

# Women returners— tapping into a new talent pool

UBS Career Comeback program

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EMEA Head of Diversity and Inclusion

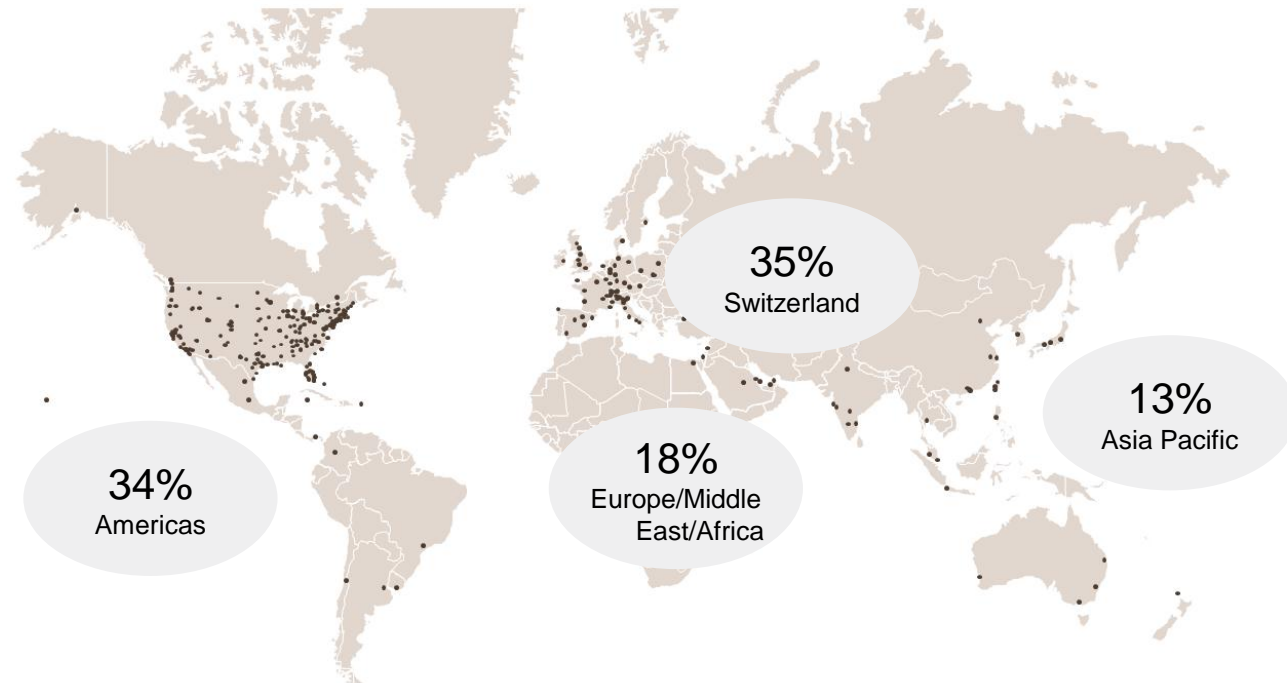


October 2017

# Get to know UBS

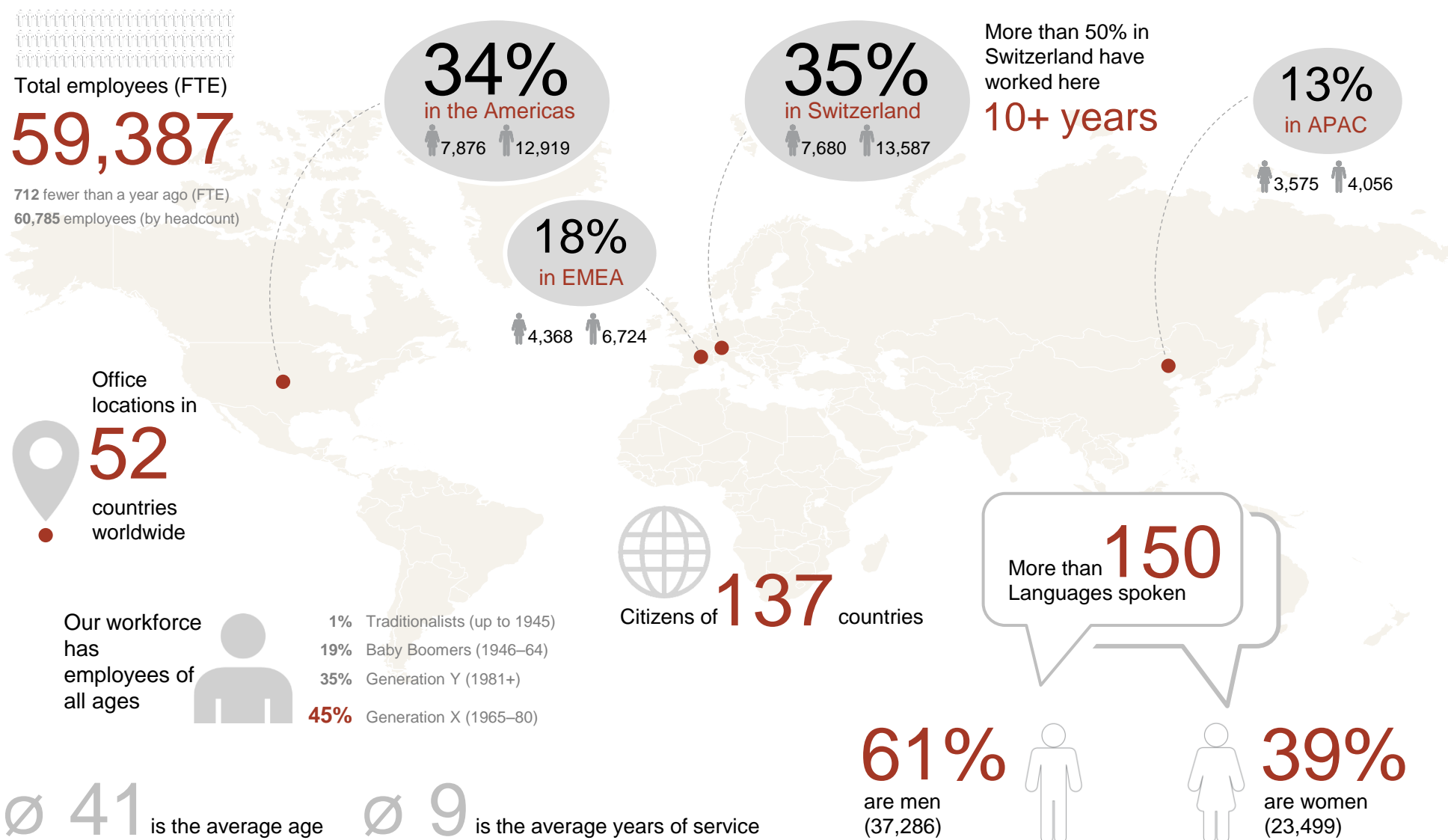
What marks us out as one of the world's premier financial services companies?

- 01 We are the world's largest and fastest growing wealth manager and the only bank with a truly global wealth management franchise at the center of its strategy
- 02 Our strategy centers on our leading wealth management businesses and our premier universal bank in Switzerland, enhanced by our asset management business and our Investment Bank
- 03 A truly global footprint: we employ about 60,000 people in more than 50 countries



We provide financial advice and solutions to wealthy, institutional and corporate clients worldwide, as well as private clients in Switzerland

# Our workforce at a glance



# Our commitment to gender diversity

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## Public commitment

“ We have the aspiration to increase the ratio of women in management roles to one third.

UBS Annual Report 2015

## Dashboard

Unified

Regular

Impact



## Execution strategy

Hire more

Lose less

Promote more



# UBS Career Comeback program

## Location

- Zurich, London and Americas

## Eligibility criteria

- Career break of two or more years and want to come back
- Want to return to work on a part-time to full-time basis
- Five years or more experience working in financial services or a relevant field—as a functional expert / team leader





# UBS Career Comeback program

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## Real roles for real talent

- Permanent roles *not* fixed term contracts
- Interviewing for real roles

## Senior hires

- Director level or above

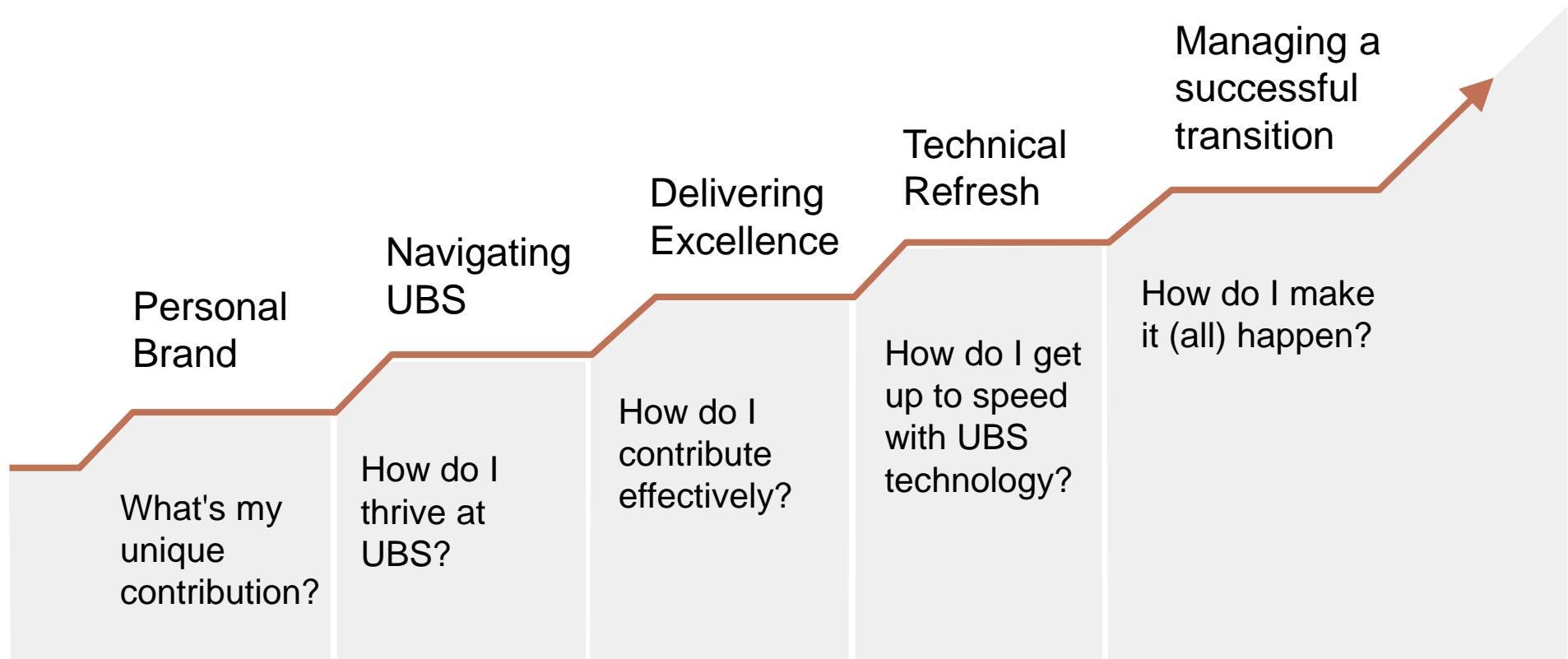
## Support during first year

- Two week on-boarding program
- Mentoring
- Coaching circles
- Line manager support



UBS Career Comeback program provides a spring board for returning talent

# Making your Career Comeback at UBS—key themes



# Denise—a Career Comeback participant



Denise

Participant of the UBS Career Comeback Program

<https://www.youtube.com/watch?v=DkUNTO5HUwE&feature=youtu.be>



# Outcomes, assumptions, challenges

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## Hires

- Approximately 40 returners across all locations
- FT and PT

## Reasons for the career break

Male and female returners

Candidates know what they want and  
**will negotiate!**

## Engaging stakeholders



# Closing points

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Increasing **talent pool** available  
to financial services

**Sponsorship** from the top

Don't forget the **line managers**

It will get **easier** ...

Call to **Action!**

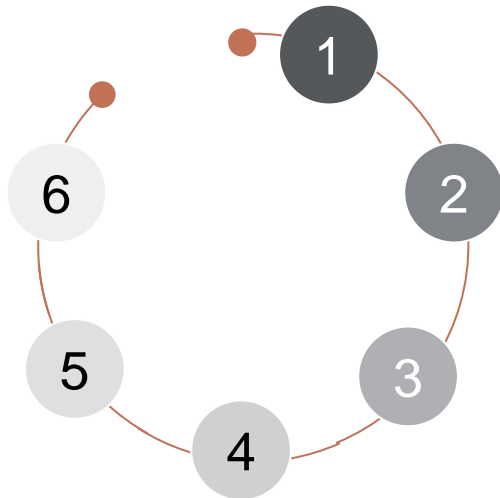


# Discussion and questions

# Back up slides

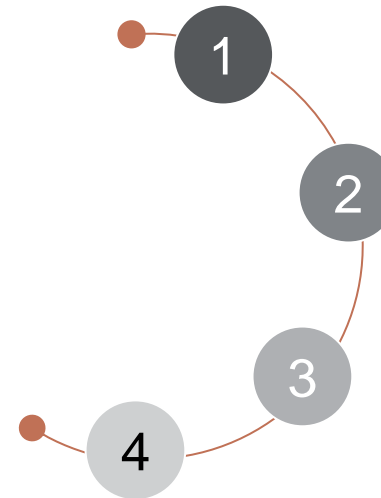
# Coaching circles

## How coaching circles work



1. Facilitated by executive coaches
2. Learning from successes and challenges
3. Developing strategies and actions
4. Small groups
5. Six weekly
6. Networking lunch

## Typical themes from Zurich 2016



1. Keeping work and home life in perspective
2. Workload and responsibilities
3. Managing ongoing change
4. Clarity on progress

# Social media campaign—real stories

UBS What's it like for a father to return to work after a career break? How can it be a win-win situation for everyone involved? Learn from Marco's experiences. #CareerComeback #WhyUBS <http://ow.ly/LYz1300KGJi>



**Organic**  
Targeted to: All Followers

114,043	281	89	0.32%
impressions	clicks	interactions	engagement

Sponsor update

UBS Carolanne Minashi, our Global Head of Diversity & Inclusion talks about "Shattering the myth that motherhood has to be a barrier to career success" on Womanthology: <http://ow.ly/goSD300NSqS>.



**Shattering the myth that motherhood has to be a barrier to career success – Carolanne Minashi, Global Head of Diversity & Inclusion at UBS - Womanthology**  
ow.ly · Carolanne Minashi, Global Head of Diversity & Inclusion at UBS tells Womanthology about shattering the myth that motherhood has to be a barrier to career success

**Organic**  
Targeted to: All Followers

59,066	194	66	0.44%
impressions	clicks	interactions	engagement

Sponsor update

Like (58) · Comment · Pin to top · 23 hours ago

Isabel Prieto, Michael Rorato +56

Add a comment...

Post Details

UBS Careers  
Published by Hootsuite 171 · 14 December 2016 ·

"You've been out for three years, it's going to be tough getting back in." Read about Jackie's inspiring Career Comeback story. <http://bit.ly/2gTSCn5>



**Just keep swimming - UBS Careers**

Jackie overcame tragedy and adversity to achieve her Career Comeback. Find out about her journey back into the workforce.

UBS.COM

Get more likes, comments and shares

16,873

61 Reactions

54 Like

5 Love

1 Haha

1 Comments

0 Shares

525 Post Cl

0 Photo views

NEGATIVE FE

2 Hide Post

0 Report as S

UBS Ready to end your career break and join our team? Then the UBS Career Comeback program could be just right for you. Interested? Apply now: <https://lnkd.in/bSaR6mc>. #CareerComeback #WhyUBS



**UBS Career Comeback**

ubs.com · Our program combines on-the-job experience, classroom learning, mentoring and coaching. It supports you get back into the swing of things and return to the corporate

Gained from Sponsoring

Sponsored in: [Career comeback post](#) (currently running)

+1,498	+13	+0	+0	+0.87%
impressions	clicks	interactions	followers acquired	engagement

UBS 8 reasons to apply for our Career Comeback Program. <http://bit.ly/2g5j7qw>



**Mothers can also have play dates – UBS Backstage**

bit.ly · Insight into the life of a Career Comeback participant.

Read 8 reasons why Denise is glad she applied for the UBS Career Comeback Program.

**Organic**  
Targeted to: 170,000 followers (Switzerland, United States)

43,527	239	55	0.68%
impressions	clicks	interactions	engagement



# Recent career returners' research



➤ Reasons for return	<p>60% are returning to work in order to have a greater sense of fulfilment and well-being</p> <p>53% are returning to fulfil their career ambitions</p>
➤ Perceived challenges vs. real challenges	<p>74% worried about the lack of opportunity to work flexibly before return, but only 37% saw this as a challenge once back</p> <p>55% we're worried about their level of self-confidence before return, this reduced to 37% once back</p>
➤ Biggest challenges on return	<p>70% Having to overcome feelings of guilt</p> <p>54% Achieving work life balance</p> <p>52% Having availability to participate in networking activities</p>
➤ Most important contribution to success of return	<p>87% Line manager support</p> <p>85% Support of partner / spouse</p> <p>70% Stimulating work</p> <p>70% Opportunity to fully utilise my skills</p>

# Contact information

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