

Launched soon after Russia invaded Ukraine, PWM's second annual survey on leadership, carried in partnership with US-based advisory firm the Global Leader Group, focused on leaders' skills in times of crisis, strategies for long-term success and effective personality traits, with an emphasis on diversity and inclusion.

The study, which gathered insights from 50 senior

leaders in the financial services sector across the globe, also centred on the impact of war in Ukraine on ESG values, in particular governance and political risk, analysing measures taken by wealth and asset management firms as a result of sanctions against Russia. It also assessed the effects of the military and energy crisis on the transition to green energy sources and net zero emissions targets.

FIG 1

WHAT ARE THE MOST IMPORTANT SKILLS LEADERS MUST HAVE DURING A CRISIS?

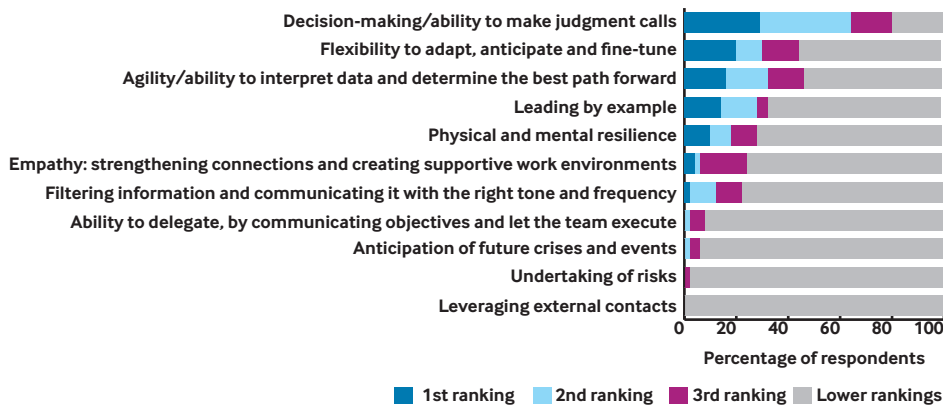


FIG 2

HOW CAN MORAL LEADERS CHANGE THEIR STRATEGIES FOR LONG-TERM SUCCESS?

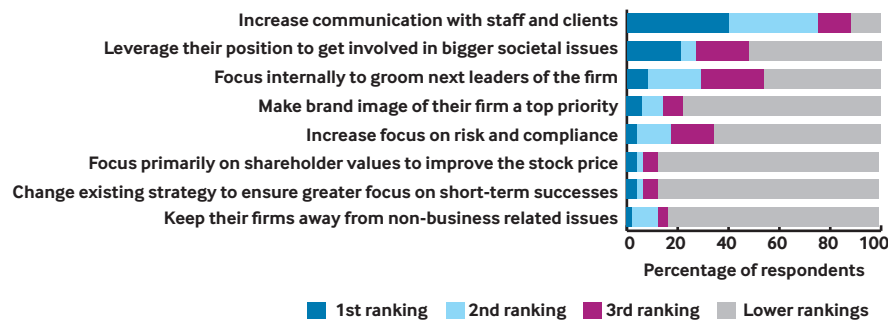
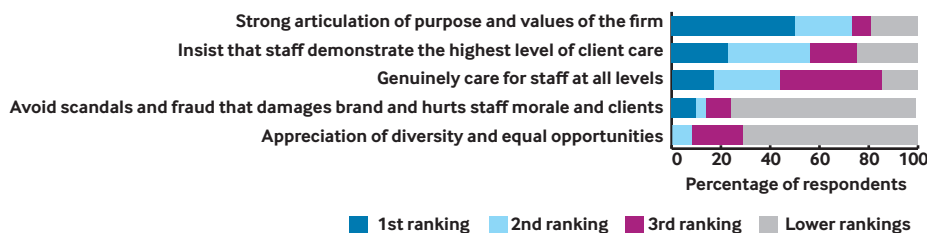


FIG 3

WHAT ARE THE MOST EFFECTIVE TRAITS LEADERS IN PRIVATE BANKING AND ASSET MANAGEMENT SHOULD DISPLAY IN THESE CHALLENGING TIMES?



Source: All charts PWM research/Global Leader Group

FIG 4

HOW STRONGLY DO YOU AGREE OR DISAGREE THAT A DIVERSE LEADERSHIP GROUP HELPS PREVENT CONFRONTATION AND CRISES?

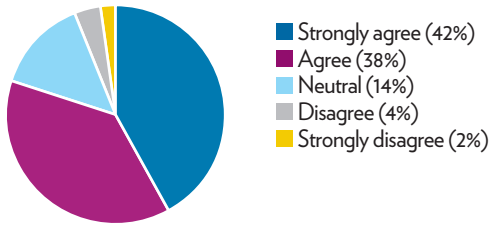


FIG 5

WHICH OF THE FOLLOWING FACTORS DRIVE FINANCIAL SERVICES' LEADERS TO PROMOTE GREATER EQUALITY?



FIG 6

WHAT ARE THE MOST COMMON PRECONCEPTIONS AROUND DIVERSITY AND INCLUSION, IN THE FINANCIAL SERVICES SECTOR?

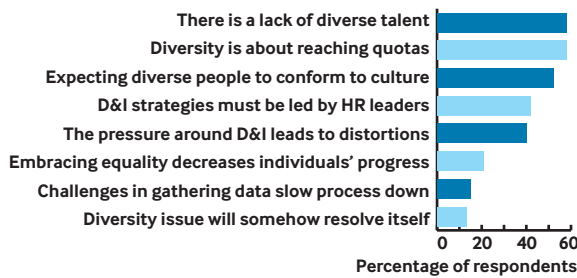
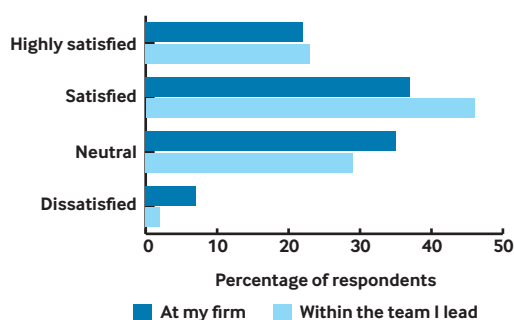


FIG 7

HOW SATISFIED ARE YOU WITH THE IMPROVEMENTS MADE IN DIVERSITY AND INCLUSION AT YOUR FIRM AND WITHIN THE TEAM YOU LEAD, OVER THE PAST 12 MONTHS?



Source: All charts PWM research/Global Leader Group

FIG 8

**WHAT ARE THE MOST COMMON PRECONCEPTIONS AROUND DIVERSITY AND INCLUSION, IN THE FINANCIAL SERVICES SECTOR?**

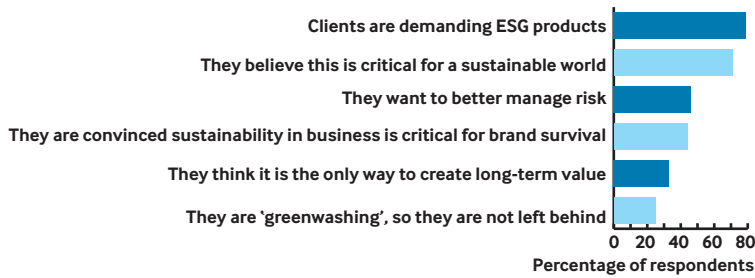


FIG 9

**THE MOST LIKELY EFFECTS OF THE CURRENT MILITARY AND ENERGY CRISIS ON GLOBAL NET ZERO CARBON EMISSION GOALS (MULTIPLE ANSWERS)**

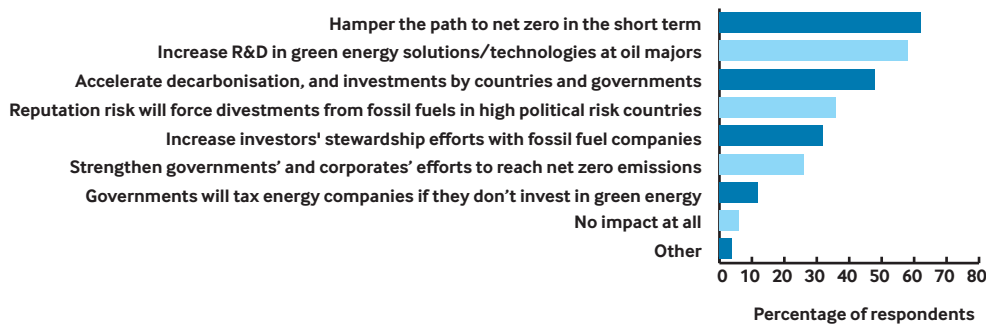


FIG 10

**WILL THE WAR IN UKRAINE DRIVE INCREASED INVESTORS' SCRUTINY ON THE IMPACT OF THEIR INVESTMENTS?**

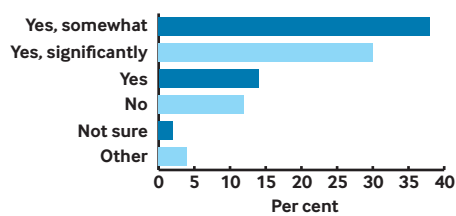
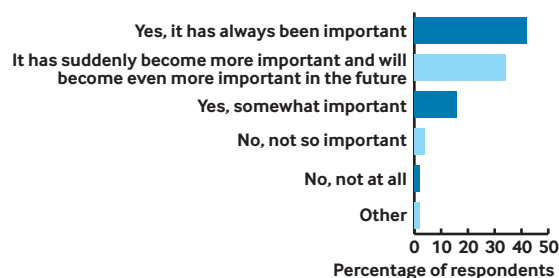


FIG 11

**DO YOU THINK THAT PROTECTING FREEDOM, GOVERNANCE AND DEMOCRACY IS A KEY PART OF FINANCIAL SERVICES FIRMS' RESPONSIBILITY, (IE G IN ESG)?**



Source: All charts PWM research/Global Leader Group

FIG 12

ARE FINANCIAL SERVICES FIRMS DOING A GOOD JOB IN SUPPORTING ESG VALUES LIKE RULE OF LAW, GOOD GOVERNANCE AND HUMAN RIGHTS?

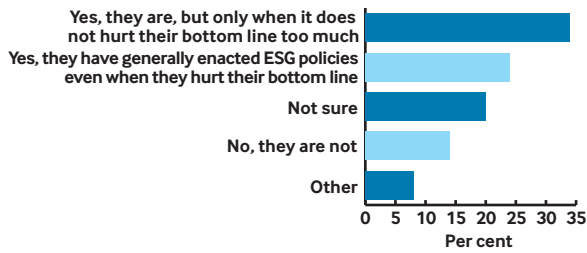


FIG 13

WHICH MEASURES HAS YOUR FIRM TAKEN FOLLOWING RUSSIA'S AGGRESSION TOWARDS UKRAINE?



FIG 14

DO YOU BELIEVE THAT RUSSIA'S INVASION OF UKRAINE IS A WATERSHED MOMENT IN THE WAY FINANCIAL SERVICES FIRMS ASSESS RISK AND GOVERNANCE?

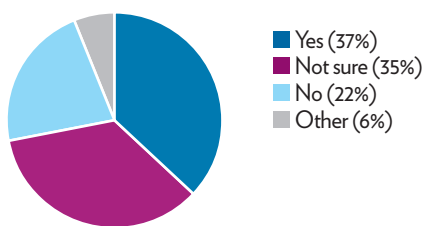
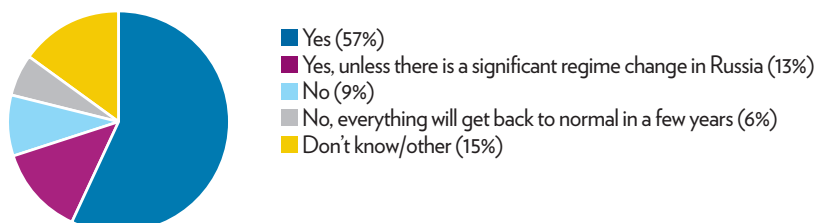


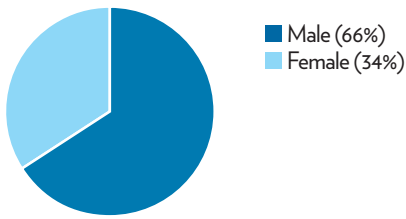
FIG 15

IS THIS A PIVOTAL MOMENT IN HISTORY WHICH WILL SHAPE THE FUTURE OF THE WORLD FOR SEVERAL DECADES?

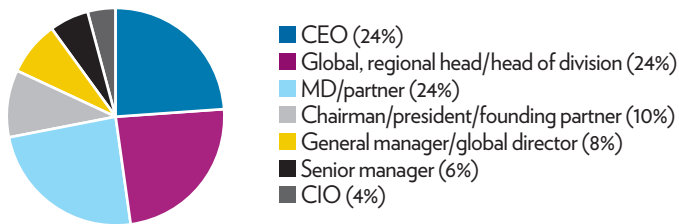


Source: All charts PWM research/Global Leader Group

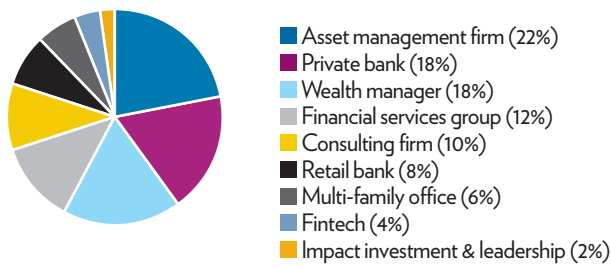
## SAMPLE BY GENDER



## SAMPLE BY JOB TITLE



## SAMPLE BY BUSINESS ACTIVITY



## SAMPLE BY REGION

