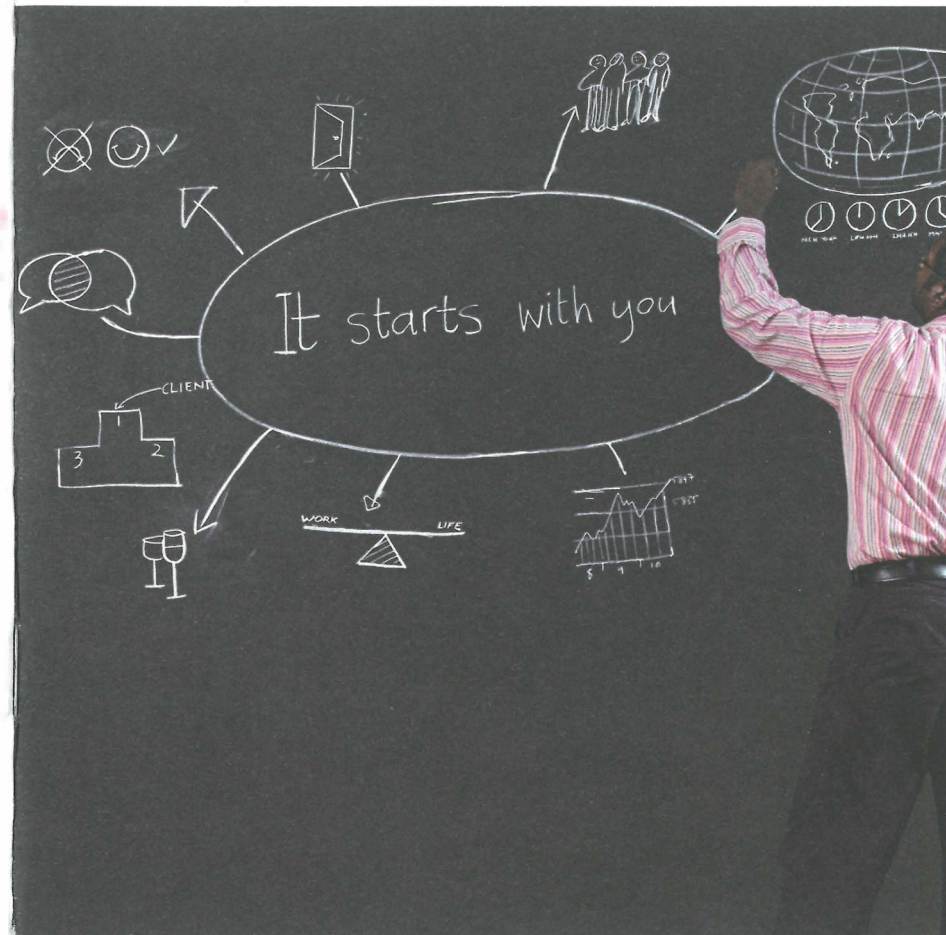


## Stories about 'You & Us'



At UBS we're single minded about client focus. We call this 'You & Us'. It's the idea behind all that we do, and it unites our business as one firm with one purpose.

We know that this is a brave promise and that delivering on it isn't something that any of us can do alone. That's why we've carefully built an organization where individual contribution counts, where collaboration is the key to success, and respect and mutual support are givens. And it's why we've taken the time to invest in a belief, at the heart of UBS, that each of us must be measured on our own unique skills and our personal contribution to a shared success.

But don't just take our word for it. In this short book we asked a few of 'Us' about their UBS experiences; they've told us how they've found our brand promise alive and thriving across our business and have shown us how powerful a business tool our values can be.

These are our stories.

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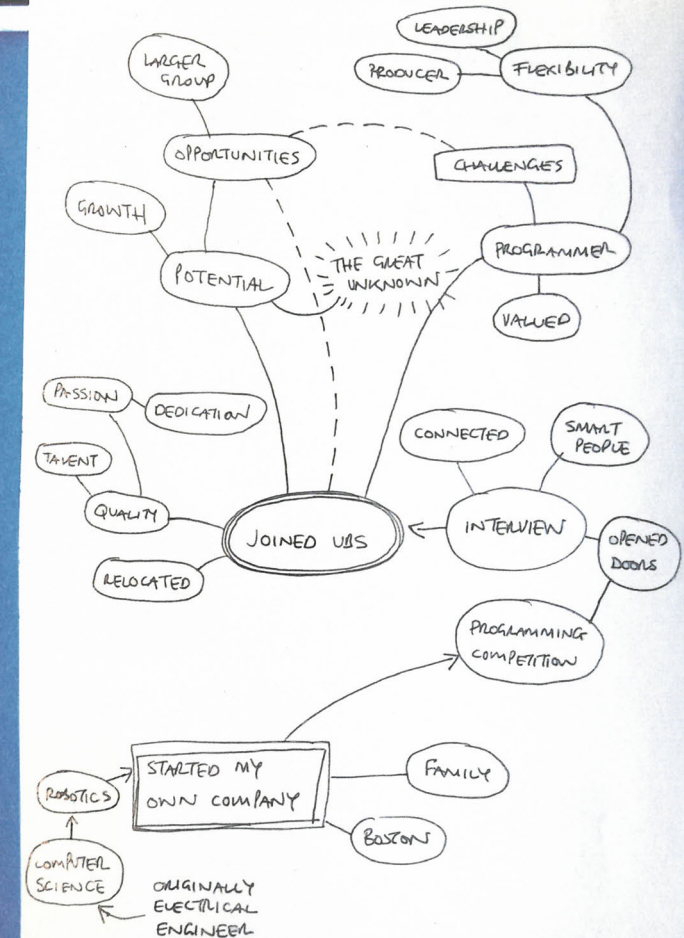
## The programmer who wanted to be a producer

It's when we're free to do what we love that we produce the best work. All of the training and experience in the world can't make up for that missing spark of heartfelt passion or natural talent. Take Ken Vogel, for example. Before he joined UBS, he'd never worked with front-office financial systems before. By training he was an electrical engineer. But programming was his true love. He spent his spare hours entering programming competitions – which is how UBS came to hear about him. At another firm, Ken's career track would have been set in stone from the get go. At UBS, he's been free to follow his own path. That's why today, he's one of our most promising programmers producing solutions for the cash equities business.

*"What I really respect about UBS is the way we look beyond the traditional pools of talent. If you focus on finding smart and talented people first, you can teach them the financial side of the business."*



Ken Vogel, Programmer, Cash Equities Investment Bank, Stamford





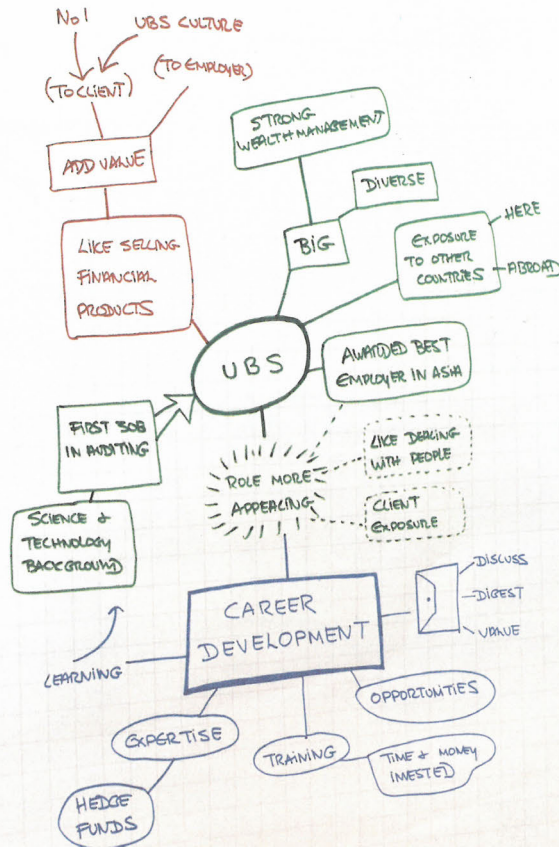
## To be young, gifted and aspiring

The more you put into people, the more they flourish. Jasmine Hung knows that. We knew UBS was just the right place for her, but we weren't the only ones to spot her. A major US asset management house made her a very tempting offer at the same time we did. Like us, they wanted to make the most of her talent. But they weren't as interested in her personal development as we were. We offered her the chance to train overseas, and to break from compliance into sales, where she really wanted to be. Jasmine chose UBS because she wanted more opportunities to learn. If we can help smart graduates like her to realize their ambitions, we believe that's a long-term investment worth making.

*"UBS puts a lot of resources into training their young talent. I visited overseas offices as part of the global training program. That kind of experience builds deep, mutual understanding. The door is wide open."*



Jasmine Hung, Alternative and Quantitative Investments  
Global Asset Management, Hong Kong



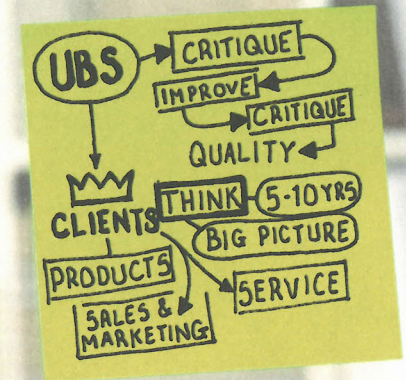
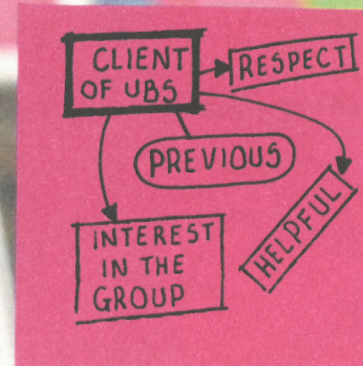
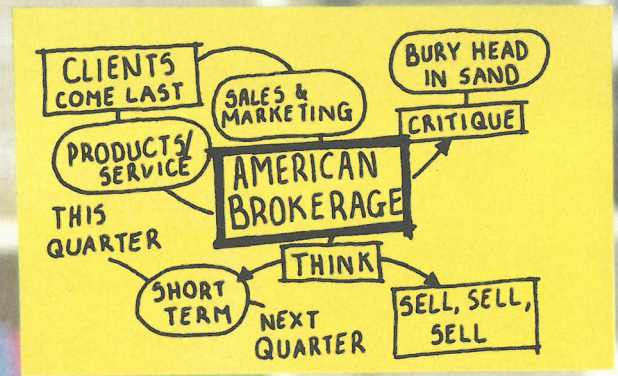
## The former client who became convinced

You can tell a lot about a company by the way it treats its customers. Just ask Dan Taylor. Dan was a UBS retail bank client before joining our team. Back then, he was working in legal and compliance for an American brokerage in Geneva. But he'd grown disillusioned with their philosophy. It was all about short-term gain, not long-term vision. Multiple quarters, not multiple years. It was 'how much can we sell?'; not 'how good can we make it?' That wasn't Dan's way. And as a UBS client himself, he knew it wasn't our way either. Today, Dan's group looks after our high net worth clients across the US. Thanks to his own personal experience, he's helping us ensure that at UBS, we're always putting our clients first.

*"I like the culture of honesty here. People genuinely want things to work well for our clients. Obviously we're a profit-making organization, money does matter. But UBS will never compromise on quality just to turn a quick profit."*



Dan Taylor, Chief Administrative Officer, Private Wealth Management  
Global Wealth Management & Business Banking, New York







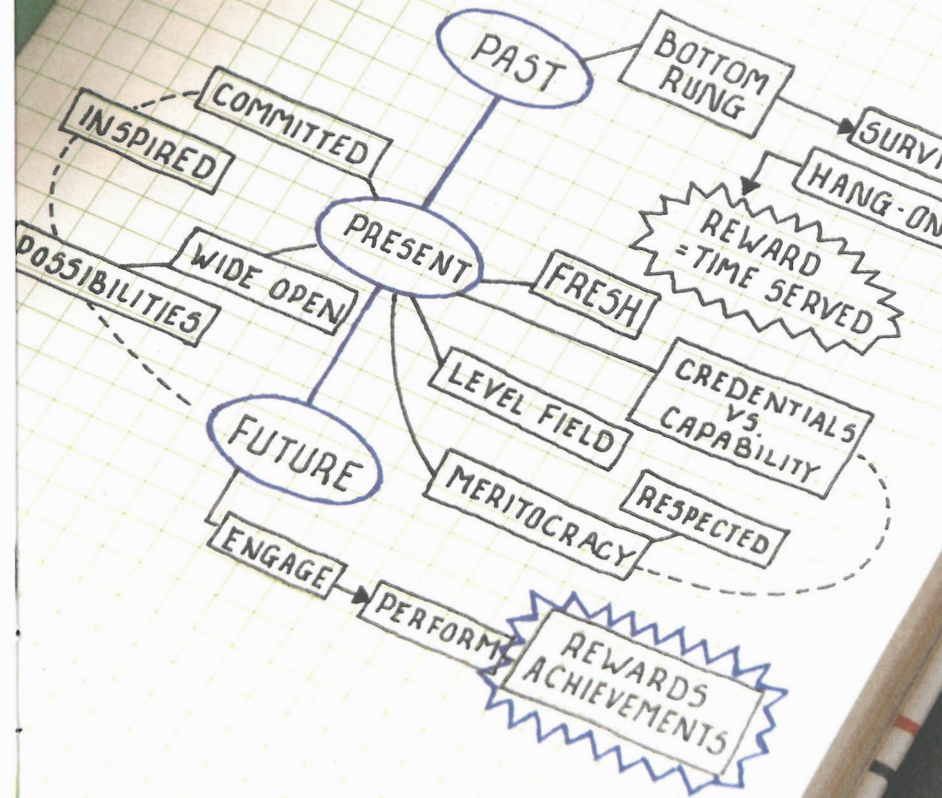
## The project manager with potential

Thirty years ago, the way many companies did business was a lot more rigid. You joined on the bottom rung. You did your time. And after thirty years' service, maybe you weren't at the top, but had certainly climbed a few rungs. Seniority came first. Performance – if you were lucky – came second. Happily for Stefan Schlaeppli, things are different these days. Stefan's just left a job in project management to start working in wealth management for us in Zurich. Already, he's being asked for his opinions and engaging with senior staff. You see, at UBS we know that great ideas don't just come from the upper echelons. You have to give young sparks like Stefan the chance to speak up. And the more he speaks up, the faster he'll move up. One year, thirty years. There's no time frame for exceptional talent.

*"In meetings, I get asked about my opinion. Or if I offer something, I get constructive comments back. Of course, they could say 'he's just 27, what does he know?'; but UBS is really committed to young people and their potential."*



Stefan Schlaeppli, Sales and Advisory Support  
Global Wealth Management & Business Banking, Zurich





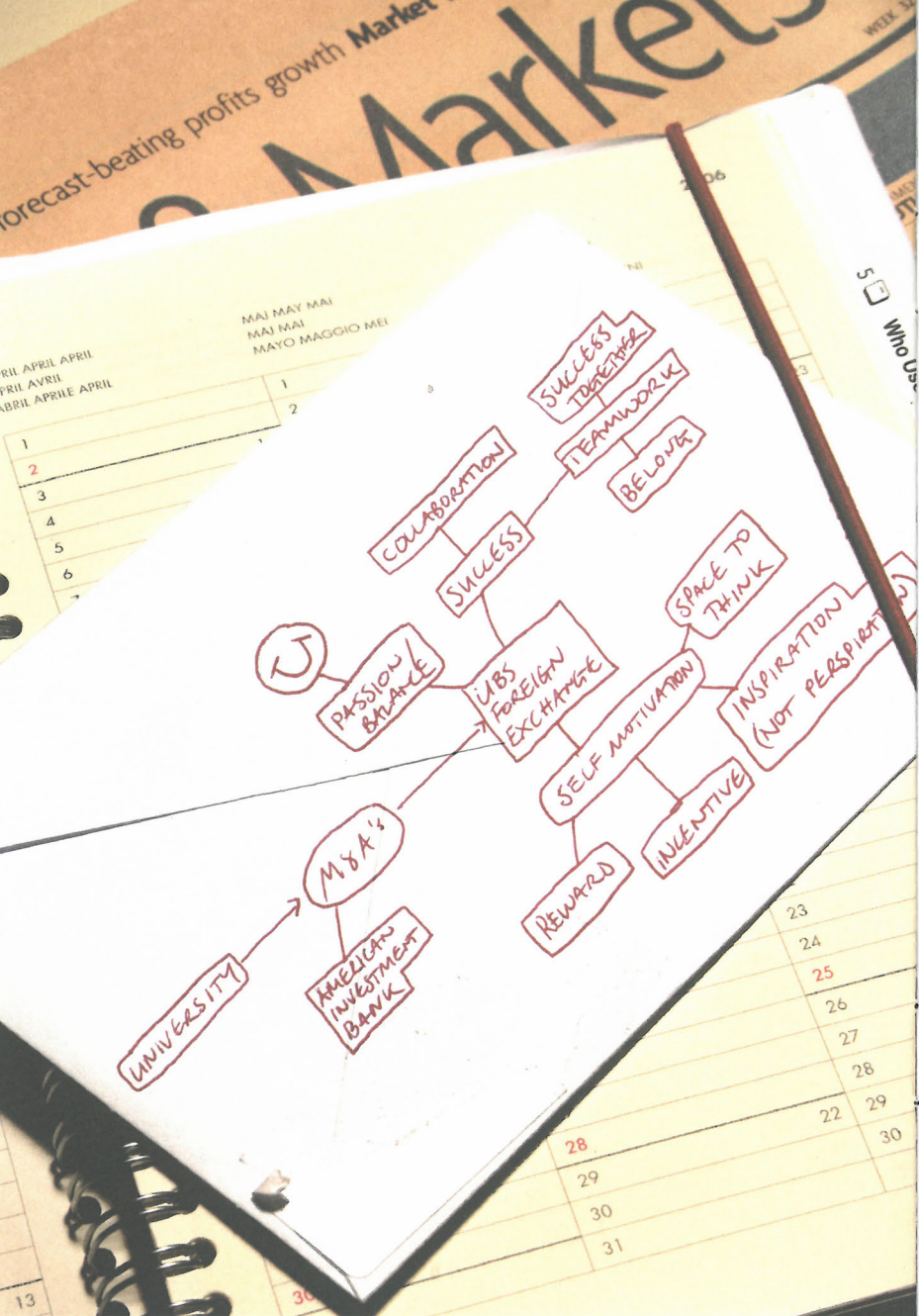
## The foreign exchange banker, the carrot and the stick

When you enjoy your work, you naturally put more of your own time and energy into it. Just ask Olivia Lette. Fresh from university, Olivia joined an American investment bank. After two years in mergers and acquisitions, Olivia swapped over to the fast-paced world of foreign exchange. But she wasn't completely happy. Working in a competitive environment can be a good thing – but not if it's so competitive that people fear for their jobs. So last year, Olivia joined the ranks of UBS, and things couldn't be better. She's surrounded by passionate, hardworking people and the morale is high. Despite the early starts and long days without a break, she's inspired and motivated by the positive atmosphere. Most importantly, Olivia feels she's getting the recognition she deserves, and that UBS has her long-term interests at heart.

*"Everyone here is trying to push the business forward, no one is sitting around twiddling their thumbs. But at the same time, you don't feel as though you're constantly being put under pressure. And I think personally that the carrot works much better than the stick."*



Olivia Lette, Foreign Exchange Sales Investment Bank, London





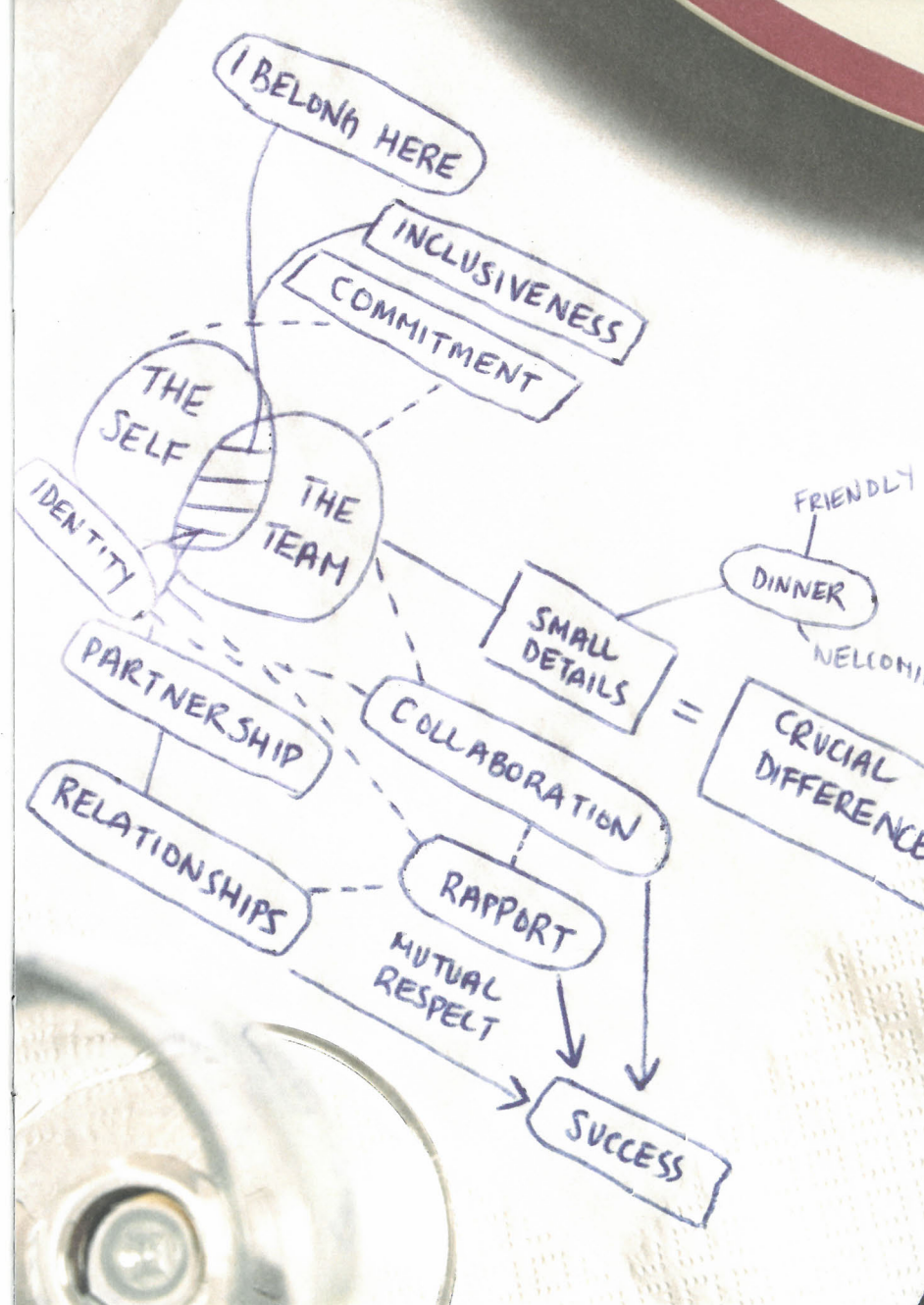
## The asset manager who came to dinner

We know that people want to feel wanted. In Karin Schulze-Bergcamen's case, a nice dinner had just that effect. Karin is part of our Global Asset Management business in Frankfurt. Even before she officially joined us, her new team-to-be invited her out for a friendly meal. It wasn't a business thing. They just thought it would be good to get to know each other outside the office, and start things off on the right note. And that wasn't Karin's only invitation. She was invited to Switzerland for a special induction, on top of the one she'd attended in Frankfurt. Not big things, perhaps. But they meant that Karin started her very first day here with a sense of belonging. And that has made all the difference.

*"I really had the impression that people had been looking forward to having me here. I've always been treated with respect. The way people treat each other, the way we speak to each other – it's just right."*



Karin Schulze-Bergcamen, Traditional Investments  
Global Asset Management, Frankfurt



At UBS, individual contribution and drive for excellence count. Our working culture is founded on respect and active mutual support. We are performance-oriented, and at the same time we place a high value on collaboration and shared success. Working with us means that you will be recognized for your individual skills and contribution to our organization.

By fostering a simple but powerful set of values and by bringing them to life in all that we do, UBS has become one of the most admired firms in the world. We've become a business that's all about this: 'You & Us' – 'You' the client and you as an integral part of our business, delivering on our promise to the world.

**That's why we say: it starts with you.**

Tell us your story at  
[Sh-Employee-Experiences@ubs.com](mailto:Sh-Employee-Experiences@ubs.com)