



UBS

Sarah Elton Farr

EXECUTIVE DIRECTOR, GLOBAL HEALTHCARE GROUP,
INVESTMENT BANKING



In 2021, UBS increased representation of women by 0.8%, with 28.3% of Director and above roles now held by women in the UK, and they continue to target further improvement. To better support their employees and respond to evolving employment trends, they significantly changed the way they worked by introducing hybrid working for those whose roles allowed. They are role modelling this from the top, with many senior managers also working on a hybrid schedule. This in turn is helping to increase the number of opportunities that will attract a wider and more diverse talent pool, and they are finding success as a result.

As part of their strategy to increase the representation of women at the firm, UBS partners with The Return Hub to gain visibility of mid-senior level gender diverse hires, creating a more inclusive and representative talent pool. Their latest hire with The Return Hub was Sarah Elton-Farr, who joined the Global Healthcare team in the Investment Bank in September 2021. Despite having a varied career with a range of experiences, she had not worked in Investment Banking before.

Sarah trained as an accountant before moving to the city to work in Equity Research. During her early career as a research analyst, she recalls how the in-office culture made it difficult for working mothers:

“From a recruiting perspective, our hybrid model is opening up a wider and more diverse pool of candidates and helping us to attract great talent. It’s one of the first things candidates want to know about and where the role allows, we are able to offer flexible work arrangements”

TINA LEHL, UK REGIONAL LEAD,
DIVERSITY RECRUITMENT

“There were evenings when you were going out of the door with your coat on and then suddenly something was announced, and you’d think...Oh no...I’m going to be here until three in the morning. Mothers with young children certainly couldn’t juggle a career in equity research then with that lack of flexibility.”

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When she started her family, she set up a freelance business consultancy, writing equity research business intelligence reports for banks. This gave her the flexibility she needed at that time.

“I had planned to be a stay-at-home mum but found it hard and lonely, so eventually I looked for a job back in industry”.

She joined a UK pharmaceutical company where she eventually became head of Investor Relations. Following on from this, she moved to GSK, where she headed up Investor Relations for four years. Ten years in the pharmaceutical industry, together with the pandemic meant time for a change. Sarah took a short career break before connecting with The Return Hub, who introduced her to UBS and she was hired soon after.

Sarah was not looking for a part-time role, but the flexibility UBS’s hybrid model offered, in stark contrast to her early career, made the role eminently more attractive and achievable. She says:

“I love seeing people face to face so I am happy to be in the office, but if I do for whatever reason need to be at home, for example, as schools break up for holidays, it’s not a problem... but that would be hard if we had to be in the office all day every day.”

Cicilia Wan, global head of DE&I and ER, believes that hybrid working has been a game changer for UBS:

“Our hybrid scheme has really helped to engage and retain our existing employees as well as attracting some fantastic new ones.”

CICILIA WAN, GLOBAL HEAD OF DE&I AND ER

