

Diversity, Equity & Inclusion Report 2023



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Foreword



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Over the last five years we have made considerable progress in prioritising diversity, equity and inclusion (DEI) at Pictet Asset Management. We continue to encourage greater diversity in the workplace and expanding the diverse pool of talent that we have, advancing our equity practices and fostering an inclusive environment that allows all individuals to thrive. This enables us to better serve the interests of both our employees and our diverse client base, and to build responsible and long-lasting partnerships within the communities in which we operate.

The geopolitical developments of the last five years have highlighted broader societal inequities and advanced the conversation regarding DEI. The Covid-19 pandemic, for example, had a disproportionate impact on minority communities but resulted in a shift to flexible working patterns. Increasing racial tensions and a widening racial wealth gap have further demanded resolutions to long unanswered questions, while aging populations and competition between companies to hire the best talent have made DEI considerations critical, including within our own organisation.

Our purpose as a firm is to **build responsible partnerships with our clients, colleagues, communities, and the companies in which we invest**. Crucial to fulfilling those ambitions are our people – our single most important asset. In our view, bringing together professionals from different backgrounds and with different ways of thinking enables us to build an inclusive culture, strengthen our teams, and enrich our insights into client needs and investment strategies. Our corporate values of long-term thinking and responsibility foster a culture of collaboration. Our leadership team and organisation are fully committed to making DEI an integral part of that culture.

Our Responsible Investment Report makes clear our environmental, social and corporate governance (ESG) strategy and objectives. The document which you are now reading, which is Pictet Asset Management’s first DEI report, details the actions and initiatives we have taken to advance DEI both within our firm and in support of our peers and the wider investment industry.

But beyond simply showcasing our progress, this document also helps hold us accountable for the work we have yet to do. While we have a clear vision of what we want to achieve, we also recognise that our DEI journey will present us with many more mountains to climb.

Our diversity, equity and inclusion approach and goals

As a responsible firm, investor, and employer, the Pictet Group considers diversity, equity and inclusion (DEI) a business imperative and an integral part of our strategic ambitions. Our approach to DEI is broad and multi-dimensional approach and is inspired by the desire to bring about change. Our aims are:

Diversity: To acknowledge, value and support difference in representation. To cultivate diversity of thought and embrace intersectionality.

Equity: To address inconsistencies in our organisational structure. To re-shape talent development processes, employee benefits, and workplace policies to ensure they are transparent and equitable.

Inclusion: To drive personal transformation in leaders and employees, enabling them to recognise bias and mitigate it. To empower them to identify, model and advance inclusive behaviours.

Our goals are centred on key principles

TALENT

Advancing inclusive and equitable policies and practices to attract, develop and retain a diverse pipeline of talent.

MEASUREMENT

Measuring and reporting on our progress to drive better results and improve transparency and accountability.

CULTURE

Cultivating and promoting an inclusive company culture where all employees feel heard, respected and valued.

COMMUNITY

Promoting diversity, equity and inclusion beyond our business, in the wider industry and the communities in which we operate.

We see diversity in the following terms: **the characteristics with which we are born and gain through experience, both seen and unseen, that make us different and similar.** More specifically, our DEI framework takes into account the following:

Diversity segments			
Gender	Socio-economic background	Ethnicity	Generations & Life Stages
Sexual orientation	Disability, Long-term Health Conditions & Neurodiversity		Mental Health & Wellbeing

GOVERNANCE AND RESPONSIBILITY

Our Group Head of Diversity, Equity and Inclusion drives DEI initiatives across the organisation and ensures consistent execution of the DEI strategy, as agreed with the Partners and Pictet’s HR Executive Committee.

But beyond this, we believe that it is the collective responsibility of everyone in the organisation to promote diversity, equity and inclusion. We engage regularly with employees on how to incorporate DEI into everyday activities. Within each business line we have established DEI Committees to define, communicate and oversee DEI initiatives. Established in 2016, the Pictet Asset Management DEI Committee is chaired by the co-CEO. Colleagues from across the business form its membership, representing the diversity of our staff. It also has the permanent membership of the Global Head of HR, the Group Head of DEI and one member of the Executive Committee. Since its inception, close to 50 employees have been members of the committee.

Our key principle of measuring and reporting to improve transparency and accountability applies across all levels of leadership. We regularly review representation, hiring, promotion, attrition and other key data metrics to evaluate our progress and identify areas for improvement on the way to achieving our DEI goals.

We recognise that our focus on sustainability and responsibility is not limited to how we invest, nor to the solutions we offer to clients. It is also linked to different aspects of DEI within the business, aligned with our Group-wide engagement programme built on key environmental, social, and corporate governance (ESG) principles. More broadly, our DEI practices contribute to the UN Sustainable Development Goals (SDGs). These include SDG 5 (to support gender equality and empowering all women and girls), SDG 8 (to promote inclusive and sustainable economic growth, employment and decent work for all) and SDG 10 (to reduce inequality).

Our people

Pictet Asset Management’s global presence spans 18 offices in 16 countries, with more than 1,000 employees contributing to a multi-cultural workforce. We are convinced that our diversity of ideas and independence of spirit serve to nurture a working environment that encourages the pursuit of excellence, and one in which everyone has a place.

As an equal opportunity employer, we seek to provide employment and career progression opportunities to all individuals without regard to gender identity, race, ethnicity, age, disability, religion, political affiliation, sexual orientation, marital or parental status or any other personal characteristic. We believe in valuing our differences and ensuring that everyone can bring their true self to work.

● Offices

Europe

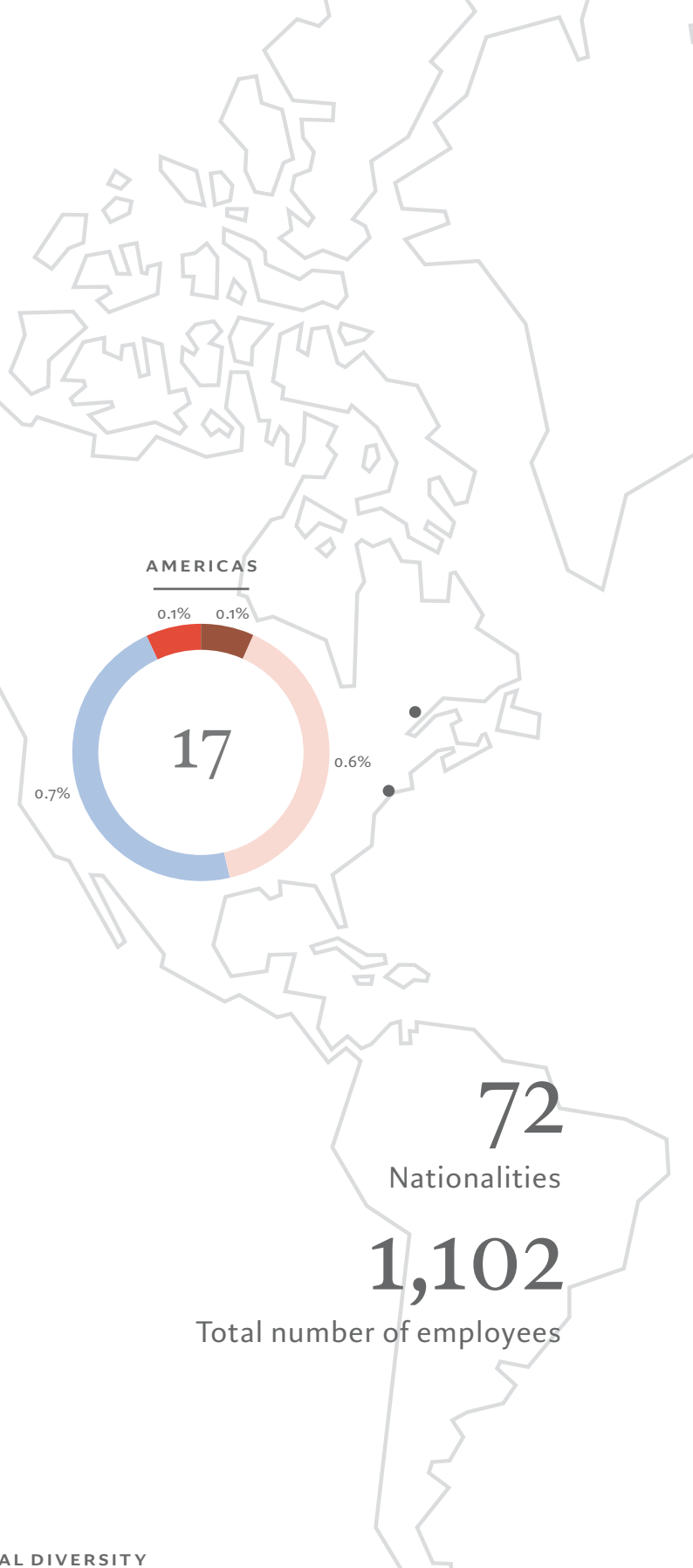
Amsterdam
Brussels
Frankfurt
Geneva
London
Luxembourg
Madrid
Milan
Paris
Zurich

Asia

Hong Kong
Osaka
Shanghai
Singapore
Taipei
Tokyo

Americas

Montreal
New York



GENERATIONAL DIVERSITY
% age demographics globally, 31 Dec 2022

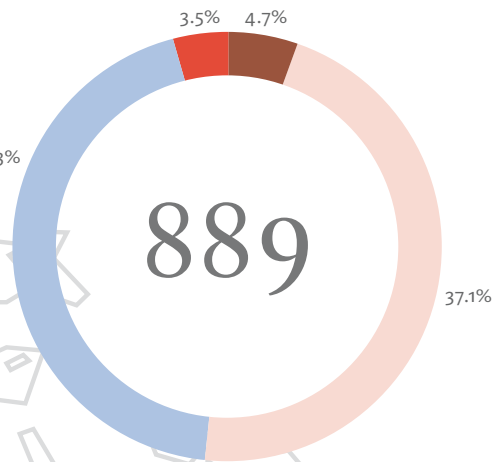
- Generation Z (ages 8–28)
- Millennial (ages 29–43)
- Generation X (ages 44–58)
- Baby boomer (ages 59–79)



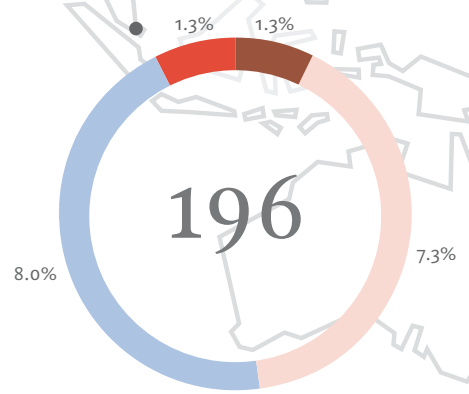
66% Male
34% Female

Overall gender mix

EUROPE

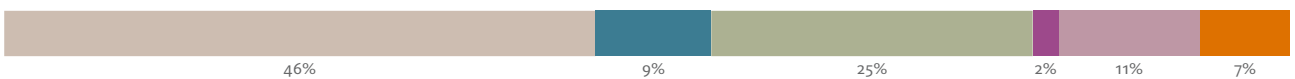


ASIA



- Switzerland
- Europe
- United Kingdom
- Americas
- Japan
- Asia (ex Japan)

GEOGRAPHICAL DIVERSITY
% employees by region, 31 Dec 2022





RECRUITMENT AND DEVELOPMENT

Along with our objective to be an employer of choice, it is our aspiration to have and maintain a highly diverse workforce, with a wide range of skills, distinctive talent, and varied perspectives. Recruitment practices across Pictet incorporate unconscious bias and DEI elements. These include practices relating to internal training, job advertisements, gender neutral terminology, third-party recruitment and our employee referral policy. We have been working on how we bring new colleagues into the organisation, including accelerating the use of diverse candidate slates in our recruiting and interview processes.

We pay particular attention to equity and diversity in terms of career opportunities as well as encouraging merit-based development. As part of the annual performance review process, all leaders and managers have DEI assessed as part of their people objective. Furthermore, these employees receive training on how unconscious bias can influence decision making, as well as the ways in which employee development and progression must be kept free from bias. DEI is also considered in career development, promotion, and succession planning processes. These are managed by our Human Resources teams and implemented by managers across the business. We are equally committed to developing our existing talent by opening internal mobility opportunities across the organization.

In addition, mentoring opportunities provide insightful guidance and support to accelerate professional development and career progression. As well as various in-house mentoring programmes, we also participate in various industry-wide, cross-company mentoring programmes. These are focused on ethnic minorities and/or women, and allow employees to benefit from knowledge-sharing and industry-specific insight and experience.

Did you know?
Around

15–20%

of the world's population is neurodiverse¹

¹ Deloitte Insights, 2022

DIVERSITY REPRESENTATION

Pictet Asset Management is committed to improving gender equality and increasing its representation of females at every level of the organisation. We pay specific attention to ensuring equal pay for equivalent work, regardless of gender, and an annual study is conducted to identify any corrective measures. We also report annually on our [UK gender pay gap](#), in line with local regulatory requirements.

Over the past 5 years, we have made concerted efforts to attracting, developing and retaining female talent. We believe that to eventually reach true gender equality across the organisation, we also need to ensure that we continually identify and develop a pool of talented female professionals who will be the next generation of leaders. To this end, we have several targeted initiatives relating to our graduate and internship programmes.

100 Women in Finance Award



We are proud to support 100 Women in Finance (100WF). This is a global non-profit organisation committed to gender equity in finance, strengthening the global finance industry by empowering women to achieve their professional potential at each career stage.

In 2023, Pictet Asset Management was recognised as a finalist for the 2023 100WF EMEA Industry DEI Award. The goal of the award is to recognise organisations that are driving forward and shaping the future of women in the finance industry, and to make their efforts and positive results more visible, inspiring others to be catalysts of change.

Striving for gender equality

Senior female representation

+4%

point increase over 5 years:
20% 2018, 24% 2022

Female promotion
at junior levels

+8%

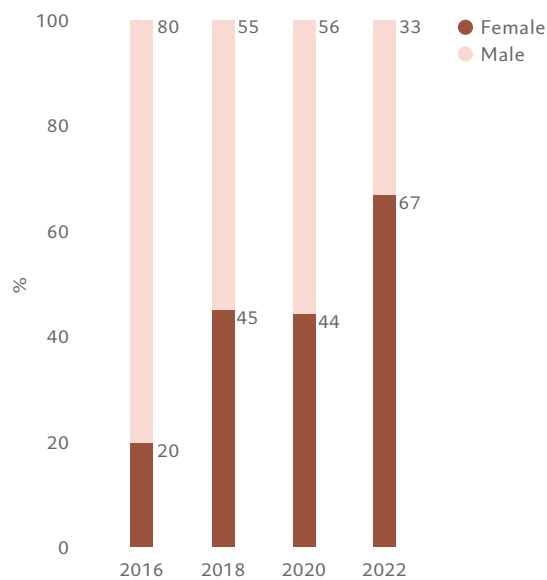
point increase over 5 years:
36% 2018, 44% 2022

Female hiring
at junior level

+22%

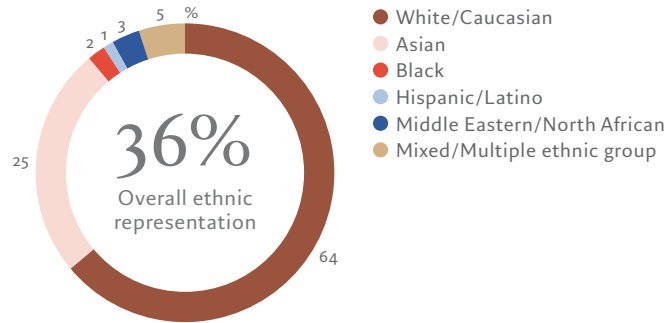
point increase over 5 years:
36% 2018, 58% 2022

% of female graduates over last 7 years



We acknowledge that improving ethnic representation requires additional focus, especially in locations where there is a significant gap between the industry and the wider population. We want to reflect the societies and clients we serve, with a diverse mix of people at all levels of the organisation.

Ethnic diversity of employees²



Close to 89 percent of our employees have chosen to disclose their ethnic representation and the data shown is representative only of this population.

In 2019, we started including ethnic representation in the employee data we collect. We believe that this helps us to better understand our existing workforce and the areas in need of focus. In 2022, we expanded this data collection to give our employees the voluntary opportunity to further self-identify by gender identity, disability status, and sexual orientation (as permitted by local laws and regulations).

² In this report, we have used the above terminology to reflect ethnic representation. However, we acknowledge that the way each person describes their identities is personal. We encourage everyone to use the terms that they feel most effectively capture their own identities and cultures.

EDGE (Economic Dividends for Gender Equality)



EDGE (Economic Dividends for Gender Equality) is the leading international assessment methodology and business certification standard for gender equality. Certification follows a third-party review and detailed audit in which we are assessed in the following areas:

- Representation of women
- Gender pay equity
- Effectiveness of policies and practices to ensure equitable career development
- Employee experience (inclusiveness of company culture)

In 2021, Pictet achieved EDGE Level 2 (MOVE) certification. This followed EDGE Level 1 (ASSESS) certification achieved in 2019.

Certification is awarded based on an in-depth assessment of the organisation's data, policies and practices, as well as on the results of a comprehensive survey sent to all employees. EDGE certification is valid for two years. In 2023 we are applying for EDGE re-certification and EDGEplus certification.

EDGEplus extends the impact of EDGE by using a multi-dimensional approach to DEI measurement and strategy and adding intersectional equity, which looks at other aspects of diversity including ethnicity, age, LGBTQ+ and disability. While we remain committed to advancing gender equality and increasing the representation of women at every level of the organisation, we feel it is as important to affirm our commitment to diversity beyond gender, both internally and externally, through EDGEplus certification.

Did you know?

Gender diverse companies are

25%

Ethnically diverse companies are

36%

more likely to financially outperform (from a total return to shareholders perspective) organisations that are of average diversity in their industry.¹

¹ McKinsey & Company, "Diversity Wins", May 2020

EMPLOYEE NETWORKS

Employee networks at Pictet play a vital role in developing our DEI practices. These networks help us support the diversity in representation, thought and intersectionality as brought to the workplace by each employee. They also present employee engagement and networking opportunities and create a community in which open dialogue is encouraged and positive action can be influenced.

Feedback from network members is equally important, helping us better understand the needs of our diverse collective of employees and shape our DEI strategy and initiatives. We want all our employees to feel empowered to share all aspects of their identities. Knowing these different aspects equips us with the necessary awareness to respect what makes each of our employees individual and to strengthen a culture that values and promotes diverse perspectives.



Our employee networks currently cover race and ethnicity (Race at Work Network), gender (Pictet Women's Network), and the LGBTQ+ community (Proud+ Network). We encourage allyship within and across all the employee networks, and each is open to all Pictet employees globally.

AN EVOLVING WORKPLACE

The pandemic taught us valuable lessons about employee wellness and the value of flexibility. We constantly look to improve and expand our global benefits and policies, to best support our people at different stages of their professional careers and personal lives.

At Pictet, we have a range of family care policies in place to address the different needs of our employees. These include maternity leave, paternity leave, shared parental leave and family emergency leave. Our other family-friendly initiatives include emergency childcare services, support in finding long-term care solutions for young children or elderly parents, access to dedicated information platforms and preparation programmes for expectant mothers and returning parents.

We have enhanced our flexible working arrangements to allow different ways of hybrid working. These are available to all employees and encourage a better work-life balance. We offer a range of policies including working from home, working from abroad, part-time working, flexible hours, unpaid leave, and sabbaticals.

During the pandemic, we also acknowledged the need to improve our offering around mental health and wellbeing. Since then, in addition to information and training sessions, we have set up numerous hotlines and established external persons of trust, thus giving employees access to specialists in health and psychological wellbeing. Local employee assistance programmes provide confidential access to external experts for anyone in need of someone to talk to about life or family issues. In 2022, we introduced further support for mental health at work through a mental health first aid certification offering, which is open to all employees.

Along with our IT, logistics and real estate teams, we make any workplace adjustments necessary, to create a more inclusive workplace both in our existing and future offices. This includes improving disability accessibility, facilities for nursing mothers, first-aid, and multi-faith rooms.

Did you know?

An estimated 1.3 billion people experience significant disability.

This represents

16%

of the world's population,
or 1 in 6 of us³



Targeted DEI efforts

We know that talent can be sourced from all backgrounds, including beyond traditional sets of universities, socio-economic backgrounds, and demographic groups. In recognising this as a firm, we have established several partnerships with non-profit diversity associations. All of these partners advocate for promoting career opportunities for under-represented talent communities. Sustaining and building upon these strategic partnerships globally is a key component of our DEI approach.

Through these partnerships, we created a dedicated summer internship programme to provide work opportunity to students from various under-represented backgrounds. Since its launch in 2017, Pictet Asset Management has welcomed close to 75 undergraduate students across various departments, many of whom have since joined us on our graduate programme or in permanent positions post-graduation.

Did you know?

In European OECD countries, children with the greatest socio-economic disadvantage grow up to earn as much as

20% less

as adults than those with more favourable childhoods.⁴

⁴ Organisation for Economic Co-operation and Development

SEO

ADVANCING SOCIAL MOBILITY

Sponsors for Educational Opportunity (SEO) is a non-profit organisation that prepares talented students from lower socio-economic and under-represented backgrounds for career success. It partners with companies to create a lasting and powerful community of diverse talent. Through our partnership with SEO, we run a summer internship programme, launched in the UK in 2017 and expanded to the US in 2022, to encourage a new generation of diverse, young talent.



IMPROVING ETHNIC REPRESENTATION

In 2020, we became one of the first firms to support #100Black-Interns in the UK. The initiative offers paid work experience and mentorship to the black community to create a more diverse range of talent in the investment management industry. Its success has resulted in its expansion into the #10000BlackInterns initiative, aspiring to offer 10,000 internships across over 700 companies in 24 different sectors, and we continue to take part in this initiative.

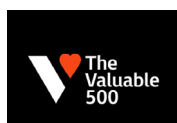


ACCELERATING DISABILITY INCLUSION

In 2020, Pictet became a signatory for The Valuable 500, a global movement calling on 500 corporations to commit to putting disability on the business leadership agenda. In 2022, we became a supporter of the #10000AbleInterns initiative in the UK, which aims to connect young disabled talent with paid internships, training, and development opportunities. These are just some of the ways we have been prioritising disability issues, alongside forming new partnerships to recruit, support and include disabled staff within the organisation.

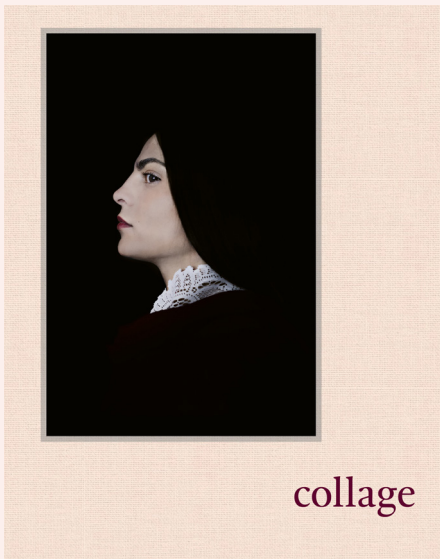
Partnerships and community

Our aim to promote greater diversity, equity and inclusion extends beyond our business, to the industry and the communities in which we operate. Our partnerships with external organisations provide support to our employees in their personal and professional lives. But they also allow us to contribute to wider change in areas such as socio-economic mobility, disability, minority and gender representation.



Following in the Pictet Group's long tradition of giving back to the community, we encourage charitable work in all locations where we have offices, particularly in the areas of the nutrition, water, the environment and education. All employees are offered two days of volunteering a year to take part in charitable activities organized by our local volunteering committees and in partnership with the Pictet Group Foundation. More than five hundred employees worldwide gave their time and skills to help different communities in 2022.

Collage – Women of the Prix Pictet since 2008



collage

Collage, the latest Prix Pictet book highlighting works of women photographers.

Untitled (from the polyptych Inquisita), 2022
Yvonne de Rosa

"I held an artist residency with inmates from a juvenile detention centre in Naples. Inquisita is the visual memory of my dialogue with Artemisia Gentileschi, who lived in the area and whose art is now presented every day by those young guides, who consider her as a role of model."

Diversity, equity and inclusion is a broad topic that encompasses multiple, often interlinked, dimensions. Pictet seeks to reflect and represent these, not just through our activities, clients, employees and the Pictet Group Foundation, but also with the Prix Pictet – the world's leading international prize in photography inspired by sustainability.

The Prix Pictet was founded in 2008. Its aim is to raise awareness of the world's most pressing environmental and social issues, through the medium of photography. The nine themed cycles of the Prix Pictet have seen critical issues of global sustainability addressed in inventive and engaging ways.

In 2022, fourteen years after the launch of the Prix Pictet, *Collage* was published to highlight the works of women artists who have submitted portfolios, in turn shining a light on themes such as the transgender community, family care, youth and education. We're pleased to say the participation of women photographers has increased over the lifetime of the prize, and we hope this trend continues.

Liangzi at the funeral, 2022
Tomoko Kikuchi

"The summoning-up of transgender people's role as connectors, crossing the boundaries of sexual dichotomy and thus of life and death"



Looking ahead

We are proud of our focus on diversity, equity and inclusion, and the ways in which it has delivered a positive impact since we embarked on this journey.

There is a need for collective action, to do better and to do more when it comes to DEI. As individuals, every employee has the power to be active in supporting and embracing DEI within their own sphere of influence. As an organisation, we have a responsibility to enhance the systems in which we operate, both internally and externally, with partner associations and other firms to move the investment industry forward.

During the next year, we will intensify our focus in the following areas:

- continuing our efforts to increase female representation at the senior level and within our investment teams
- paying greater attention to the retention of female and ethnic minority talent
- increasing our attention to other dimensions of diversity, including disability, neurodiversity, and life stages
- building on the success of our external partnerships and programmes, and expanding into other regions
- transforming our existing policies and processes with a greater focus on equity,
- providing more opportunities to foster a culture where all our employees can feel heard, valued and recognised.

We look forward to making greater progress and further supporting our employees through the promotion of diversity, enablement of equity, and transparency in our policies and practices. We hope to foster an inclusive workplace, not only to benefit Pictet Asset Management but also to help drive forward change and shape the future of our industry.

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