

CORPORATE SOCIAL RESPONSIBILITY

At GAM, corporate social responsibility is about recognising that we can have a tangible impact on society, the environment, and the communities in which we operate and serve. As a result, we strive to adhere to the highest standards and demonstrate probity in everything we do.

As a company, we strive for excellence and sustainability, acting responsibly across all of our activities and operations. As the world increasingly looks to businesses to address pressing social and economic issues, from climate change to gender inequality, our most powerful means of affecting change as an active asset manager is to invest our clients' assets responsibly. We set the highest standards for ourselves and the businesses in which we invest. We believe that our ethos as a company is fully aligned with our clients'. We therefore work with care and integrity to provide clients with opportunities to meet their investment goals. To achieve this, our independent investment teams take relevant factors, including environmental, social and governance (ESG) factors, into consideration when making their investment decisions. This is not just a matter of principle, but a key part of our strategy to restore long-term shareholder value. Investors are focusing more than ever on ESG issues and, to earn both retail and institutional mandates, asset managers must demonstrate a genuine commitment to integrating responsible investing into their business models.

Responsible investing at GAM

Responsible investing means putting our clients' long-term sustainable investment goals at the heart of our business. Along with our fiduciary

duty, these goals form the basis for the investment considerations made by our independent investment teams, which are unconstrained and able to follow differentiated high-conviction investing styles. While each team has a unique and differentiated investment process, all operate within our centralised investment risk framework. Our independent Governance and Responsible Investment (GRI) team supports investment teams with research and insights on ESG factors.

In 2019, we built on the foundations of the previous year and made further progress in the area of responsible investing. We refined our investment processes where appropriate based on our ongoing understanding of the long-term trends affecting businesses, the public sector and society. We have integrated sustainable factors into investment processes across a wide range of asset classes, allowing us to follow a holistic approach in our investment decisions. This supports our aim to deliver sustainable long-term value for our clients and enables them to achieve their investment goals. We continued to intensify our engagement with companies on relevant ESG issues and actively voted at company meetings, which we see as instrumental to the improvement of corporate disclosure and transparency.

We made strides in delivering on our ultimate goal of measuring the environmental and social impact of our funds by integrating sophisticated data sets into our investment risk and fund review processes, allowing us to also produce pre-trade ESG screening tools. We are convinced that, with the targeted use of this data and research, we are better positioned to score the impact of our funds through Sustainable Development Goal scorecards as well as

refining the way that we highlight ESG issues pre-investment and throughout the life cycle of investments.

Throughout 2019, the GRI team continued to provide comprehensive research, analytics and statistics to support the integration of ESG factors by our investment teams into their investment decisions. The team also continued to take responsibility for overseeing GAM's role as an active owner and steward of client capital, and helped to ensure we continue to evolve our responsible investment capabilities and credentials.

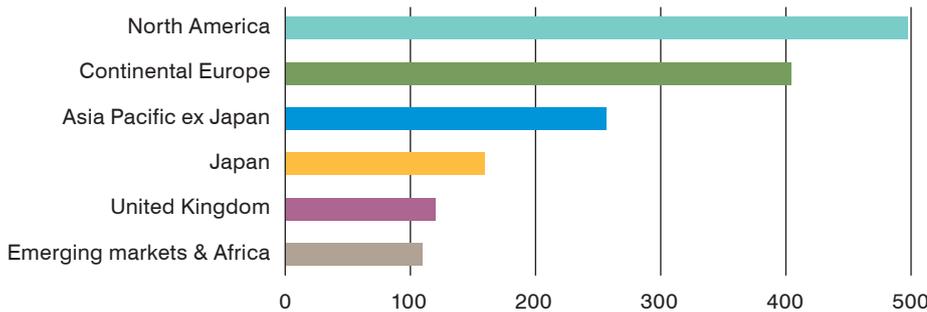
In 2020, we will start to implement a number of bespoke methodologies relevant to leveraging our insights into effective stewardship and governance, enabling our investment teams to systematically address ESG factors in their investment processes in a more targeted way. We believe this will ultimately lead to superior investment results over the long term for our clients, allowing them to achieve their investment goals but also provide real purpose to our employees.

The importance of active engagement

As an independent pure-play asset manager, both stewardship and governance are essential parts of our business philosophy. We use our formal rights, including proxy voting, shareholder resolutions and engagement with management, to influence companies in which we are invested and ensure our clients' capital delivers the returns they expect in a responsible and sustainable manner.

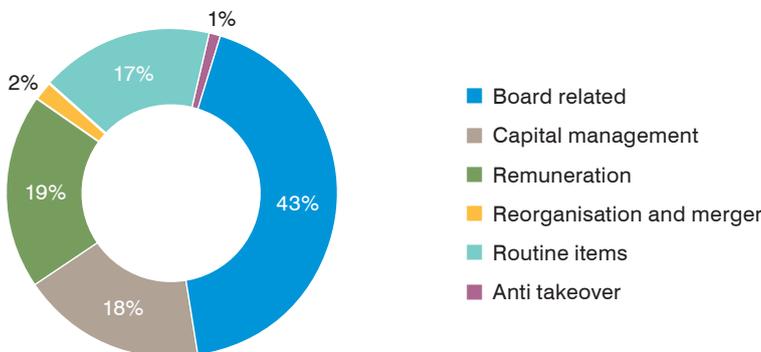
Meetings voted by geography

GAM voted at 1,491 company meetings representing 97% of meetings across all markets, compared to 1,638 meetings or 94% in 2018. In total, we voted on 17,478 resolutions.



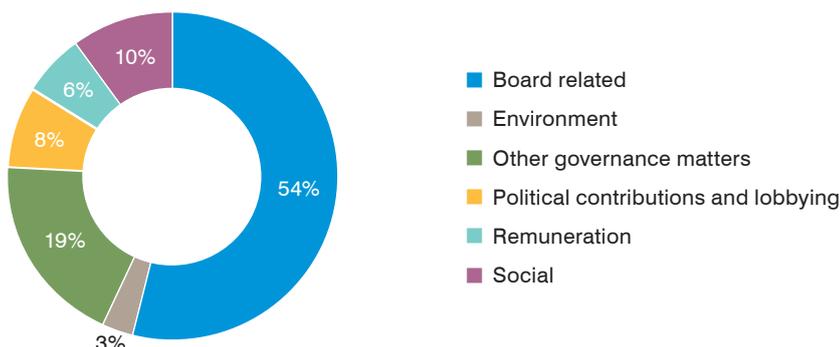
Votes against company proposals

In 2019, GAM voted against 8% of the resolutions submitted by companies for approval. Of those votes, 43% related to the board, 19% to remuneration and 18% to capital management.



Shareholder proposals supported by GAM

In 2019, there were 545 shareholder proposals of which GAM supported 67%, up from 63% in 2018. 87% of all shareholder proposals related to governance matters such as board, remuneration, political contributions and lobbying as well as other governance matters. The majority of shareholder proposals we supported were in relation to board composition (54%).



By specifically taking ESG factors into account in our investment decisions, we meet our clients' desire to invest more sustainably and responsibly, thus better supporting the achievement of their investment goals."

Mark Harland, Head of Responsible Investment

Engaging with various stakeholders, regardless of whether we own equity or debt, provides us with valuable insights and helps shape our investment decisions. Active engagement builds our understanding of an organisation, business or country, and enables us to communicate our position. In our engagement with governments and other supranational bodies, we seek various ways to have an influence, be it through trade bodies, policy groups or green papers. Active engagement therefore supports us in the establishment and improvement of standards, corporate disclosure and ultimately in better operational and financial performance.

Our people

GAM's corporate culture

We recognise the importance of having the right culture for the future success of our business. Social expectations have changed, and public interest has raised questions of trust in firms, and in the industry as a whole. GAM continues to be committed to building and maintaining trust across all of its stakeholders, including clients, employees, shareholders, regulators and service partners.

In 2019, we reflected in-depth on how we wanted our culture to evolve. This involved discussions amongst employees across all levels about their views on the working environment and the business through one-to-one meetings and workshop sessions. Following these sessions, we defined new global values and behaviours that we believe best represent GAM's open, honest and encouraging culture. In

addition, these values support the way in which we manage our business – working with our clients to help them achieve their long-term investment goals.

GAM's culture seeks to unlock the high potential of its employees and support them in making the right decisions to achieve our clients' goals. A key priority in our high-performance culture is to continuously invest in and develop our top talent. Providing a stimulating and attractive workplace is essential to achieving this goal.

We promote an open culture based on mutual respect, regardless of function or rank. GAM has the necessary internal processes in place and encourages employees who become aware of any potential misconduct to report it immediately. GAM pursues a zero-tolerance culture for any conduct that could harm our clients, our reputation, our employees or other stakeholders.



GAM's future success is directly linked to the dedication and talent of our employees. By investing in the development of our employees we create a working environment in which our employees can make a valuable contribution to the long-term success of GAM. A talented and dedicated workforce is critical to helping our clients achieve their investment goals."

Teresa Riggan, Group Head of Human Resources

WE ACT WITH INTEGRITY

We always do the right thing by our clients and by each other.

Earning and keeping trust is a priority. We are honest, transparent and always accountable.

We promote open communication and respect for each other, creating a workplace where everyone can contribute, grow and be successful.

WE ARE DRIVEN BY EXCELLENCE

We take great pride in delivering the best for our clients, holding ourselves and each other to the highest standards.

We empower our employees to challenge the status quo, and we encourage them to be bold, determined and original.

We are responsible and diligent investors, managing our impact on the environment and society, on behalf of our clients and other stakeholders.

WE DELIVER THROUGH COLLABORATION

We believe that by working closely with our clients and with each other we can achieve great results.

We value the skills, expertise and knowledge of our colleagues, supporting each other to fully leverage our strengths.

We support an inclusive workplace, where different ideas, perspectives and backgrounds enrich our decision-making.

Headcount by region (in FTEs)	2019	2018
Switzerland	219	269
UK	399	432
Rest of Europe	141	146
Rest of the world	58	78
Total headcount	817	925

enables us to cultivate an engaged and knowledgeable workforce, ultimately strengthening our culture.

In addition to in-house training, we also support external education to help our employees gain qualifications relevant to their roles. This fosters their development and advances their skills and careers. The development of our employees remains a cornerstone of employee engagement and sustainable business success.

On a corporate level, supported by GAM's flat structure and senior leadership team, employees are informed about strategic business decisions and initiatives openly and transparently. We hold regular town hall meetings, where senior management share updates, views and insights, and engage in active conversations with staff.

Employee engagement

Our employees' opinion matters to us, and in seeking their opinion we aim to increase a sense of ownership and responsibility while helping GAM to understand our employees' motivation, attitude and satisfaction. 2019 saw the introduction of the first independent employee survey since 2002. This has proven to be a huge support for our people agenda and our intent is to conduct these surveys every year with the expectation of increasing our engagement index year-on-year. We are working with our employees to build solutions to the feedback provided through a culture working group established in 2019.

Supporting research and education

The Cantab Capital Institute for the Mathematics of Information sits within the University of Cambridge's renowned faculty of mathematics and aims to galvanise and accelerate progress in the mathematics of information. The Institute draws on techniques from mathematical sciences to tackle the challenge of deciphering meaning in the reams

Managing performance

Effective performance management supports the success of individual employees, their teams and the company as a whole. Our group-wide performance management framework provides regular opportunities for dialogue between managers and their direct reports. It includes the setting of mutually agreed development and performance objectives, including mandatory risk and control objectives. It also allows us to assess to what extent and how these objectives have been achieved, linking performance and behaviour with compensation. This evaluation is performed at least once a year and begins with each employee providing a self-assessment, which their line manager, and potentially other relevant reviewers in the company, can use as a starting point for a 360-degree review. The final assessment is formally recorded and discussed between line managers and their direct reports. Our Human Resources team supports the process by providing training on objective-setting and management skills throughout the year.

Employee development

Our employees' drive, skills and insights are essential in creating value for our clients and shareholders.

Ensuring employees understand and are actively involved in the evolution of the company is a prerequisite of their engagement. We want our employees to feel encouraged to attain a level of professional competence appropriate for their responsibilities, to promote the development of their colleagues, and to continue to update their own skills and knowledge.

GAM has a group-wide learning management system (GAM Learn) that helps employees enhance their knowledge base, not only within their own role but across all areas of our business and industry. GAM Learn provides a centralised repository for all learning and development needs and can be used to book internally-led courses or webinars, complete mandatory compliance refreshers, source external training, and access user guides or e-learning catalogues.

To ensure our employees are supported and provided with the appropriate knowledge for complex regulatory requirements, we offer mandatory and non-mandatory regulatory training workshops and 'Lunch and Learn' sessions for all staff. Providing employees with the opportunity to develop professionally and personally

of data which surround us. Bringing together some of the world's leading academics in various related disciplines, the institute will ultimately help ensure all available information is used when, for example, doctors make clinical diagnoses, financial institutions make sensible evaluations of risk or planners build the cities of the future.

Inclusive workplace

GAM's culture is grounded in mutual respect and non-discrimination with regards to age, disability, gender, race, religion, sexual orientation or educational background.

Investment20/20 was founded in 2013 with a clear mission to attract talent, irrespective of their educational qualifications, including those who would not necessarily normally consider a career in investment management. GAM joined the initiative in 2017 and since then has provided opportunities to 34 individuals across many business areas, including nine individuals in 2019. Our clear goal is to retain and develop these talented individuals in-house for the benefit of our company and provide further job opportunities in the coming years.



My time as an Investment20/20 trainee has allowed me to benefit from exposure to highly skilled and experienced individuals who have become catalysts in my personal and professional growth. Now, as a permanent employee, I have been given the opportunity to further apply the skills I have acquired by supporting the sales effort across Iberia & Latin America.”

Bradley Silva, former Investment20/20 trainee, now a permanent employee at GAM

In Switzerland, GAM has offered apprenticeship opportunities to young talented individuals for a number of years, giving them the chance to learn about all aspects of a profession in the financial services industry.

In June 2018, GAM signed the Women in Finance Charter, with the goal of increasing the proportion of women in senior management positions across our locations to 25% by 2020. The charter is a pledge for a gender balance across financial services and it reflects the UK government's aspiration to see greater gender balance at all levels of financial services firms. GAM is committed to improving gender diversity for the benefit of the business and our culture. In 2019, 25% of our line managers were female, demonstrating our commitment to the continued promotion of our female talent and strengthening a greater culture of diversity at GAM.

In 2018, GAM Dublin joined the 30% Club in Ireland, which aims to achieve a better gender balance at all levels at leading Irish businesses. The 30% Club believes that gender balance on boards and at the executive level not only encourages better leadership and governance, but further contributes to better all-round

Snapshot 2019

Split male/female



25% of our line managers are female

Average age of employees



Average experience of investment professionals



Average length of service



Average hours of training per employee



Global presence



Spotlight on GAM's community activities

Switzerland:

Voyage vers la vie

Thousands of children cannot undergo surgery in their home countries due to a lack of medical staff or infrastructure constraints. Terre des hommes transfers 250 children to Switzerland, France and Spain every year for surgical operations carried out at university hospitals. GAM supports its care programme.

UK:

GAM Charity Art Auction – Lord Mayor's City Giving Day

Over the years, GAM has acquired a substantial corporate art collection through our support of the Royal Academy School and thanks to GAM's founder, Gilbert de Botton, who was a noted connoisseur of modern art. Many of the pieces have been given a new lease of life in the new London office and those artworks that could not be accommodated together with pieces of sentimental, or mostly decorative value, were offered to staff by means of an online auction. All 110 items were sold, raising over GBP 8,000 for the Lord Mayor's Appeal, coinciding with City Giving Day 2019, an annual celebration of volunteering and philanthropy in the City of London and beyond.

GAM Systematic Cantab wins Midnight Madness

On 11 May 2019, some of the brightest minds from GAM, Goldman Sachs, Man Group, Morgan Stanley, Credit Suisse, Marshall Wace, Oxford University and UCL, among others, participated in one of the most puzzling challenges. Twenty-seven teams competed all night, hunting for, solving and executing puzzles embedded in the urban landscape of London. The event is based upon its highly successful namesake that took place in New York and raised USD 3.1 million for charity. The London event, which was first organised in 2018, has so far raised GBP 350,000 in aid of Raise Your Hands, a group that supports small charities which aim to improve the lives of children across the UK.

Charity Sleep Out

In November, a team of GAM employees came together and braved the elements by sleeping outside as part of the annual 'Sleep Out' organised by the charity Centrepoint. Together they raised money for the charity, which provides homeless young people with accommodation, health support and life skills to get them back into education, training and employment.

Giving Trees

In December, both the London and Dublin offices took part in festive activities. Dublin employees donated to the Society of St. Vincent de Paul's Giving Tree and food appeal, which provides help to thousands of families in Ireland at Christmas. In London employees turned their office Christmas tree into a KidsOut 'Giving tree', for which staff purchased toys for children in local refuge homes. Many of the recipients are children who have escaped domestic violence, being forced to flee their homes quickly and leave their possessions behind. The aim of the campaign is for every child in a Women's Aid refuge to have the opportunity to receive a present over the festive period.

Ireland:

Annual Charity Week

GAM Dublin held their annual charity week again in 2019. Employees selected the charity 'Féileacáin', a non-profit organisation that offers support to those affected by perinatal or post-natal loss. The charity week hosted a number of events, including the annual GAM Office Olympics, a tea morning, a lunchtime soccer tournament and a daily flash quiz.

Run In the Dark

GAM Dublin entered a team in the annual November Run in the Dark event in aid of the Mark Pollock Trust. This will be GAM Dublin's third consecutive year participating in this global fundraising event where over 25,000 people in 50 cities will get up from their armchairs, slip on their red flashing armbands and pull on their running shoes to complete a 5 km or 10 km run.

Israel:

Sohn Tel Aviv Investment Conference in Israel

In 2019, GAM Israel contributed to the charity supported by Sohn Tel Aviv Investment Conference. Founded in 1995, the Sohn Conference Foundation is dedicated to the treatment and cure of paediatric cancer and other children's diseases. It has raised over USD 85 million worldwide to this end. In Israel specifically, Sohn Tel Aviv supports the Israel Rett Syndrome Association, dedicated to finding a cure to Rett Syndrome, a genetic brain disorder that affects hundreds of thousands of girls worldwide.

Spotlight on GAM's community activities

New York:

Operation Backpack

GAM USA worked with Volunteers of America to support their annual Operation Backpack drive to support homeless children across New York. Employees collected a total of 100 new backpacks, which they filled with school supplies to donate to children across the city. One of the most devastating consequences of homelessness is the impact it has on a child's education.

Food Bank for New York City

GAM New York employees supported the Food Bank for New York City by holding a food drive. Employees donated food items vital to enable the charity's soup kitchens and to stock their pantries. The Food Bank in New York City, running for over 35 years, is the city's largest hunger-relief organisation and they seek to help low-income New Yorkers overcome their circumstances and achieve greater independence. In March, the employees also collected more than 180 personal care and feminine hygiene products. The product drive was held in support of the Woman to Woman campaign.

Japan:

FIT for Charity Run

In January 2020, GAM Japan staff joined the Financial Industry in Tokyo Charity Run. The run brings together like-minded individuals to raise money for local community organisations that serve important, but not necessarily well recognised, charities that have limited fund-raising capabilities.

board performance and ultimately increases corporate performance for both companies and their shareholders.

In 2019, the 30% Club organised dedicated workshops for talented and promising female managers in Ireland, focusing on career options and how to overcome potential barriers to progress their careers.

Supporting our employees' wellbeing

We strive to provide our employees with a work environment that protects their health and safety, and supports their well-being. We offer all our employees a comprehensive suite of additional benefits that are competitive in their respective local markets. We are committed to supporting employees by providing them with a family-friendly and flexible working environment wherever possible, in order to assist with caring for and supporting family members and employees' personal lifestyles.

Supporting our communities

We encourage our staff to play an active role in the communities in which they live and work. For example, we offer all staff up to two volunteering days per year. We support organisations and causes that are aligned with our own culture and

values, in particular those that focus on education and child welfare.

Environment

GAM continuously manages its environmental footprint as part of its role as a responsible investor. We aim to set a positive example for our employees and clients, as well as the companies in which we are invested. In 2019, GAM made good progress in delivering against the six environmental objectives we outlined in 2017, to which all business units across the Group adhere:

Complying with regulatory energy and emissions savings targets, and decreasing the use of non-renewable energy resources

Our offices in Zurich, London, Cambridge and Dublin now purchase all their energy from renewable sources, effectively eliminating further emissions from the heating and powering of our largest premises. In January 2019, GAM relocated its London offices to 8 Finsbury Circus. This new building has a significantly better level of energy efficiency and a lower impact on the environment than its predecessors. We

have also replaced the original lighting system with an energy-efficient LED system, controlled by automatic presence detectors and perimeter dimming to take account of daylight levels. Photovoltaic panels on the rooftop supplement the supply of purchased electricity.

Reducing water consumption

The London office has been fitted with a complete greywater system, whereby non-contaminated waste water is harvested from plant machinery, hand basins and rainfall. The system allows us to reduce our consumption of mains water.

Reducing waste across our locations and maximising the recycling of office waste

We have launched recycling awareness campaigns across our four main locations in the past year. We have also installed new facilities to separate out paper, glass and plastics for recycling. Non-recyclable materials are sent to a special processing plant, where they are used to generate heat and power, reducing waste that is sent to landfills.

In our internal cafeterias, we refrain from providing single use items and provide our employees with reusable crockery

Environmental indicators

	2019	2018 ²	Change in %
Environmental indicators¹			
Electricity (MWh)	3,132	5,606	(44)
of which renewable electricity (MWh)	2,454	4,436	(45)
Heating natural gas (MWh)	433	972	(55)
Water consumption (m3)	8,182	10,978	(25)
Business travel – flights (km)	5,177,042	8,040,372	(36)
Total all activities (tCO2e)³	2,024	3,260	(38)
Total per FTE	2.24	3.43	(29)
Carbon offsetting commitment (tCO2e) ⁴	4,048		
Net carbon emissions (tCO2e)	(2,024)		

¹ Data taken from GAM's largest offices (Zurich, London, Dublin, Cambridge) and scaled up to provide an estimate at Group level.

² 2018 figures have been updated using actual figures rather than estimates disclosed in the 2018 Annual Report.

³ tCO2e data for 2019 based on estimates.

⁴ GAM is working with Natural Capital Partners, a global leader in the design, development and delivery of customised corporate climate action programmes, to verify and offset its emissions for 2019.

and cutlery. A discount is also offered to customers with reusable coffee cups. Food waste is sent to an anaerobic digestion plant where it is used to produce electricity as well as organic fertiliser which is used instead of artificial fertilisers in agriculture.

Reducing emissions from transport

GAM has made substantial investments in 16 new video conferencing suites across its offices to enable greater collaboration between teams and reduce the need for business travel. The number of video conferences held in a typical month has risen by 150%, whereas our overall number of miles flown is down by 36% year-on-year. As air travel is unavoidable for a global business, we have committed to offset twice as much carbon as we generate from business travel.

Developing our staff, supply chain and other stakeholders to achieve our environmental goals

We feel that strong employee engagement is essential in achieving our environmental goals. GAM has an active 'Sustainability Network' of volunteers that, among other activities, decides which projects to support as part of our carbon offsetting programme. This can include investments in renewable energy, community infrastructure, and

conservation and reforestation initiatives. Each project contributes to multiple United Nations Sustainable Development Goals, in addition to the positive impact on the climate.

We have also been replacing an ageing fleet of office printers across our locations with a small number of centralised multi-function devices, featuring secure 'follow-me' printing functionality. Since we have started to replace old printers, paper consumption has been reduced by over 40%.

All paper used in GAM offices is accredited by FSC, the world's most trusted sustainable forest management solution. Two-thirds of GAM's expenditure on office supplies is for products made of recycled materials, or with specific sustainability benefits.

Working within our communities to support environmental initiatives through volunteer days and corporate gifts

GAM's community activities across locations are outlined in detail on pages 41–42.

In 2020, we will continue to make our activities more sustainable, as part of our commitment to be a climate positive business.



We have made great progress in reducing our environmental footprint, through sustainable property planning, replacing traditional energy sources with renewable energy, and by investing in alternatives to business travel. I am pleased to say GAM has now committed to being a climate positive business, by removing more greenhouse gases from the environment than we emit.”

Steve Rafferty, Chief Operating Officer