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How did you first get interested in the asset management industry?

When I was a student at university, my father told me that as a woman, I should learn how to invest and consider investment management as a career choice. My parents used to invest, in Hong Kong stocks and in Japanese stocks, particularly in Japanese auto makers in the 1970s and early 1980s when Hong Kong and Japan were emerging markets. I had the opportunity to work as a summer intern with one of the leading asset management companies in Hong Kong. That was how I became very interested in being an analyst and fund manager.



When you were a student, what types of careers interested you? What led you to choose asset management?

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When I was a student, I considered accounting, law and asset management as a career. As an undergrad, I actually majored in accounting. I worked with a CPA firm for a couple of years and became qualified as an accountant. However, I did not really enjoy being an auditor and did not aspire to having a career in accounting. In contrast, I worked as a summer intern with an asset management firm when I was an undergrad and as an MBA student. I was very interested in learning about investments. Now that I have been in asset management for almost 33 years, I have never regretted the decision to get into this industry, and I have never had a dull moment.

Why do you think there are so few women in investment management? How might that change in the future?

I was very fortunate that I was guided into this area and had the exposure to investment management when I was a student trying to figure out what I was supposed to do as a career. Not many women had the exposure or the opportunity to get a feel for what investment management is like.

There were actually a lot of female analysts and fund managers in the company and in the industry. However, overtime, many of them have left the company and the industry. It is a very demanding and competitive industry and over time it has become more and more competitive. As a fund manager, performance is very transparent. You constantly get measured and compared versus the benchmark and peers. You have to constantly live with the pressure and you have to go through periods of underperformance from time to time. It is very much an industry where the fittest survive! A lot of the women in the industry need to spend significant

time with family especially if they have young kids. It can be challenging trying to balance a very demanding career with family obligations. There are of course some women who are very successful in this company and in this industry. These tend to be women who are very dedicated and passionate about what they do, and have the stamina and persistence to go through good times and bad.

Describe how Invesco embraces diversity, whether gender diversity and/or diversity of thought.

We have a lot of women in the Asia Pacific Management Committee. In Hong Kong, Invesco has always embraced diversity in terms of gender. I have enjoyed an exceptional career at Invesco over more than two decades! A lot of my senior colleagues are female and they also enjoy career success at Invesco. In Asia Pacific, we also fully embrace diversity in terms of working with people from different nationalities and cultures, speaking different languages. As an example, in the Asian investment team in Hong Kong, we have team members from Hong Kong, Taiwan, China, India and Korea. I work with colleagues in Japan, China, Singapore, India and Australia as well as colleagues in N. America and EMEA. I fully believe in diversity of thought, but it is also very important to get an alignment when there are differences.



We also embrace diversity of thought in terms of having different investment styles and approaches. We invest in different markets at different stages of development. For the big markets, we should diversity investment styles and approaches as markets go through cycles. There is no one way of doing it which is the right way. We are open to growth, value, GARP, quant, fundamental... as long as the investment team has a clearly defined investment philosophy and process based on experience accumulated over the cycles and robust research.