
 STRICTLY CONFIDENTIAL

Strategies for Advancing Women

Are we there yet?


Introduction

- ◆ About UBS
- ◆ Diversity
 - the business imperative in banking
- ◆ UBS Strategy for advancing women
- ◆ What has been effective?
- ◆ What does it take to make it effective?




SECTION 1

About UBS



UBS
 UBS is one of the world's leading financial firms



UBS Investment Bank
 UBS Global Asset Management
 UBS Wealth Management

Corporate & Institutional Clients and Private Equity


Private Banking Business Banking

Institutional and Wholesale Asset Management Worldwide

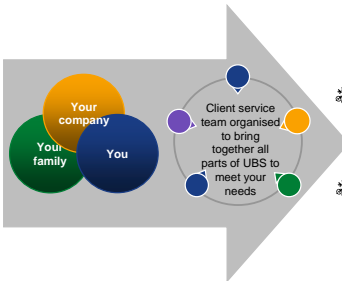
Three divisions that work together to meet the needs of Corporate, Institutional, Government and Private clients

UBS manages over \$2 trillion in client assets

In Switzerland, UBS is the market leader in retail and commercial banking



An integrated business model
 Our integrated business model enables us to draw on Group-wide resources worldwide, giving you access to an extensive range of products and services



UBS Wealth Management

- The world's largest Wealth Manager
- Almost 14,000 Client Advisors dedicated to your needs
- Full range of solutions tailor-made for you
- Open architecture
- Strong in the Aust. wealth management market
- Named 'Best Global Private Bank' by Euromoney for six consecutive years

UBS Global Asset Management

- Leading Institutional Asset Management and mutual fund manager with an excellent track record
- Funds management
- Operations in 27 countries around the globe
- Invested assets of CHF 728 billion (as of 30.9.2008)
- Strong focus in the Asian region with new initiatives in alternative asset classes


UBS Investment Bank

- Leading Investment Bank with a presence in 34 countries
- Excellent structuring and research capabilities
- Direct trading access
- No. 1 in global equity and equity linked issuance
- Almost 16% market share in the global FX market
- Leadership in Equities and Investment Banking in the Asia Pacific region


External Service Providers

- Network of approved services providers (lawyers, accountants, consultants, auditing companies, etc.)

Notes:
 1 Status as of November 2008



UBS headcount around the globe
 UBS has more than 700 offices in more than 50 countries with over 70,000 staff




Asia/Pacific: 9,000 staff

1 Auckland	10 Mumbai
2 Bangkok	11 Sao Paulo
3 Beijing	12 Shanghai
4 Brisbane	13 Singapore
5 Hong Kong	14 Sydney
6 Jakarta	15 Taipei
7 Kuala Lumpur	16 Tokyo
8 Manila	17 Perth
9 Melbourne	

Americas	28,500
Switzerland	23,000
EMEA	10,000

Source: UBS Q3 2009 report



UBS is Australia's leading Investment Bank

Over 2009 YTD, UBS has underwritten over \$5 billion more than any other bank

Company	Date	Size (A\$m)	UBS
Woolworths	Jan-09	4,637	■
RioTinto	Jun-09	4,244	■
Santos	May-09	2,966	■
Woollet	Feb-09	2,900	■
ANZ	May-09	2,500	■
Telstra	Aug-09	2,347	■
asciano	Jun-09	2,350	■
Qantas	Jul-09	2,000	■
Ocado	May-09	1,983	■
GPT	May-09	1,684	■
AMCOR	Aug-09	1,611	■
Qantas	May-09	1,413	■
Qantas	Aug-09	1,279	■
Qantas	Jun-09	1,100	■
Qantas	Feb-09	1,046	■

Source: I Homson Financial

SECTION 2


Diversity—the business imperative

Investment Banking—the business imperative

- ◆ Clients are at the core of the business model
- ◆ The clients are (increasingly) diverse with an increasing female representation
- ◆ A solution driven approach is critical for success
 - brainstorming and innovative ideas percolate better with a diverse group
 - the art of listening is key
 - building collaborative relationships is key
 - women have good skills for these activities
- ◆ However 35% of headcount are women, predominantly in logistics/back office functions rather than revenue generating roles
- ◆ Relatively young workforce
 - UBS Australia IB average age stable at 33
 - average age of management team is 42

Wealth Management

Globally, wealthy women are becoming more important



- ◆ In the US in 2005*
 - 39% of all HNWI in the US were women and by 2019 it is expected to be 66%
 - women own 28% of private owned businesses
 - control 35% of estates worth \$5 million or more
 - 75% of women with assets over \$500,000 seek advice and value relationship, trust and comfort
- ◆ In Australia
 - C. 7% of HNWI individuals are female
 - 20% increase over last decade women/wives/daughters being involved in meetings rather than just the husbands
 - 30-50% of clients now attend meetings as a couple


Challenge

- ◆ Clients increasingly female however 80%+ of advisors in the industry globally are male.
- ◆ The exception is APAC, about 80% of the advisors are female, a reverse of the dynamic elsewhere

Issue

- ◆ Industry research¹ suggests females leave the industry for the following reasons
 - "macho" culture of advisory firms
 - feeling of abandonment after recruitment
 - less motivated by sales contests than male colleagues

Note: 1 The VIP Forum, Growth and Development of Female Client Advisors 2006




Investment Banks


Perception

- ◆ Competitive, high return environment
 - remuneration structure strongly geared to annual bonus culture
- ◆ Exciting work, deal orientated
- ◆ Significant client interaction
- ◆ Long hours
- ◆ Meritocratic culture
 - transactional work performance is easy to measure
 - fast career progression
- ◆ Perception of "male culture" longstanding

Reality and Issues


- ◆ "Meritocracy" alone does not appear to be working as it should
- ◆ Family demands—the myth of female departures
- ◆ Perception of industry can be intimidating to women
 - challenging to get equal number of applications at graduate level
- ◆ Women are very good in sales roles (revenue generators) however few put themselves forward in these roles
 - leadership positions predominantly come from revenue generating roles
- ◆ The perception of "male culture" tends to be a reality. 35% of headcount are women, predominantly in logistic of back office functions rather than revenue generating roles
- ◆ Gender activity programs alone do not making an impact on female advancement





SECTION 2

UBS—Strategies for Advancing Women



UBS—Our strategy

Establish vision and business Imperative

- ◆ Management led approach to improving recruitment, retention and advancement of female talent
 - positions of influence need to be presented with the business case for change and be genuinely engaged in efforts to redress the gender imbalance
 - driven by business rather than solely by HR for buy in

Define clear priorities

- ◆ Identify diversity as a priority
 - core component of employee objectives

Focused initiatives

- ◆ Establish gender focused activities across functions/divisions
- ◆ Refine talent management process to support priority

Monitor and measure

- ◆ Track and develop women to ensure advancement opportunities are available to female and male colleagues.
 - clear metrics, objectives and deliverables

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Vision & Business Imperative

Ultimate vision

A culture, with processes to support it, in which men and women thrive equally in their careers, where gender differences are a strength, and where different approaches allow us to improve our service to clients and our bottom line.

Objective


Increase proportion of women at all officer levels within UBS APAC

Business Case

1. Commercial logic

2. Social logic

- ◆ 59% of university graduates are female; companies with higher proportion of women in senior teams outperform others on ROE and stock price growth; women have increased purchasing power and business influence as clients
- ◆ Companies which identify and actively promote female talent have cultures that enable them to recognise talent in any form and use this to commercial advantage
- ◆ "Would your daughter be happy to pursue her career here?"
- ◆ The "right thing to do" should be viewed as a very secondary reason for change.

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Focused initiatives

Retain and develop all talent and leaders

- ◆ Key Talent and Leadership Plan
- ◆ Metrics including use of the CEO Toolkit from Chief Executive Women
- ◆ Professional Development Programmes
- ◆ Diversity Committee/Advisor


Specific Retention Measures for key female talent

- ◆ Female focused Professional Development Programmes
 - ◆ CEW Talent Development Program
- ◆ Internal and external mentoring partnerships
- ◆ Informal v formal mentoring models
- ◆ Employee Networks—All Bar None

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Focused initiatives

External focus	<ul style="list-style-type: none">◆ Strong external sponsorships and partnerships including Women on Boards◆ Targeted client information and networking opportunities◆ Young Women's Leadership Academy and Career Comeback◆ Women in Investment Banking
Benefits	<ul style="list-style-type: none">◆ Market leading benefits◆ UBS sponsored childcare centre◆ Maternity Connect◆ Flexible Working Arrangements (FWA)◆ Health and Wellbeing series


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SECTION 2

What has been effective?



UBS Current successful initiatives—All Bar None

Objective	<ul style="list-style-type: none">◆ To encourage the professional and personal development of all employees◆ Particular focus on the recruitment, retention and advancement of women at UBS globally
	<ul style="list-style-type: none">◆ Organises a range of events and initiatives including<ul style="list-style-type: none">– personal development workshops,– sponsorships and– opportunities to enhance internal and external networking.◆ Currently chaired by Liz Cacciottola, committee of 12 cross business representatives. Most internal events are open to all staff◆ External and internal focus areas

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UBS Flexible Work Arrangements

Flexible Working Tool	Investment Bank											Corporate centre			
	CMS	Asset	Equities	Finance	Fixed	HR	IBD	IT	Legal & Compliance	Market Risk	Operations	Corporate	IT	Global AM	Global W/M
Informal with Manager Approval	Blackberry	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Access from Home—SCG lite	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Access from Home—SCG full	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Variable hours	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Work from home—ad hoc	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Formal FWA with contractual implications	Work from home—regular	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Compressed working week	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Non standard hours	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Extended Leave	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Part-time work	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Job share	█	█	█	█	█	█	█	█	█	█	█	█	█	█

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SECTION 2

What does it take to be effective?

UBS 20

What does it take to be effective?

- ◆ Strong management commitment—including regular communication
 - diversity at management level (gender/age/nationality)
- ◆ Business sponsorship of key talent
- ◆ Effective processes and reporting structure for talent development
 - talent committee
 - diversity committee
 - HR as critical partner in the initiatives to support business led approach
- ◆ Targets and metrics
 - concise and relevant to the business
 - establish reportable targets for improvements in each area and timelines for success.
- ◆ Recognition of individuals meeting the challenge
- ◆ Continual focus
 - keeping it fresh and alive!

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