LET'S INTRODUCE OURSELVES.

We've written this briefing for you, keeping in mind that a career choice is about the biggest investment you can make. No one knows what the future holds, but we do know that we can rely on certain things. Our size and stability mean that we're well positioned to weather any economic storm. Our tradition of entrepreneurship means that we're never going to be stuck with one way of thinking. And our commitment to seeking out, developing and rewarding new talent means that we're never short of fresh ideas.

**You have a wide variety of career options to choose from. So why choose J.P. Morgan?**

There is not one definitive answer, and we're not in the business of making glib statements. Now, more than ever, it's essential that you make an informed decision about your future. Consider all the evidence. Weigh the pros and cons. Believe in your choice.

That's why we're taking the time to introduce ourselves. You may have heard of us already. You may be aware of some of the headline facts: that we have operations in more than 50 countries, that we employ many of the finest minds in global finance and have assets in excess of $1.6 trillion. All very impressive, but what does it mean for you?

We're as dedicated as we've ever been to giving our people the world-class training and development that shapes their futures and ours. You'll quickly realize that we're just as committed to the world we live and work in. We're proud of our business, and we're confident that you will be too.

Read this briefing. Visit our website. Meet us on campus. Join jpmorgan.com/community and make your decision. You might decide we're not for you. You might decide we are. But whatever your decision, make sure it's yours.
The most compelling reasons for joining J.P. Morgan stem directly from who we are, what we do and how we do it. This is our bottom line.

The ‘Hot Six’ reasons for joining

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You need to know if we’re right for you and if you’re right for us. This will help you make the right career choice and a successful application.

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Find out more about the business areas you can work in and ways of getting involved with J.P. Morgan. This is the detail.

Our business areas 48
WHY JOIN US?
WHY JOIN US?

“We continue to have an outstanding strategic position, a great brand, strong character, fantastic employees and a remarkable future. I am privileged to lead this company.”

Jamie Dimon, Chairman and CEO, JPMorgan Chase & Co.
Who better to tell you the reasons to join J.P. Morgan, than J.P. Morgan people themselves? We’ve asked our colleagues why they joined us and why they stay, and the same six reasons came up again and again. We’ve listed them here in no particular order as they’re equally important to us – they’re what make us unique. This is where you need to be, and this is why...

1. Our scale, scope and prestige
2. Our reputation as a business innovator
3. The quality of training and development
4. The chance to make a personal impact
5. The exceptional quality of work
6. Our spirit of cooperation and teamwork
1. Our scale, scope and prestige.

This is where you’ll benefit from our global success. Suffice to say that, with thousands of the world’s finest minds across the Investment Bank and Asset Management, in over 50 countries, you could be doing business just about anywhere. Precisely what you’ll be doing will depend on your own goals, professionally and personally. Our goal is to become the best financial services company in the world. We’ll expect the same level of ambition from you.

2. Our reputation as a business innovator.

This is where you’ll think in new ways. Innovation has driven us from the earliest days, and continues to drive us now. New products, new partnerships and new ways of doing business. We continue to build a strong foundation for long-term growth that enables us to accomplish the extraordinary. We’re the bank that helped build corporate America, rescued the New York Stock Exchange, created the world’s first billion-dollar corporation and invented the concept of relationship banking. And most recently, we successfully integrated Bear Stearns. We combine unprecedented global leverage in the markets with an entrepreneurial zeal that allows us to explore every facet of our industry.

*Our unique global network means that we work seamlessly with our counterparts in over 50 countries. In an industry that is as fast-paced as ours, with changing market conditions and evolving products, we have the power of thousands of like-minded people working together in a culture of teamwork, partnership and execution. Even though we are located across different time zones and geographies, our aim is the same – to provide consistently award-winning service to our clients in constantly-changing market conditions.*

“At J.P. Morgan, development of unique products, investment in technology and concepts are a key requirement for us to lead at the forefront of our industry. Our culture encourages us to think ‘outside the box’ to achieve great results for our clients. We’re constantly coming up with innovations in the marketplace and pushing ourselves to achieve. It’s who we are and what we do.”

Marie Linehan, Analyst, Technology, London

*Danny Soh, Associate, Sales & Trading, Singapore*
Darren Hicks, Associate, Research, New York

Jennifer Lee, Associate, Investment Banking, Hong Kong

“I was given responsibility from the first day. I got to meet with top management even as an Analyst, and I was immediately asked to attend a client meeting with the team. That degree of client exposure so early simply doesn’t come with any other job. During my first year, I was the key Analyst involved in the day-to-day execution and closing of six transactions under supervision of a senior Vice President.”

Jennifer Lee, Associate, Investment Banking, Hong Kong

“The Equity Research department has continued to invest in my development and the development of all of my peers through Research University, which includes writing workshops, accounting policy presentations and providing opportunities to pitch stock ideas to senior management.”

*The quality of training and development. This is where you'll never stop learning. We take your continual development very seriously. Training is continuous and doesn’t end with the conclusion of your initial formal orientation and training program. Your trainers will include professors from the world’s best business schools and our senior people and leaders. The theoretical and the practical are combined here like nowhere else. No wonder we're told that our training and development programs are the best in the industry.

4. The chance to make a personal impact. This is where you can make a name for yourself. It's our firm belief that an individual can only flourish as part of a team, for the benefit of all involved. On the job, your responsibilities and contributions will be substantial, and development and promotion are often rapid. Rewards are significant. But if you're only in it for the money, then you're probably not the kind of person we're interested in. Those who do best are those whose motivations lie elsewhere – in the thrill of the deal, in new ways of doing business, in client satisfaction. Our best performers love their work, and work as part of an outstanding team.
5. The exceptional quality of work.
This is where you’ll master complex challenges.
Never underestimate how important your quality of work is. You’ll be given opportunities every day – and right from the very start. You’ll enjoy exposure to a quick-flowing pipeline of varied and high-quality work. You can work on the world’s top deals, manage money for sophisticated investors, make complex trades or launch cutting-edge products in global finance. The challenges you face will test you professionally and drive you to develop personally. And if you’re anything like us, you wouldn’t have it any other way.

"Whether working with clients all over Europe, or working with my counterparts on site in New York, it’s amazing to be involved in incredibly complex deals. It’s an incredibly fast-paced and exciting environment where market conditions can change by the minute. Picking up the newspaper and reading about key projects I’ve worked on fills me with an immense sense of pride and satisfaction."
Jonny Moran, Analyst, Investment Banking, London

6. Our spirit of cooperation and teamwork.
This is where you’ll inspire, support and connect. Our success depends on our open, intellectually honest culture. Before too long, we’ll expect you to inspire your colleagues. But let them inspire you, too. Don’t be afraid to ask for help. Enjoy your work. Build life-long friendships. And always remember that it’s all about the team. After all, you’ll be part of the best there is.

"One of the most satisfying parts of the job is making something happen for a client that helps fulfill their personal goals. But this can’t be done alone. It means coming together with a number of specialists as one big team and leveraging each other’s expertise, bouncing ideas off of each other to collectively create a solution that we wouldn’t have been able to come up with individually."
Jenny Fung, Associate, Private Bank, San Francisco

You’ll find more detailed profiles and personal insights, and be able to connect with our Analysts, Associates and recruiters at jpmorgan.com/community
Our business philosophy hasn’t changed since 1933. That’s when J.P. Morgan, Jr. first said that he wanted his bank to be known for ‘doing only first-class business... in a first-class way.’ The world is now so full of empty slogans and disposable mission statements that it’s easy to overlook the power and resonance of his message. Yet it’s more relevant today than ever. He was talking about the revolutionary thinking and pioneering spirit that fuel innovations, keeping us ahead of the competition in any economic climate. But it’s so much more than creating new financial products or applying technology in new ways. It’s progress. It’s achievement. It’s having sound ethical foundations. It’s constantly striving for excellence. It’s the way we do business every single day. Yes, that means that we expect great things from our people, but the business is organized to provide the professional challenges, support networks and training tools that enable you to do your very best. First-class business in a first-class way is more than a description of our culture and reputation. It’s about the pride and job satisfaction our employees experience at J.P. Morgan.
It's now clearer than ever: the winners in global finance will be those who can provide their clients with access to the best financial products and services faster than anyone else. In today's climate, size, scale and staying power matter, and J.P. Morgan has what it takes to succeed. This is no sales pitch; it's a fact. J.P. Morgan now employs approximately 38,000 people in the Investment Bank and Asset Management globally, with clients in over 100 countries. This is one of the broadest and most global financial platforms in the world, which means we can offer unrivaled solutions to our clients, whether they're corporations, governments, private firms, financial institutions, non-profit organizations, retail clients, or wealthy individuals. What's more, along with all the resources and opportunities of an integrated global network, we offer you the chance to become an industry-leading specialist.

“Size does matter in our industry – provided that size translates into operating and scale efficiencies, increased profit margins, stronger earnings and leadership positions. And the benefits of size can only be realized with a culture that values teamwork, partnership and execution.”

Bill Winters,
co-CEO, Investment Bank

FIND OUT MORE AT JPMORGAN.COM/CAREERS
Our business platform
Our industry is incredibly fast-paced. To gauge how to best react to market changes and inspire the development of new products, we need to build solid, trusting relationships with our clients. Understanding the complex interplay of those financial needs allows us to grow, manage and sustain their wealth, while informing our own development as an organization. We create new products and strategies all the time. Our organic growth, selective acquisitions and annual investment of $7 billion in technology allow us to continually expand the breadth and depth of our business platform. When you join J.P. Morgan, you become part of a dynamic entity. We’ll continue to change as your career unfolds, just as we have throughout our history. The paradox of today’s economy is that this very willingness to change, evolve and innovate is the key to our long-term stability and security. Our fortress balance sheet is one of the reasons we were able to integrate Bear Stearns. This sort of change brings exciting new opportunities, challenges and exposure as you develop in your career.

Leading figures
Quite simply, we offer our clients the most complete and innovative financial solutions in the industry. We have global leadership positions in all our key areas - mergers & acquisitions advice, capital raising, restructuring, risk management, sales & trading, research, private banking, investment management, and private client services. We also participate in proprietary trading, investing and market-making in cash securities. Institutional Investor recently named J.P. Morgan the “Best Overall Investment Bank.” And, Alpha Magazine ranked J.P. Morgan Asset Management as the largest hedge fund manager in the world for the second year running.

Making the investment
J.P. Morgan has always set the pace of progress in financial services. For you, that means unprecedented support and the opportunity to take advantage of a wide variety of career paths that may take you across the globe and into different business areas. For specific information about the range of J.P. Morgan opportunities available to you, flip to the back of this book, and also visit jpmorgan.com/careers.

“We’ve already done the difficult things. We’re positioned where we want to be. We have the platform. We have the momentum. We have the people. And our results show it.”

Steve Black, co-CEO, Investment Bank
Our mission is to become the best financial services company in the world. We believe it’s an achievable goal, and we have the determination to succeed. Listed below are just a few of our recent accolades – proof that we are well on our way.

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<th>Award</th>
<th>Magazine/Source</th>
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<tr>
<td>Best Overall Investment Bank</td>
<td>Institutional Investor</td>
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<td>Derivatives House of the Year and Best Derivative House over the past 20 years</td>
<td>Risk magazine</td>
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<td>Most Impressive Bank</td>
<td>Euroweek</td>
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<td>Best M&amp;A House Asia Pacific</td>
<td>Euromoney</td>
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<td>#1 on Hedge Fund 100 list for the second year in a row</td>
<td>Alpha Magazine</td>
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<td>Best Foreign Investment Bank in Japan</td>
<td>FinanceAsia</td>
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<td>Investment Trust Group of the Year</td>
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<td>Bond Trading House of the Year</td>
<td>The Banker</td>
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<td>#1 US Institutional Private Equity manager</td>
<td>Pensions and Investments</td>
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In 2008, we acted as the Lead Left Bookrunner on the Initial Public Offering (IPO) for Visa, the largest IPO ever completed in the US and the third largest worldwide.
“The level of change and innovation within J.P. Morgan has created an enriched environment for learning and development: there is an exceptional scope to get involved in projects and activities that challenge and extend the professional reach of the individual. Some people are packing experiences into two or three years that might take a whole career to get in a traditional firm. Intensified learning like this breeds people who are always up for the next challenge, functionally and psychologically.”

Blythe Masters,
Head of Global Commodities, Investment Bank
Why do we insist on talking about our business, when we should be selling you the benefits of working here? Because we know the people who enjoy learning about how businesses work are those who become our highest achievers. They thrive on doing the deals, building the relationships, meeting the challenges, delivering the solutions. The success that enables us to reward high performers with top-tier rewards is created by talented people doing something they love.

You could come from any background and could have studied any subject. It takes a wide range of talented individuals working together to achieve and be successful.

We list a number of qualities that our people have below. These need to be evident in the way you live your life. The inclinations and potential to succeed are already in you. Now, it’s a matter of developing the aptitudes to do so.

We have stringent requirements, including exceptional academic qualifications, an aptitude for numbers and a strong interest in our industry. Personality fit is key, and so are independence, maturity, drive, initiative, and integrity. Because diversity of thought and approach is so important, we recruit from all disciplines. Of course, a strong analytical aptitude is essential.

Our Ideal Candidate.

“First-class business in a first-class way is a commitment not just for how we interact with our clients, but also how we work with each other. It is that constant desire and motivation to be the best in the business that unites us at J.P. Morgan regardless of job title or function.”

Mary Callahan Erdoes, CEO, Private Bank

Other qualities we look for include:

- Excellent academic performance
- Exceptional communication skills
- The presence and confidence to work with senior people and clients
- Demonstrated ability to flourish in a team environment
- Fluency in English, although a second (or even third) language can be an advantage
"At J.P. Morgan, we strive to create an inclusive environment where people can authentically be themselves and contribute their very best.”

The value we place on independence of thought cannot be underestimated. This is perhaps nowhere more true than in our attitude toward diversity. Diversity and inclusion are important to us. Not just because it’s good for our business, but because it’s the right thing to do. We expect all of our people to be intelligent, committed and ambitious. Beyond those characteristics, there is no typical J.P. Morgan employee. And we plan to keep it that way. Take a look at our website to find out how to get involved with our initiatives, such as Launching Leaders, Winning Women and Proud To Be. You’ll also find evidence of the many awards we’ve won that recognize our commitment to being an employer of merit.

Here are just a few of them:

#1 Company for Recruiting and Retention
– DiversityInc magazine, 2008

Top 50 Companies for Diversity
– DiversityInc magazine, 2008, for the eighth year in a row

Top Companies for Multicultural Women
– Working Mother magazine, 2008, for the fifth year in a row

Top 5 Companies for Diverse MBAs
– DiversityMBA magazine

Named to “Diversity Elite” list

Top 50 Companies for Latinas
– LATINA Style magazine, 2007, for the seventh year in a row

Leading Edge Company for LGBT Employees
– Stonewall®, 2007

*An LGBT advocacy organization in the UK
Unique and distinctive features of the J.P. Morgan approach to training & development:

- Our education programs are on par with the world’s finest business schools.
- Professionals from our business are actively involved in training design and delivery.
- Many of our best Analysts and Associates are given the chance to leave their day jobs for 2 to 8 weeks to coach and train, acting as tutors for the participants.
- We have a global approach to training to mirror our global reach, allowing you to develop an instant network of colleagues globally.
- Training is business-specific and tailored to our different divisions.
- Development is continual.
- Coaching and development are recognized and celebrated as leadership behaviors.
- Our Mobility Network enables Analysts and Associates to explore opportunities to join other lines of business.

“Your personal development is a core business principle, because helping you meet your career objectives as fast as possible is plain business sense. That’s why leading professors and specialist consultants, as well as J.P. Morgan’s most experienced senior professionals, are dedicated to your development. Each business area has its own structure and syllabus to close the gap between theory and practice in your specialty, providing you with an understanding of the big business picture and a range of transferable skills. Our continuous training and development programs are designed to transform high-potential individuals into high-performing professionals.

In 2008, we trained hundreds of Analysts and Associates from all over the world. We wanted to clarify what really distinguishes our approach from the competition, so we commissioned the comparative analysis below.


Bill Winters, co-CEO, Investment Bank
We live and breathe a performance culture based on encouragement, support and providing the tools to achieve our ultimate potential. The sheer scale of our business provides an enormous range of development opportunities, from lateral role changes to international transfers, as well as promotions within your line of business. Wherever you start in our business, the pathways of opportunity run wide and deep.

With so much to offer, it’s important to understand how you’ll achieve your career goals. We set out clear roadmaps to explain what defines high performance at each stage and what recommendations or specific training and development activities you need to move up to the next level. A common global framework is vital for clarity and fair play: you can only have a meritocracy if everyone is judged by the same standards. In the US and European regions, newly promoted Investment Banking Associates are provided a four-week sabbatical directly following their promotion. This sabbatical was instituted to recognize the hard work and dedication of these individuals.

Employees are encouraged to be mobile, expanding their skills and learning new ones – whether they want to transition to another group, another country or another business area altogether.

“Your career progression depends greatly on your capability and not your seniority. After working for some years, this still stays true. I have earned responsibilities that would not be typically given to someone at my level, thus making my job challenging and rewarding every single day.”

Alex Chua, Associate, Sales & Trading, Hong Kong

Global metrics per annum

- Employees involved in recruiting the best talent: 3,900+ people
- Employees involved in training and development design and delivery: 500+ people

*Investment Bank title only.
GO GLOBAL.

We have offices across 50 different countries and clients in over 100. Each country or region has its own unique challenges and opportunities, although the business principles behind them remain consistent. Sharing ideas and best practices promotes understanding and encourages new ways of learning and doing things. It bonds us together as a global team. How we work in New York affects how we work in Hong Kong and vice versa.

This means that when you join us, you become part of a well-connected global network. You’ll interact with and learn from colleagues all over the world. You’ll work on cross border deals. You could gain experience in another J.P. Morgan office in another country by working on a transaction, spending time there or making a mobility move. Where you start is not necessarily where you’ll end up.

jpmorgan.com/goglobal

The Investment Bank and Asset Management training programs are global and begin in New York City. So no matter what city you start in, you’ll start off with a global network from day one.

“As a truly global business, investing in our talent – around the world – is the most important investing we do. At J.P. Morgan Asset Management, we encourage you to be mobile and take advantage of our scale and scope in your career, whether that’s moving from one business to another or entirely across the globe. Our platform will give you a chance to broaden your skills faster and to make a difference in a dynamic global business.”

Eve Guinney, CEO, Investment Management Americas
We offer employee discounts on loans for hybrid and fuel-efficient vehicles through our online Green Shop, which has special offers on environmentally friendly products and services. In London, we got rid of rubbish bins in the office. This has resulted in saving the equivalent of 12 tons of paper per week.

“It was encouraging to join the firm and find that there are individuals like me who are both willing to support and participate in meaningful events to back global causes. I never thought a career in investment banking would accommodate my interests outside of work.”

Michele Malejki, Analyst, Investment Banking, New York

To us, corporate social responsibility means more than a token gesture: it’s a long-standing commitment to the world around us. That commitment is a part of who we are and how we do business. It affects the investments we make and the way that we think. When our business is strong and well-governed, we’re in a better position to translate positive financial results into sustainable community and environmental efforts that benefit everyone.

Environment: We recognize that the health of the economy rests on the health of the planet. Our goal is to make a positive contribution to sustainability by integrating environmental principles into our business model. We’ve strengthened our efforts by hiring dedicated environmental and social risk managers to assess our financial transactions worldwide. Our Environmental Markets Group provides carbon advisory and risk management services to clients. Our firm intends to reduce its carbon emissions by 20% in four years, using 2005 figures as a baseline. And, we are offsetting all employee air travel.

Microfinance: Financial services can do tremendous good by providing access to the world’s capital through microfinance. Because it stimulates and supports the development of wealth-creating businesses, microfinance has become a very effective tool in many emerging countries. That’s why we created a dedicated investment banking unit to support microfinance and social enterprises around the world and encourage our own people to become actively involved.

We offer employee discounts on loans for hybrid and fuel-efficient vehicles through our online Green Shop, which has special offers on environmentally friendly products and services.
Good Venture. It’s our promise to the world. It’s not lip service. Nor is it a profile raising exercise. It’s part of the ethos that runs throughout our business. Put simply, doing good work makes good business sense.

**Good Venture Day of Service**
In 2008, interns in the US, Europe and Asia participated in our Good Venture Day of Service program. From building bicycles and donating them to underprivileged children to working with schools to improve playground facilities or partnering with programs to support children in hospitals, the chance to volunteer and make a difference will help enrich your experience with us and improve the lives of others. And, in 2007, our summer Good Venture intern project led by US interns raised $75,000 for over 20 charities.

**Give-It-Away**
Our philanthropic efforts often inspire innovative thinking. In 2006, we did away with the traditional campus give-aways of pens, umbrellas, and yo-yos and now ask students to vote for a non-profit organization to receive the money we would have spent on those items as part of our Give-It-Away campaign. In 2007, we donated a combined $80,000 to the winning charities across the globe – money that is already making a difference. That same year, over 8,000 people voted globally in the campaign. This year, we want even more people to vote online. Visit jpmorgan.com/giveitaway to find out more.

**Employee Involvement**
Like our business, our sense of community is global, and we support our people’s local, regional, and international volunteer activities through a number of organizations. Team IB is the Investment Bank’s global employee volunteer program, designed to help employees across the firm support philanthropic efforts and causes that matter to them and encourage other colleagues to do so. Since June 2006, team IB has raised $2 million, benefiting 52 organizations and initiatives from malaria prevention in Africa to poverty alleviation in Latin America. It’s not about money; it’s about taking action and making a tangible difference.

Here are a couple of examples of team IB projects that have made an impact:

- In 2007, team IB partnered with Teach For America to provide much needed school supplies for 550 teachers. This was made possible through a $25,000 donation from the Give-It-Away campaign. Over 80 employees participated in a school supply packing event where kits were made for the teachers. The volunteers then presented the kits to the teachers at their orientation session at New York University.

- An employee in India ran the Coastal Challenge, one of the most challenging endurance races in the world, in Costa Rica. Money raised from the effort helped build Mumba’s first children’s hospital.

**Global metrics per annum**
- Non-profit organizations supported: 2,400+
- Global charitable reach: nearly 500 cities, across 33 countries
- Employee led volunteer projects: 1,800+
- Charitable contributions: $113,000,000+
This is less about impressing us, and more about you getting the future you want. These are our top tips:

**Prepare**
We get tens of thousands of applications each year from which we identify the relatively small group of people who have the drive, creativity, academic credentials, intellectual agility, and interpersonal skills to thrive in our business. Read our website for in-depth information about our business areas. You’ll need to tell us which one you want to join – and why. Read the business press. Attend our events. Talk to people you know who work here. Discover all you can about the wider context of the industry.

**Get to know us**
We think the best way to get inside any organization is to actually get inside that organization. That’s why we run a number of events on campus and at our offices where you can meet us and talk to us, face-to-face. More details are on the Campus Schedule section of our website.

**Join the J.P. Morgan Community**
Join the J.P. Morgan Community on Facebook. This community connects you with current Analysts and Associates and members of our recruiting and training teams. Take advantage of our discussion boards and find out about events, latest news and ways to get involved with J.P. Morgan. Visit jpmorgan.com/community
Think over your decision
Before you apply, think carefully about your application. Take a long-term perspective and look at the big picture. Some of the best careers are launched and built during the toughest markets. Explore what we have to offer as an employer, and reflect on all the strengths and qualities that you will bring to our business. That could be extracurricular activities, interesting life experiences or examples of teamwork, as well as academic achievements.

Start early. Gain experience
We hire the majority of our full-time Analysts and Associates from our internship class, so it’s worth carefully thinking about your summer internship early. Wherever you are in the world, making a wise decision about your career is easier to do when you participate in our special initiatives and take advantage of our events.

Make a lasting impression
We work closely with our clients, so we want to see the strength of your personality. Think of specific examples that demonstrate your qualities and behaviors, whether you have led a team project or organized an event on campus.

In the end, this is not just about impressing us. You need to be sure that this is the profession – and the place – where you will be most happy, fulfilled and successful.
WHAT YOU NEED TO KNOW.