2022 (based on market-neutral assumptions over the period).

2. The Covid-19 epidemic is an intense crisis; its extent and duration are unknown. Its impact on Amundi is difficult to assess at this stage. In accordance with the recommendations published by the European Central Bank, Amundi decided not to submit a dividend payout to its General Assembly of May 12<sup>th</sup> 2020.

3. Adjusted data: excluding amortisation of distribution contracts (based on market-neutral assumptions over the period).

4. When technically possible.



Over the years, Amundi has set up an industrial model whose strong point is diversification, whether in terms of client types, asset classes or geographical regions. The organisation is entirely client-centric, divided into two segments: retail and institutional. Partnerships with networks and distributors, as well as a state-of-the-art technical platform, enhance efficiency and service quality.

This very specific vision enables Amundi to cater to an extensive range of client requirements, while regularly integrating other companies, affirming its growth and ambitions.



“What makes Amundi’s DNA, is the emphasis on transparency, governance and ethics.”

**Jasraj**

Marketing, Partner Networks — Paris

## Acting as a responsible financial player

Since its creation, Amundi has been developing a responsible vision of finance. The Group’s responsible investment strategies represented €323 billion in assets under management at 31 December 2019 and, in 2018, the company stated its determination to go even further, setting itself three years to build ESG (Environmental, Social and Governance) criteria into all its investment strategies.

This engagement is not a mere declaration of intent. On the contrary, it is translated into daily action very concretely and in several different ways. For instance, Amundi has developed an extra-financial rating methodology to assess companies. The Group also gives priority to investments with a positive social and environmental impact.

It opts for the same responsible approach in its voting policy at the general meetings in which it participates.





I started at Amundi in 2017, as a data manager in Milan, and then had the opportunity to move to Paris to manage institutional client development. This experience was very positive and I eagerly accepted a new adventure in Madrid as head of client servicing. ”

**Davide**, Client Servicing — Madrid

## Developing talent to support our collective ambition

The women and men of the company are Amundi's strongest asset. Professional or geographical mobility, training... the Group implements a human resources policy focused on talent development. Let's look at the details.



**4,500**  
employees



**37**  
countries



**6**  
investment hubs  
Boston, Dublin, London, Milan,  
Paris and Tokyo.

Amundi's human resources policy combines individual development with collective development. In other words, it seeks to enable each and every employee to develop their career while contributing to the company's development as a whole.

Amundi is driven by a truly multicultural ambition, in which each country can contribute its own vision and nuance. The Group takes every opportunity to combine cultures and cross-fertilize points of view.

This growing internationalisation is a source of opportunities for the Group and for its employees. Amundi offers mobility opportunities to allow employees interested in consolidating their international experience to discover new markets and enrich their expertise.

In each country, the Amundi vision successfully adapts to local cultures while remaining faithful to its fundamental pillars: initiative, effective organisational model and responsible approach to finance.

## WORKFORCE BREAKDOWN BY BUSINESS LINE



The idea is also to assess each person's teamwork and individual skills so that they can best contribute to the company's development. Working at Amundi gives everyone an opportunity to broaden and strengthen their expertise, to progress in their careers and to master different trades while enabling the Group to achieve its objectives.



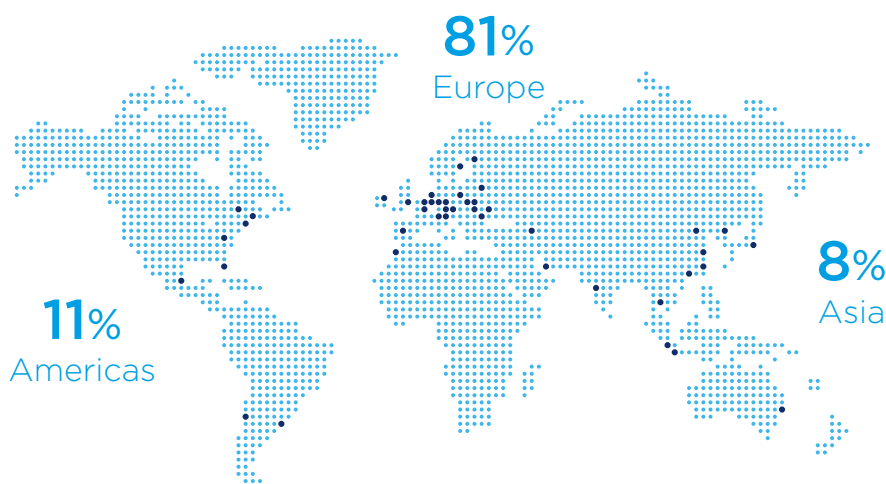
“ One of Amundi's strong points lies in setting up cross-functional teams to carry out projects quickly and think outside the box. ”

**Alice**

Institutional and Corporate Marketing — Paris

Within the Group, employees can also benefit from functional mobility to move into other professions. Here again, personal and collective development come together: employees acquire new skills and the company anticipates developments in new strategic professions. Potential is not just about CVs or diplomas.

## WORKFORCE BREAKDOWN BY GEOGRAPHICAL REGION\*



\* Rest of world: 0.02%

### TRAINING AS A LEVER OF PERFORMANCE

Training plays an essential role in enabling everyone to reach their full potential. In this respect, the Group defines an annual policy related to the company's development and to financial, technological and regulatory developments in all the business lines. Amundi's aim is for each employee to evolve within the Group and hold a position that makes the most of his or her experience, corresponding to his or her personal objectives and those of the company.

With the Phileas platform, Amundi also optimises the benefits of e-learning to implement its training policy successfully. Phileas is an additional lever enabling employees to become more efficient, open up to new areas of learning and enrich their professional knowledge.

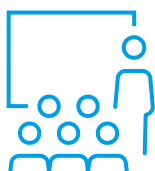
The digital offer currently includes nearly 180 training courses. In order to support the Group's international expansion, the language learning module now offers courses in French, English, German, Italian and Spanish.



“ At Amundi, there is a real entrepreneurial drive. Employees take part in projects that will shape the future and are mobilised on a daily basis to better serve clients. ”

**Alexandre**

Emerging Markets Investment  
Management — London



**55%**

of the Group's employees  
followed a training course  
in 2019



## PROMOTE EQUAL OPPORTUNITIES AND NON-DISCRIMINATION

Amundi is keen to develop a responsible, demanding vision of its business and pays rigorous attention to its employees: respect for equal opportunities and a policy of non-discrimination and diversity are among HR's priorities.

These principles also apply operationally. Concerning professional equality, studies are regularly conducted to identify and correct any salary discrepancies between women and men.

With regard to disability, Amundi implements a series of positive actions each year to raise employee awareness and also to recruit people with disabilities.



“ At Amundi,  
many women hold  
management positions.  
They are role models  
for me and for future  
generations! ”

**Hannah**

Business Development, Institutionals  
Munich

### PERCENTAGE OF WOMEN IN THE COMPANY



**42%**

in the workforce



**34%**

in management



**28%**

in senior executive  
positions<sup>(1)</sup>

(1) The senior executive positions correspond to employees in the first tier of management of the Amundi Group, i.e. around 150 people.

## The three guidelines of Amundi Group's gender diversity policy

**Make** gender diversity, and more broadly diversity, a lever for the company's transformation and for managerial performance.

**Support** women in moving up to leadership positions.

**Carry out** regular reviews on the gender pay gap and correct any discrepancies.



“ I was pleasantly surprised when Amundi backed my charity project. It’s great to see this level of support and it encourages employees to get involved in charities and community work. ”

## Amundi, an engaged group committed to social responsibility

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**Amundi places responsibility and engagement at the heart of its DNA. Purchasing policy, sponsorship, employee engagement... this mindset is throughout the entire company.**

**I**n order to clearly promote responsible finance, Amundi strives to demonstrate its engagement on a daily basis.

Partnerships are a key element in the commitment of the Group and its employees, for instance with Austistes Sans Frontières organisation which help autistic children to attend mainstream schools or, from a cultural point of view, by making a long-term commitment to a new institution: the Château de Vaux-le-Vicomte, a masterpiece of French cultural heritage. In parallel, Amundi confirms its long-term commitment to partners such as the Académie de France and the Villa Medici in Rome.

Another essential facet of Corporate Social Responsibility (CSR) is the purchasing policy, which is based on the principles defined by the United Nations Global Compact and the Charter on Responsible Procurement. The goal: to consider human rights, labour regulations and environmental protection as key criteria in the selection process when choosing a supplier or partner. Amundi also regularly calls on the protected sector, which employs people with disabilities. In the fight against global warming, even though Amundi's business activity does not generate any major direct impact on the environment, the Group monitors its buildings' eco-efficiency and carbon neutrality and keeps a tight rein on business travel.

## SUPPORTING COMMUNITY INVOLVEMENT

For Amundi, social responsibility is also illustrated by the strong commitment of its employees. They are all encouraged to take part in community projects in partnership with charities. In France, since 2013, the annual “Give a Hand” programme has provided financial support to the solidarity projects of its employees.



**53**

charities supported in 7 years in France with “Give a Hand”

**120**

projects financed  
48% in France  
52% worldwide

Another initiative is the Challenge Against Hunger charity race, which gives employees the opportunity to raise funds for Action Against Hunger.

These initiatives are not limited to France: on the international front, the teams are also involved in a large number of projects in the fields of education, health or the environment. All these projects show the extent to which employees' community involvement plays an essential role in Amundi's global CSR policy.



“Over and above Amundi's financial support for my charity, I am proud to see my colleagues renewing their commitment every year.”

**Manny**

Information Systems — Boston



“Amundi is a positively engaged company, not just in raising funds, but also vis-à-vis its employees, and this encourages integration and cohesion.”

**Andy**

Investment Analysis and Control — Dublin

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**Amundi**

**Many thanks to all the employees  
who were involved in producing this brochure.**

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Amundi is a French Société anonyme (public limited company) with a share capital of €504,260,885.

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All key figures are Amundi data as at 31 December 2019. Sources of rankings: No. 1 in Europe and in the Top 10 worldwide, IPE "Top 400 asset managers" published in June 2019 on the basis of assets under management as at December 2018; Top 3 in Italy, Assogestioni, September 2019; Top 3 in Austria, VÖIG, September 2019; A leading player in Germany, BVI, September 2019.

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