



# The ReCap

Volume 3 | Issue 2

## Co-President's Welcome

Dear ladies,

Welcome to the Annual Dinner edition of The Recap! The dinner is, needless to say, the highlight of the Capital W calendar but this year promises to be extra-special. Instead of just inviting one or two guest speakers, we have asked four very senior individuals to sit on a panel to discuss a topic that has in recent months clawed its way back onto the agenda of Australian companies: gender diversity.

By the time you are reading this some of you will have witnessed what we expect will be a very interesting discussion on some key questions raised: why is diversity currently an issue, what measures can we take to tackle this, what will success look like, and importantly what us young women can do to make sure we're not discussing the same problems in another 10 or 15 years? While it is easy for us to dismiss gender inequality as a problem that besets senior women trying to juggle multiple things at once, we hope this panel discussion will highlight the importance of understanding the issue now so that we can prepare for the future.

While the panel discussion may be officially over, we would love to see the discussion on diversity continue so please join our Facebook group (search "Capital W" on Facebook or visit [capitalw.org](http://capitalw.org)) and let us know what you think!

Finally, thank you all for attending the Dinner and we hope you enjoyed it as much as we did!

Priyanka Karunanithi

Co-President 2011

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## Our Sponsors



# Business Fashion 101

– Winnie Tran

Making a good impression at an interview not only comes from your performance, but also from the way you present yourself. Remember, you are meeting your potential employer!

Dressing up 'corporate' for an interview can be very new to most of us. There are so many things to consider – the right shoes, the right shirt, the right hair... The key to dressing appropriately is to show your personality and style but conservatively.

## Investing in your future

When it comes to buying a suit, we all know that it could be quite pricey. But trust me, it is an investment! Rather than just buying a cheap or a trendy suit that will wrinkle up on you in the rain or go out of fashion, why not 'invest' in a classic one that will be there for you, regardless of any situation. It's definitely worth spending a little more on a good quality suit because it will last you ages. You will have one less thing to worry about!

Grab a great bargain by joining the mailing list or signing up as a member to various clothing stores that sell business attire and you'll be one of the first to know about their discounts! This way, you can 'invest' in a great suit without having to fork out your entire savings!

## What is appropriate business attire?

- *Suit jacket*: black with one button (the modern look) or two buttons (the traditional look)
- Matching skirt or pants
- *Shirt*: stick to basic colours
- *Shoes*: comfortable – waddling is painful, for you and the person watching
- *Bag*: Medium sized (to fit A4 sheets)
- Clean Nails
- Light perfume and make-up, if any
- *Minimalistic accessories*: watch, studs, simple silver necklace
- *Hair*: Neat and tidy

# Events Re Cap

It's certainly been a very busy semester 1 for Capital W. We've held many fun and informative events and are preparing for an even better semester 2!

The year kicked off with **O-week** in February, where we successfully signed up over 400 new members!



At the **First Years Bring a Friend Welcome** we met our newest members with great games and food!

**Corporate Map Day** was again a success, with interactive workshops hosted by **ANZ, Citi, Credit Suisse, Goldman Sachs JBWere** and **UBS**.



As all that clearly wasn't enough, with the help of our sponsors, we also hosted graduate and internship applications workshops.

# Gender Equality at ANZ



*Gender equality is a top priority for ANZ, led by our CEO Mike Smith, who is Chair of ANZ's Diversity Council. Our efforts culminated in ANZ being named a 2011 Employer of Choice for Women by Australia's Equal Opportunity for Women in the Workplace Agency (EOWA) in March.*

*For a number of years, ANZ has had a specific focus on attracting and developing more women to ANZ, particularly into management roles. Our aim is to access the best talent for our business and ensure we have the experience and insight to respond to the needs and aspirations of all our customers.*

Our brand promise – **We Live in Your World** – is one of the underpinnings of ANZ's focus on diversity. With this brand promise, we're committing to delivering our customers a great banking experience based on understanding their world better than anyone else. By having a workforce that reflects our customer base we can truly live in our customers' worlds and respond to their needs in the different markets and countries ANZ operates in.

We believe that a gender balanced workforce will allow us to tap into the broadest range of perspectives, backgrounds and connections which will be critical to achieving our strategy to become a super regional bank.

We also know that organisations that are employers of choice for women have access to a larger talent pool, are well positioned to represent the needs of customers and communities and understand the direct link between a higher proportion of women in top management and increased profitability.

ANZ is leading our major competitors in Australia on the proportion of women in management and we are investing in initiatives to support the advancement of women in our workforce and society. These include:

## **Embedding gender equality into our policies and practices, for example:**

- Our global recruitment policy mandates having qualified females on the shortlist for all roles at ANZ.
- 54% of our 2011 graduate intake are female.
- 57% of our Generalist Bankers (our accelerated global development program) are female.
- 75% of ANZ's Indigenous trainee intake this year are female.

**A new childcare allowance** which provides Australian parents returning to work with a \$4000 grant to help them transition back to work after parental leave and payment of superannuation on all forms of paid parental leave.

## **We are making good progress in attracting, supporting and developing women, for example:**

- Gender equality forms part of ANZ's broader commitment to building a diverse, innovative and responsible business.
- We've set annual public targets for increasing the number of women in management since 2005. This year we aim to achieve 40% women in management (up from 38.4% in 2010)
- Our targets are also built-in to the performance 'scorecards' of our most senior executives
- Three members of our 12 person Management Board are female, whereas in 2007 when our CEO Mike Smith joined ANZ, there were zero.
- Three female CEOs lead key countries in our Asia Pacific growth markets of Vietnam, the Philippines and Hong Kong.

## **We are being recognised for our efforts:**

- ANZ was named a 2011 Employer of Choice for Women by Australia's Equal Opportunity for Women in the Workplace Agency (EOWA) in March.
- We also received the Workplace Work and Life Award in NZ for our flexible work policies and an IT Export Award in India in recognition of the high percentage of women employed in our Technology business there.

# Charting Your Own Course:

## *Taking Action for Career Satisfaction*



THE BOSTON CONSULTING GROUP

*In the political hotbed of gender quotas, rumours of glass ceilings and the mythology of the 'career Superwoman', it can be confusing to find a pathway to positively shape your career as a young woman in the workplace. I have had the privilege of working for The Boston Consulting Group (BCG); a firm that was early to embrace and understand the incredible value of women in consulting and that is absolutely committed to helping women realise their potential.*

*At BCG you are always encouraged to 'chart your own course', a phrase that sure rings true for many women. Just as we all have a unique style; so too our careers must reflect our individuality and personal talents—a limited edition dress for one! However a number of common threads are woven into each limited edition:*

**Commitment to networking and affiliation:** for example, at BCG in the past 12 months we learnt from the CEO of Orotan (a BCG alumna) who shared her most recent experiences, spent an afternoon in a Masterchef cook-off, had an incredible dinner with female colleagues, toasted the new year at Madam Brussels, and enjoyed formal professional networking events.

**Flexible working arrangements:** BCG is committed to flexible working arrangements, so women can be supported and minimise their time away from home while still engaging in challenging client work, developing their careers and delivering real client impact.

**Gender-specific training:** BCG offers tailored training to women to support the development of their consulting 'tool-kit', in addition to comprehensive cohort-wide training.

**Our Women's Initiative:** this provides a regular calendar of training, professional development and social events for women.

**Senior women career development:** every consultant has a dedicated career advisor (mentor) and senior women have a Business Partner who helps them build a commercial platform.

**Celebrating success:** we share stories, learnings and insights with clients, alumni and colleague, and recognise each other's achievements

BCG takes a comprehensive approach to supporting women's efforts to build successful careers in consulting. However, equally enriching for me are the non-formal networks and general sense of collaborative and continuing support I find in all my colleagues. BCG also recognises the need to continually adapt its working models in the spirit of continuous improvement, as the broader society continues to progress along the road to true gender equality.

As the CEO of BCG has said,

*"Women represent an enormous talent pool. In order for us to have the highest calibre professionals, we simply have to offer truly compelling careers that are consistent with the needs of this talent pool."*

With this in mind, have confidence in the positive power and contributions you will make in your career, and your value both as a woman and as a professional. Best of luck as you begin to chart your own course!

**Catherine O'Dea**

**BCG Associate**

# Diversity at Citi



Citi Australia is committed to driving greater levels of inclusiveness and diversity in its workforce and in the financial services industry as a whole.

Citi is proud to have been awarded "Employer of Choice for Women" status for the tenth consecutive year by the Equal Opportunity for Women in the Workplace Agency (EOWA). At the same time, we acknowledge most companies still have a way to go to create inclusiveness in the financial services arena, and we constantly strive to stay ahead of the game on diversity initiatives.

Two key principles underpin Citi's approach to diversity – Firstly, we train people managers in skills that will improve the workplace and support diversity; and secondly, we include mandatory diversity goals for each senior manager to make them more accountable. Educating staff about unconscious bias, creating a supportive working environment and encouraging a shift in attitude from 'face time' to 'productivity' all help improve employee engagement and create a more favourable working environment for women. We also offer a comprehensive parental program available for staff taking parental leave.

One topical issue for financial services, and one that Citi recognises as vital, is improving the gender balance across the organisation. As part of our gender diversity efforts, we provide a Career Resilience program, the Citi Women's Network, mentoring, coaching and access to external bodies such as Women in Banking and Finance. These efforts form part of our goal in ensuring we recruit, develop and retain the best people for Citi.

Senior 'Diversity Champions' from within the business lead these initiatives and form our Australian Diversity Committee. Citi's CEO Stephen Roberts, one of our greatest advocates, sits on the committee and also serves as a 'Male Champion of Change', the 10-man group formed by Sex Discrimination Commissioner Elizabeth Broderick which includes prominent CEOs working together on strategies to lift female representation at the corporate level.

*Stephen says,*

*"We see diversity as an essential component of ensuring we have the right people in the right jobs and are best placed to meet our needs and those of our clients."*

At Citi we are also fortunate to have women in senior positions leading the way, such as Karina Kwan, Corporate Treasure of Citi Australia, a member of the Citi Australia Diversity Committee and the Executive Committee of the Women in Banking and Finance association.

Asked what she believes has led to her success in the industry and what advice she would give to others, Karina's offered the following tips:

1. Be clear about your own goals and work out a high level strategy for how you expect to get there. Let your boss and superiors know what your goals are.
2. Find an experienced, compatible mentor.
3. Network, invest in and manage your stakeholder relationships.
3. Combine working hard with effective communication and management of stakeholders to get the recognition you deserve.
4. Go for opportunities as they are presented to you.
6. Finally, work hard, be curious, learn constantly and ask questions!

Though our initiatives for 2011 and beyond and through advocates such as Stephen and Karina, Citi looks forward to continuing our diversity journey.

# A Graduate's Personal Perspective



**Name:** Kiara Mitchinson  
**Corporate Title:** Analyst  
**Department:** Investment Banking, Investment Banking Department, Corporate Advisory  
**Education:** Bachelor of Commerce / Bachelor of Laws (Distinction)  
University of Western Australia, 2009

**Joined Credit Suisse:** February 2010

## WHY CREDIT SUISSE?

I chose Credit Suisse because of its unique culture. I interviewed at Credit Suisse for a graduate position while I was doing an internship at an investment bank in Melbourne. Once I met the Credit Suisse team, I knew that I would love to work there. Throughout the interview process, I met people who were really down-to-earth and genuinely enjoyed their jobs and the environment in which they worked. The culture felt more collaborative and dynamic than other banks.

Another important factor was Credit Suisse's international presence and its willingness to internally transfer analysts/associates to overseas offices. This is definitely something I hope to do one day – the hardest decision now is choosing between London, New York and Zurich (amongst other destinations)!

## TYPICAL DAY

Credit Suisse operates off a generalist model, resulting in analysts gaining exposure across various industries and financial products. At any one time, I could be working on projects in two or three different areas, ranging from resources to infrastructure to consumer.

There is definitely no 'typical' work day as an analyst in investment banking, but the following is a general indication:

### MORNING:

- I aim to get into work by 8:00am to 8:30am. I reply/action any emails that I have received overnight and process any comments I have received on the presentation/model I was working on the night before
- I check press updates to see if any of the companies that I am completing work on are covered, and if so, circulate the articles amongst the team
- I try to duck downstairs at around 9.30 to get a coffee (strong!) - I find this a good way to break up the morning
- If actively working on a project, around mid-morning I usually have a meeting with the team and get allocated tasks for the day.

### AFTERNOON:

- If I am working on a project, the afternoon may involve another team meeting, client meeting or conference call. During the meeting, we determine what I need to work on for the rest of the day.

### EVENING:

- We usually break for dinner around 6:00pm to 6:30pm, and try to eat as a team
- After dinner, the amount of work depends heavily on what you are working on.

I have had the opportunity to work on projects for some of the largest companies within Australia and internationally. The work has been greatly varied, ranging from IPOs to asset sales to defense advisory mandates, and covering a range of industries. Investment banking is definitely a steep learning curve, with each project requiring different skills and understanding.

The things I enjoy most about my job are:

- The steep learning curve and challenging tasks
- Client exposure, even as a graduate
- Satisfaction knowing that your work is contributing to the process, and quite often going to a client
- Varied work, and especially due to generalist model, varied industries
- Working with a group of fun, intelligent colleagues; it really is a team culture.

## KEY SKILLS

Banks like Credit Suisse look for people with attention to detail, and strong analytical and communication skills. You need to be highly motivated and hard working, and have the ability to work independently, but also be a team player. Investment Banking is a challenging but very rewarding career; if you're passionate about learning, you will succeed.

## ADVICE FOR APPLICANTS

For students interested in a career in investment banking, I would strongly recommend applying for an internship. It is a fantastic experience and gives you a real taste of what it is like to be an investment banker.

I think it is important to get started early with your applications, and do not leave them to the last minute! The application process can be quite time consuming, and you don't want to miss out on an opportunity to get an interview due to sloppy mistakes such as spelling errors or misreading questions.

Also, an effective cover letter is very important. Use the first few paragraphs to sell yourself to the reader. The cover letter is usually the first thing read by those sorting through applications, so you want to grab the reader's attention.

If you are successful in gaining an interview, the best piece of advice would be to be yourself. As clichéd as that sounds, it is very obvious when an applicant is trying to say all the 'right' answers in an interview, as compared to honest answers. A number of the interviews will be focused on your fit in the firm, so we want you to be yourself so interviewers can see how you would fit into the team.



**Why is Diversity important to us?**

Deutsche Bank knows that diverse teams are smarter teams, that success comes from many perspectives and that diversity is vital for delivering innovative solutions for our clients. We acknowledge that globally integrated markets operate faster and require greater flexibility to respond to change and diverse teams are key to that.

Increasingly we are dealing with sophisticated global clients, who expect us to reflect their own firms and operating environment.

Hence, it is imperative for us to attract and retain the best of talent by broadening our horizons , exploiting all talent pools and by being as diverse in our composition as our clients are, to be able to better understand their needs .

**Embedding diversity in Deutsche Bank**

We view diversity in its broadest sense and endeavor to create a culture where everyone feels valued and can give their best. We understand to make the Diversity agenda succeed, we need an organizational mindset. And our endeavor is to embed this mindset in whatever we do, today and over the days to come.

**Our diversity agenda revolves around Gender, Generations and Enabling Inclusion with leadership accountability at the core.**

Diversity Councils - For us, diversity is a business-led agenda. Diversity councils comprising senior leaders give strategic direction on this agenda. Our diversity strategy is “very global yet very local” and diversity councils play an instrumental role in balancing this need.

**Diversity training** – This “theatre –based”workshop has been designed for leaders to make them aware of the unconscious bias they may have and its implications. It enabled us to

start the debate on why women find it difficult to progress beyond a certain level, different leadership styles across gender, unique preferences of generations, issues around sexual orientation, disability and a host of other areas.

**Employee networks** – Our employee networks play an important in creating awareness on various diversity themes . They also provide an opportunity for employees with common experiences and interests to network and offer support for the professional and personal development of its members. We have women networks, APAC Rainbow network (LGBT network for Lesbian, gay, bisexual and transgender employees) and we partner with them to foster an inclusive environment

**Leadership Led Discussions** –We organize a number of discussions with senior leaders to discuss the importance of various diversity dimensions. These are with internal as well as with external leaders who had been instrumental in creating a step change through diversity

**Diversity video Series, Blog**– The video series share videos on real life stories of our employees from diverse backgrounds, with targeted diversity messages..Diversity blog communicates various diversity initiatives across the globe. We also leverage this as an informal training platform and a trigger to practical ideas which employees could consider practicing.

**Sponsoring Researches and conferences** - At Deutsche Bank, we constantly endeavor to obtain fresh insights and deepen our understanding which will not only help us on this agenda but also the industry. We are active members of professional networks (like Diversity and Inclusion Asia network , in Australia - Women in Banking and Finance, Pride in Diversity) and partner with them to co-sponsor various events researches etc

**Diversity strategy in action**

To translate our strategy into action, we deployed a multi- intervention architecture. This grid indicatively reflects some of our initiatives.

	Education based	Exposure/ Development based	Engagement based	Work Life Integration	Leadership Accountability (Diversity Councils)
Gender	1.Women Global Leaders 2.Women Induction Programme 3. Managing careers through maternity transitions	1.ATLAS sponsorship program 2.Mentoring Programmes 3.Women Roundtables	1. Women Conferences 2. Women Networks 3. Inter industry networks 4. Campus Events	Maternity phased back to work program	
Generations	1. Sessions with generational experts 2.Cross generational panel discussions 3. Education sponsorship program	1. Junior Advisory Board 2. Short term assignments	1. Generational Network/work groups 2. Targeted campus interventions	1.Flexible Work Arrangements 2.Regular Benefits review 3.Employee Assistance program	
Enabling Inclusion	1. Sessions with experts on various diversity topics 2. Cross culture toolkit 3. Co - sponsors for multiple researches	Targeted initiatives for differently abled employees	1. APAC LGBT Virtual network 2. External diversity networks	4. Hiring strategies to ensure diverse candidate mix	

Our Diversity journey which started with more questions than answers, continues to be so, only the questions have changed and there are more minds at work to find answers. Today we are more equipped to handle complexity and magnitude, than ever before. Whilst we know that we have got a way to go and as a firm we are committed to continue with this , till Diversity becomes a part of the way we do business, a part of our life!

# Diversity Makes Business Sense

*“It’s not about time keeping or putting in your hours; we’re a firm that’s based on quality, outcomes and deliverables and how you achieve this is up to you.”*

*Belinda Townsend, Tax Partner at Ernst & Young, shows how one organisation is focusing on diversity initiatives because it makes solid business sense.*

“It’s not about time keeping or putting in your hours; we’re a firm that’s based on quality, outcomes and deliverables and how you achieve this is up to you. I am still as productive, still as connected, working three days a week as I was working five.” Since returning from maternity leave, Belinda works three days in the office so she has more time at home with her new daughter.

“You do have to work smarter, work more efficiently though.” Belinda reinforces the importance of finding and motivating a really good team to work with, that you can trust and rely on. “As a partner you need to focus not only on doing the work but on growing the business. Surrounding yourself with the right people means you can better focus on what only you can do, and be confident delegated activities happen as well.”

She was actually promoted to partner while on maternity leave. Senior leadership at Ernst & Young looked past the traditional working week paradigm and recognised the particular capabilities and value she brought to the business.

Belinda explains: “Soon after reaching executive director level, you work with the senior partners to develop a business case for admission to the partner group. This involves literally years of converting your professional networks into business opportunities; assembling and managing teams to consistently deliver on client expectations and objectives; and building a consistent enough client base to form a viable professional practice.”

She had already spent some years building this business case. “Towards the end of my pregnancy, my senior partner approached me and said he wanted to include me in the next round of partner nominations. I actually made my final presentation in my second last week before beginning my maternity leave, and the success of my nomination was announced a few months into it.”

Belinda had been able to demonstrate her ability to build a successful practice. She had even been instrumental in founding Ernst & Young’s China Business Group, focusing on Chinese businesses investing in Australia. “I spent much of my early career working in developing markets, such as Azerbaijan, Kazakhstan and Russia. I think that early experience in dealing with cross-cultural issues in a business environment helped me initially attune to the subtleties in building a business within Australia, and then in building a cross-border business with Chinese investors.”

She believes one key element of her success has been working hard to put her unique experiences and capabilities to good use in achieving both client and organisational objectives. “Leadership took the time to recognise the value I brought to the table. They felt it was much, much better having me three days a week than no days a week!”

# Diversity at Goldman Sachs



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## ***Learn more about why is diversity important***

There are clear business reasons for Goldman Sachs to focus on the diversity of its workforce. These reasons are consistent with Goldman Sachs' business and leadership principles. Such commitment is from the perspective of the *firm*, its *people* and *clients*.

To be the best *firm* we must have the best people, and the best people are drawn from the broadest pool of applicants. The people we require can only be found by looking across the full spectrum of gender, ethnicity, national origin, sexual orientation, gender identity, religion, culture and level of physical ability.

For our teams to excel, all members must feel that they are operating in an inclusive environment. Our *people* have the right to expect a workplace where the richness of their lives and experience is welcomed and valued by their team, and by the firm.

We must be fully capable of dealing with different cultures in an informed and nuanced manner. By tapping the insights, talents and judgments of a diverse workforce we will best serve our *clients'* interests. We pride ourselves on creative solutions.

Focusing on diversity is also, simply, morally the right thing to do.

## ***What are Goldman Sachs doing in the diversity space?***

Some diversity initiatives the firm is currently focused on are:

- Partnering with our Affinity Networks, GLaM and the Women's Network, to work with diversity-related societies at universities such as Capital W.
- Embedding diversity in the firm's learning curriculum. The firm delivers programs to increase understanding of the business case for diversity, build awareness of key diversity issues and outline team members' roles in building an inclusive environment. All employees are required to attend two hours diversity-related training per year.
- Participating in external forums such as Diversity Council Australia (DCA) and Pride in Diversity. This year we were ranked fourth employer in the Top 10 LGBT Employers in Australia as measured by the inaugural Pride in Diversity Australian 2011 Workplace Equality Index.
- Working with our preferred search firms to ensure that we have a diverse candidate pool to select from for each role that we need to fill.

## ***Learn more about GLaM and the women's network***

### **GLaM**

GLaM Network promotes a work environment that respects, welcomes and supports lesbian, gay, bisexual, transgender and intersex professionals, enabling them to perform to their fullest potential and contribute to the greater goals of the firm.

The Network aims to:

- increase the visibility of GLaM employees and foster greater inclusion within the firm's community
- attract, retain and develop GLaM employees
- provide a global, supportive, professional network that promotes mentoring and a sense of community
- leverage and increase GLaM team members' visibility as a means of educating co-workers on issues of sexual orientation
- advocate on diversity issues related to sexual orientation and gender identity within the firm
- serve as an information resource to management and team members on GLaM issues.

### **Women's Network**

The Women's Network aims to help develop, retain, recruit and raise the profile of women at all levels within the firm across their professional and community roles.

The network aims at providing women with a forum to network and learn from colleagues, industry peers and clients and holds regular events and information sessions to raise awareness of issues specific to professional women and advocate policy changes and initiatives that address these issues to further the outcomes for women within the firm.

The Network is driven by an Executive Committee, whose membership reflects all parts of the firm. The Committee has three key priorities: Leadership, Networking and Recruiting.

# Driving Diversity at Macquarie Group



## Interview with Belinda Cooney

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*Belinda is a Division Director in the Macquarie Capital Advisers (MacCap) business and leads a team focused on Principal Investments. She has combined raising two daughters with a successful career and speaks below about her career path, how she helped establish a women's networking program at Macquarie and her tips for success.*



### **Tell us a bit about yourself – both your professional career and life outside work.**

I graduated with a Bachelor of Commerce from the University of Queensland and took up my first role at PriceWaterhouseCoopers where I completed my Chartered Accountants (CA). I joined Macquarie in 1995 and helped found Macquarie's technology investment banking business, while also completing my Chartered Financial Analyst (CFA) qualification. In 2000, I had a stint overseas heading up Macquarie's San Francisco office, before returning to Sydney to continue my career in the Telecommunications, Media, Entertainment and Technology industry group. A couple of years ago I completed my Master of Finance at INSEAD, and more recently I moved into the Principal Investments team.

I am married with two daughters, who are eight and 11. I enjoy travelling, swimming, snow-skiing and running. Investment banking has afforded me not only an exciting and challenging career but the flexibility to fully participate in life outside work.

### **You were one of the original steering committee members of the Women@Macquarie program. How did you become involved with that?**

Three of my senior female colleagues and I had seen the need for a program to enable other women to participate in formal learning opportunities, build their networks and hear from others who have balanced both family and work commitments. Together we put a proposal to Macquarie's senior management to form what is now known as Women@Macquarie.

Women@Macquarie was formally launched in 2009 and crystallised our ideas to support women in their development of successful, fulfilling, self-directed careers at Macquarie. It started as small networking events and it now has a much bigger agenda of identifying and promoting female talent into leadership roles, as well as engaging all employees, regardless of gender, to make gender diversity part of everyday business. We've received a lot of support from the Board down and also from our male and female colleagues.

### **What other gender diversity initiatives does Macquarie have?**

Within MacCap, we hold a series of working lunches and networking events so our female staff can interact with senior role models within the business. More generally, a Women@Macquarie website was recently launched as a central reference for staff to access the latest thinking on diversity, hear of upcoming events and learn about inspiring female role models across Macquarie.

### **We are hearing more and more about workplace diversity. Why do you think that is?**

Diversity is not just the 'hot topic' of the moment. Organisations are now seeing the clear business benefits of having people with a broad range of experiences, skills and views – there are numerous recent studies that demonstrate the statistical evidence. The focus on diversity is definitely here to stay.

### **What career advice would you give to members of Capital W?**

There is not one piece of advice that would work for everyone. However, a few tips I've learned over time are:

- Responsibility for your career rests with you
- Networking is paramount – relationships are fundamental to our business
- Never stop learning – formally and informally
- Be confident; don't be afraid to take a calculated risk.



## **Interview with Cathy Kovacs Head of Investment Gearing Solutions Westpac Institutional Bank**

### **What university did you attend and what degree did you complete?**

Undergraduate Degree: UNSW –Bachelor of Commerce (Marketing and Finance)

Post Graduate Degree: Macquarie University – Masters of Applied Finance

### **What were your career aspirations when studying?**

I started out wanting to be an FMCG product marketer, without any idea of what that really was. However, after a summer internship in a dealing room (it was the early 90's), I wanted to work in a dealing room environment.

### **What has your career path been to date?**

I got my first job working for a stock broking firm, trained as a stock operator and equity sales person, then worked on the Sydney Futures Exchange broking Futures and Options.

My second job was for an Investment Bank selling retail derivative products (warrants). As the share market boomed and investors became more sophisticated, I moved into other structured products and hedge fund sales.

Hedge fund sales took me to my third role, working for a large family office in Sydney, marketing their own hedge funds to a global customer base (pre-GFC).

### **What are the key responsibilities of your current role?**

My current role is Head of Investment Gearing Solutions for Westpac Institutional Bank. I am responsible for the banks product development and management of margin lending, investment lending, protected lending and structured products.

### **What do you enjoy most about working in the finance industry?**

The fact that every day is different and you never really know what the equity market will do.

### **What support does Westpac provide to female employees?**

Westpac provides numerous opportunities for high performing females to develop their career. Though mentoring, coaching and leadership programs designed specifically for women we ensure that female talent is developed. Through networking opportunities we ensure women build strong relationships across the bank.

### **How do you manage work/life balance in such a senior role?**

I work a day from home every week, I leave the office at 5.30 so I can be home for my three small children, and I take my holidays. I also exercise regularly. When I am at work I give it 100% of my focus, when I'm home with the kids and my husband, I try to do the same.

### **What advice would you give to female students looking to get into banking & finance?**

Be enthusiastic. Employees are looking for people they see potential in and who will contribute to a strong high performing team environment. When targeting a company you want to work for, do your homework on the organisation and make sure your interests are aligned.

To be a truly successful business woman you need to be able to bring your true self to work every day.

## Post Dinner Delights

### Business card etiquette

For those who received business cards, remember to send a thank you email within the next few days, as it is vital and to your advantage to keep the contacts you have made tonight.



### Internship applications

It has come to that time of year again for submitting internship applications. Good luck!

- **ANZ** closes 12 August
- **BCG** graduate positions February 2012 (check their website closer to the date)
- **Citi** closes 5 August
- **The Commonwealth Bank** closes 5pm 11 August
- **Credit Suisse** closes 5 August
- **Deutsche Bank** closes 5 August
- **Ernst & Young** Vacationer Program closes 12 noon 15<sup>th</sup> August, Ernst & Young Career Compass Program closes 12 noon 1<sup>st</sup> September
- **Goldman Sachs** closes 5 August
- **Macquarie Group** closes 5pm 5 August
- **UBS** closes 5 August

### Questions or Comments?

Got questions about internship applications, or comments about the Annual Dinner or any of our other events? We'd love to hear from you. Please send us an email to [capital.team@gmail.com](mailto:capital.team@gmail.com) or find us on Facebook.

## Upcoming Events

**Social networking event**

**Business Etiquette 101**

**Intro to Industry**



## About Us

Capital W is the first and only dedicated undergraduate women's business club at the University of New South Wales and in Australia. It was founded in 2007 by UNSW Co-op scholars as a grassroots approach to bridging the gap between university and the corporate world. Our goal is to motivate and educate talented female students of today – to give them the skills, confidence and inspiration they need to become successful business leaders of the future.

## Our Vision

To form a business-related women's club with a reputation for attracting talented female students and equipping them with the skills and networks to become future business leaders.

## Our Mission

To advance the career development of women in business through a network of undergraduates, professionals and faculty.



## Join the Capital W team!

At Capital W, the path to becoming an executive starts with volunteering. This involves helping to organise, market, and run events. Executives are selected from the volunteers based on their commitment, professionalism and ability. Get involved! Pop us through an email [capitalw.team@gmail.com](mailto:capitalw.team@gmail.com)! We'd love to get to know you!