



Capital Group<sup>SM</sup>  
Companies

# Global Rotation Program

## TAP — A unique global rotation program

Explore a variety of jobs in the investment management industry through six hands-on assignments over two years.



# Expand your horizons

The Associates Program (TAP) at The Capital Group Companies is a two-year global rotation program that offers you a unique opportunity to explore your options, develop your potential and create professional opportunities in the investment management industry.

## Who we are

The Capital Group Companies is one of the world's most experienced and successful investment management organizations. For 75 years, the heart of our success has been a commitment to helping our investors realize their long-term goals.

Collectively, our companies employ more than 8,000 people and manage more than US\$750 billion in mutual funds and US\$300 billion for institutions worldwide. Headquartered in Los Angeles, we are a privately owned organization with 24 offices throughout Asia, Europe and North America.

## Our offices

**Asia:** Hong Kong; Singapore; Tokyo, Japan

**Europe:** Geneva, Switzerland; London, United Kingdom

**North America: U.S.** — Atlanta, GA; Brea, CA; Chicago, IL; Indianapolis, IN; Irvine, CA; Los Angeles, CA; New York, NY; Norfolk, VA; Phoenix, AZ; Reno, NV; San Antonio, TX; San Francisco, CA; Washington, DC **Canada** — Toronto

## What we offer

We recognize that, at this stage of your life, you may be unsure of your long-term goals and want to explore various career possibilities while deepening and broadening your knowledge and skills.

## How it works

TAP is not a dress rehearsal. As a TAP participant, you're not an intern. During each four-month rotation, your job is to discover how to make a meaningful contribution to the business and help move it forward.

"TAP is a discovery process. How many times in your life will you have the chance to place yourself in six different environments and see how you do?"

— Kate McRoskey, financial adviser website manager, 1999 TAP graduate

Since 1981, TAP has provided exceptional individuals from a variety of backgrounds a unique opportunity to learn about the business of investment management and apply their knowledge firsthand.

During TAP's two-year rotation program, you gain real-world exposure to a variety of business areas through six customized assignments, each lasting four months. In the first year, participants are based in our Southern California offices. Our global business needs, however, often result in TAP rotations in our offices in Asia, Europe or elsewhere in North America during the second year of the program.

You're considered a full-fledged member of the team and given real responsibility right from the start. Along the way, you're guided by our most valued assets — our experienced associates.

Your specific rotations are not determined at the outset of the program. As you move through it, frequent discussions about your interests, strengths and skills you'd like to develop help us craft rotations that allow you to grow while helping us address our real-time business needs.

**Cover photo:** TAP graduate Brad Freer (center), now an equity investment analyst based in our Hong Kong office, with fellow analysts Winnie Kwan and Leo Hee

**Opposite photo:** TAP graduates Sophie Antal Gilbert (left), now a European marketing coordinator, and Lara Pellini, now an equity investment analyst based in our London office

# Develop your potential

The diversity of participants and rotations in TAP will expand your knowledge base and broaden your perspective on the world.

## Supplement your experience

The program will help you learn about our business and your skills through a series of six rotations geared toward your interests and development needs, as well as our business needs. Most TAP participants may also consider an optional volunteer rotation with a nonprofit organization or NGO (non-governmental organization).

Many TAP participants come into the program with little knowledge regarding our industry. In addition to the experience gained during the rotations, we help you acquire a solid understanding of basic accounting tools, valuation methodology and capital markets through in-house courses in accounting and finance taught by graduate-level professors.

These small, seminar-style courses are offered onsite on a weekly basis to the class of first-year TAP participants. Fast-paced and interactive, the courses are customized to the needs of the group, and the professors make time to work individually with participants who require additional assistance.

## Get down to business

In each rotation, we want you to challenge yourself and experience professional satisfaction. You will use your skills in a wide range of areas, such as:

- **Business development** — Develop initiatives in marketing and client services, evaluate new business prospects or help us launch into new markets.
- **Client-relationship management** — Experience our team approach to providing financial advisers, mutual-fund investors and clients with high-quality service.

“In TAP, I went from being a municipal bond trader to a nonprofit organization analyst to an HR associate. The program went out of its way to provide me with diverse experiences that suited my interests.”  
— R.D. Kern, equity investment analyst, 2006 TAP graduate

- **Compliance and regulation** — Gain insight into the complex regulatory environment in which mutual funds and institutional accounts operate.
- **Human resources** — Participate in recruiting and interviewing, analyze trends in associate development or evaluate performance-assessment metrics.
- **Information technology** — Lead strategic IT projects such as evaluating products for internal use or negotiating new-vendor contracts.
- **Investment research** — Research companies and industries worldwide, conduct economic analysis and evaluate or trade securities.
- **Nonprofit (NGO) rotation** — Work with a nonprofit organization or NGO to help it develop a strategic plan or reassess its financial operations.

## Build long-term relationships

In TAP, you work as a member of a team during some rotations and more independently during others. In all cases, the program manager, your rotation manager and fellow TAP participants, former and current, are available as resources.

The program manager is a consistent presence, helping guide you through TAP based on your development and goals and the areas in which you've expressed interest. In addition, each rotation manager gets to know you while working with you and

becomes invested in your long-term success. Fellow TAP participants and graduates provide support and advice.

The diverse backgrounds, approaches and ideas of the wide range of people you encounter during the program add to your overall TAP experience.

## Experienced mentors

“Coming straight out of college into TAP, the access I had to senior associates was invaluable. Their guidance helped me step quickly and effectively into new roles.”  
— Brad Barrett, equity investment analyst, 2003 TAP graduate



## Nonprofit (NGO) rotation

“My rotation at Para Los Niños enabled me to use my language skills and analytical expertise to help the nonprofit’s director improve its service to children.”  
— Melanie Zachar, sales and marketing specialist, 2006 TAP graduate



## Peer support

“My TAP classmates and I socialize often and rely on each other a lot. Our backgrounds are very different, so we help each other approach questions in new ways.” — Vlad Vojnovic, current TAP associate



# Find your niche

TAP is designed to help you crystallize your goals and help us develop individuals who bring value to our organization with a long-term interest in its success.

## Assess your skills

The assessment process is an integral part of your development within TAP. During each rotation, managers provide guidance and suggestions regarding your interpersonal, team-building and analytical skills and initiative and ability to coordinate and manage projects.

At the end of each rotation, you review your progress and discuss what you'd like to achieve in future rotations. This process helps you benefit from the building-block nature of the program and helps us structure rotations that enable you to address specific areas of interest and development.

These assessments also help us determine the best long-term strategy for you after graduation from the program.

## Choose your path

We're looking for TAP candidates capable of and interested in making a long-term contribution to the organization. Throughout the program, particularly in the second year, we work with participants to identify positions that fit their interests and skills, although a post-TAP position can't be guaranteed.

*"If you thumb through a list of senior associates our company relies upon in many business areas, you'll see a lot of TAP graduates, because the program gives people tremendous perspective."*  
— Shaw Wagener, president of Capital Guardian International, Inc., 1983 TAP graduate

The majority of TAP participants remain with the Capital Group after they finish the program. The variety of positions graduates hold and the locations in which they are based reflect the range of their skills and interests, and the breadth of opportunities available.

Graduates work in our offices around the world in areas as varied as business development, client service and marketing, compliance and regulation, human resources and investment research.

## Move into the future

Most former TAP participants find that elements of their TAP experience continue beyond graduation from the program.

The connections you build with peers and managers during TAP stay with you and have a significant impact on your work long after you complete the program. The

network of relationships you develop will continue to provide you with perspective and ongoing support in your post-TAP role.

The emphasis on learning and enrichment throughout TAP extends beyond the program. While some participants choose to pursue advanced degrees after completing the program, it is not expected, nor is it a prerequisite for taking on increasing responsibilities. Many TAP graduates continue to build their career through an ongoing process of professional development within the company.



**Brickson Diamond**

**Completed TAP: 1995**

**Current position:** Client investment counselor based in Los Angeles, California

**Birthplace:** Atlanta, United States

**Education:** BA in Organizational Behavioral Management at Brown University and MBA (acquired post-TAP) at Harvard University

### TAP assignments (location):

- Retirement plan services workflow analysis (Brea)
- Mutual fund proxy voting (Los Angeles)
- New-office staffing and recruitment planning (Indianapolis)
- Fixed-income mutual fund launch (Los Angeles)
- Asian beverage industry investment research (Washington, D.C.)
- Endowment fund market research (Los Angeles)

*"I remember thinking, 'Am I making a big mistake joining TAP? Will I end up behind the curve relative to my friends?' But TAP turned out to be a fantastic choice, because it allowed me to explore, push myself and become more than I could have elsewhere. Capital is evaluating you and helping you grow, but they're not looking to dismiss you in two years."*



**Kayoko Higashida**

**Completed TAP: 2004**

**Current position:** Mutual fund compliance specialist based in Los Angeles, California

**Birthplace:** Osaka, Japan

**Education:** BA in International Studies and Anthropology at Ohio University, MA in Anthropology at University of California, Berkeley

### TAP assignments (location):

- Training standards overhaul (Brea)
- Evaluation and selection of bond-rating e-services (Los Angeles)
- Anti-money laundering requirements assessment (Los Angeles)
- Japanese recruitment strategy development (San Francisco)
- Asian business continuity plan creation (Tokyo)
- Individual retirement account rollover analysis (Los Angeles)

*"I had my share of struggles in accounting, finance and investment courses in my first year of TAP. But the professors made time for me, knowing everyone came to the program with different backgrounds. Classmates who understood the material helped as well. I keep in touch with them and colleagues from each of my rotations, and those connections are still incredibly useful in my work today."*



**Christian Leger**

**Completed TAP: 2003**

**Current position:** European fund marketing associate based in Geneva, Switzerland

**Birthplace:** Cologne, Germany

**Education:** BA in Arabic and Political Science at University of London's School of Oriental and African Studies

### TAP assignments (location):

- Global investment disaster recovery plan restructuring (Brea)
- Investment research data services comparative analysis (Los Angeles)
- Mutual fund competitor analysis (Los Angeles)
- Individual investor communication analysis (London)
- Offshore fund fee analysis (London)
- German insurance industry research (Geneva)

*"In TAP, you're not just pushing paper around a desk — quite the opposite. You're given responsibility for real work that impacts the organization. TAP provided me with exceptional on-the-job experience and an invaluable professional network that I continue to build on."*

# Is TAP right for you?

The Associates Program (TAP) is a global rotation program that offers you a unique opportunity to explore your options, develop your potential and create professional opportunities in the investment management industry.

## Q. What is the Capital Group?

A. In business for more than 75 years, the Capital Group is one of the world's most experienced and successful long-term investment management organizations. Our companies collectively employ more than 8,000 people and manage more than US\$750 billion in mutual funds and US\$300 billion for institutions worldwide.

## Q. How would TAP benefit me?

A. The two-year rotational series gives you experience in a variety of business areas through four-month assignments tailored to your skills and interests and the needs of our business. Rotations include areas such as business development, client relationship management, investment research and IT, as well as an optional rotation at a nonprofit organization or NGO. In addition, TAP helps you better understand investment management through in-house courses in accounting, finance and capital markets taught by university professors.

## Q. What happens after TAP?

A. We work with successful TAP graduates to select the best long-term professional opportunity from a range of full-time opportunities in our offices around the world. They currently work in areas such as business development, client relationship management, compliance and regulation, human resources and investment research. TAP graduates are well represented at senior levels in our organization.

## Q. Who is an ideal candidate?

A. There is no "ideal" candidate, although common characteristics of successful TAP participants include strong analytical, problem-solving, communication and interpersonal skills, as well as leadership ability, initiative and flexibility. Candidates with outstanding extracurricular and academic records, those who have worked after graduation, and exceptional internal candidates are all considered. A quantitative or finance background is not a prerequisite for consideration, and the program is not open to those who have an MBA.

## Q. What's the selection process?

A. We typically accept 10 candidates from around the world into the program each year. The entire selection process takes about two months, during which you may participate in three rounds of interviews at a location near you and at our Los Angeles offices. Throughout the process, you meet with associates with diverse experience levels from various business areas and have the opportunity to ask questions of current and former TAP associates. We understand that this process is important for you, so we encourage you to use this time to learn more about us and have your questions answered.

## Q. Do you sponsor work visas?

A. We're often able to obtain work permits to address business needs. Speak with your local TAP recruiter for more details.

## Contact us to apply

To learn more about TAP or to apply, visit us at [capgroup.com/TAP](http://capgroup.com/TAP)