

Ben & Co.

A BUSINESS & LIFESTYLE MAGAZINE FOR THE CHIFLEY SQUARE PRECINCT.

ISSUE #11 — MOTIVATION
MARCH 2016

Motivators

**FINDING
YOUR WHY**

Market Insight

**VOLATILITY IS
THE NEW NORM**

Corporate Travel

**DISCOVER A
SILVER LINING**

Ben&Co.

ISSUE #11—MOTIVATION

Welcome to Ben&Co.

According to Friedrich Nietzsche, "He who has a why to live can bear almost any how". In this special Motivation issue, we look at the most important question of all—why do we do what we do?

We turn to author, management theorist and TED sensation Simon Sinek who reveals how 'the world's simplest idea' can lead to personal clarity, help to inspire others and maybe even change your life.

Guest journalist Ali Cain speaks to three leading financial market experts from UBS, Morgan Stanley and BTIM on what is motivating markets in the year ahead.

Raising funds for children's charity is all the reason the Chifley HIGHRIDERS need to compete for a place on the Chain Reaction Challenge. We found out how your donations are fundamental to the Victor Chang Cardiac Research Institute and meet the embryologist working at the frontier of

genetic coding to prevent birth defects in babies.

Finally, if the drudgery of the corporate trip is zapping your motivation, we've scoured three APEC destinations for luxury restaurants, bars and hotels that promise to mix a little pleasure back into business.

Thanks for reading.

We'd love to hear from you. If you have feedback or would like to tell us your story, please get in touch.

editor@benandco.com.au

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Business as Usual Retailers Open

Established yet always evolving, Chifley is currently undergoing a redevelopment to create a sophisticated retail and dining experience, due to open in late 2016. The centre is still trading throughout the works with many retailers operating business as usual including:

Cafes & Restaurants

Avenue on Chifley
Azuma Japanese Restaurant
Stock Market Espresso Bar
Stock Market Kitchen

Services

Argy's Tailoring & Alterations
Chifley Pharmacy
Chifley Shoe Worx
Lifestyle Optical
Maurice Dry Cleaners
Pierre Haddad Hair Management
The Chifley Barber
Travel&More

Apparel & Gifts

Aquila
Karen Gee
Leona Edmiston
Marina Rinaldi
M.J. Bale
Pen Ultimate
Rodd & Gunn

Opening Soon

Ton Ton
Chifley Early Learning Centre

For opening hours visit chifley.com.au



CHIFLEY

MANAGED BY
CHIFLEY.COM.AU

PHOTOGRAPHY
ANT GEERNAERT
IRENAEUS HEROK
DESIGN & EDITORIAL
MAUD

ILLUSTRATION
SAM TURNER

The Briefing

Ben&Co. trades its insider knowledge



MARCH INTO MERIVALE

14 Feb – 20 March
Merivale venues

This March, Justin Hemmes of hospitality giant Merivale throws open the doors of each of his well loved venues for a 3 week carnival of dancing, dining and drinking. With venues as diverse as beach bar Coogee Pavillion, contemporary Cantonese at Mr Wongs to French fare at Felix, whatever your idea of a good time, Hemmes caters for it.

Our picks? Treat yourself to a hatted meal at Est. without breaking the bank on 'friends with benefits' Tuesdays. If surprises are more your style, book yourself into a Mystery Feast.

whatson.merivale.com.au

SCENIC CYCLE

Phillip Street, Sydney

Say hello to the spin class with a difference. Scenic Cycle is the new group fitness craze that's revolutionising indoor cycling by bringing the outdoors in. Classes take riders on the world's most spectacular cycling routes in real time using state-of-the-art high definition technology. Both physical challenge and out of body experience, the specially designed soundtracks help leave your current mental space behind and conquer every corner of the globe.

sceniccycle.com

2016 ALLIANCE FRANCAISE FRENCH FILM FESTIVAL

1 – 24 March
Palace Cinemas, Sydney

The biggest festival of French films outside of France is returning for its 27th annual season. The consistently rich and diverse quality of films offers Australian audiences a chance to experience a different culture of storytelling far from the Hollywood blockbusters that dominate our screens.

A highlight of the Sydney arts calendar, the festival features 48 specially curated films screening at Palace Cinemas across Sydney. A stand out of the festival is 'One Wild Moment' directed by Jean-François Richet.

Ben&Co. has 10 double passes to the French Film Festival, contact conciierge@chifley.com.au to redeem a double pass. First in first served.

affrenchfilmfestival.org



ART MONTH

Throughout March
Various venues across Sydney

Art Month Sydney is a city-wide festival celebrating contemporary art and artists, and The Galleries is celebrating with an Artist's Playground, transforming the interior into a living gallery of street art.

Defying tradition, unexpected and original pieces can be explored over the month, with a guided tour by the Culture Scouts including artist talks, tea and dumplings at Lotus, concluding with a complimentary drink at the Art House Hotel.

artmonthsydney.com.au



Keep On Truckin'

Sydney Food Trucks park up at Chifley Square to bring the best mobile, multicultural and mouth-watering meals to your door. Ben&Co. shines a light on the food truck revolution.



"We are a culturally diverse city with so many different cuisines that I think food trucks are a perfect way of celebrating this and we embrace it."

Five years ago, The City of Sydney's 'OPEN Sydney' program uncovered a desire for cheaper, more accessible and diverse late-night eateries. Cue the trailer made phenomenon taking Sydney's food scene by storm. Thanks to the program, 21 food trucks now serve honest food at honest prices to thousands of customers a month all over the city.

Throughout March, three trucks a day (15 a week) are pulling up to Chifley Square, offering a lunch of anything from bangers to burgers, wieners to waffles. Crowd-pleasers Happy As Larry has enjoyed huge success serving up traditional woodfired Pizza Napolitana to hungry customers as far as rural NSW. "I think we live in a city full of foodies!" says chef Anthony Severino, "We are a culturally diverse city with so many different cuisines that I think food trucks are a perfect way of celebrating this and we embrace it." Meanwhile for authentic Mexican, Cantina Movil is hard to beat. According to owner Stephanie Raco, "Chifley Square has been awesome so far; there's nothing better than being right in the midst of a bustling area."

Anja Weichert of Berlin Bangers who came to Australia seven years ago says food trucks create a community wherever they go. "The food is tasty, it's accessible and it's inexpensive. Of course it brings good vibes."

The highlight of her food trucking came last year at Mardi Gras when "a guy ran naked around the truck to earn free cheese on his kransky!" Top food critic Terry Durack is on board. "Food trucks are what we've been missing", he says, "sure it's messy, but it's fast, fresh and fun so go along for the ride."

The Sydney Food Trucks app (which has been downloaded over 65,000 times) gives the real-time location of the trucks so you can be sure to catch your favourite cuisine or pick up a melting pot of portable treats.

To view the daily schedule, visit chifley.com.au

Popping up at Chifley



Stock Market Espresso Bar
Now open in Bent Street Lobby

Serving you specialty coffee made from award-winning Coffee Alchemy beans. Breakfast and light meal options also available.



Stock Market Kitchen
Now open on Upper Ground Floor

Your favourite salad bar is back at Chifley for you to enjoy fresh and generously sized salads, sourced directly from growers each morning.

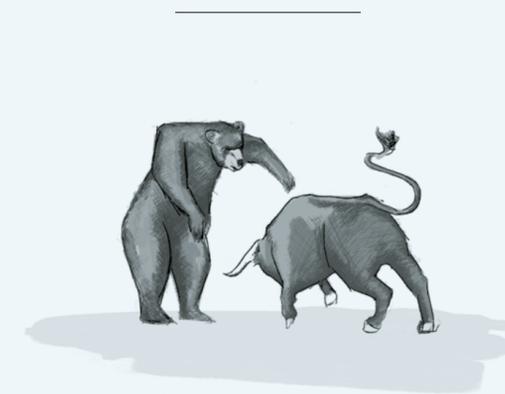


Ton Ton
Opening in March on Level One

Brought to you by the esteemed Azuma Japanese Restaurant, Ton Ton will be offering fresh sushi, sashimi and authentic Japanese to go.

Bulls and Bears: Market Outlook 2016

While volatility is the new norm, there are still opportunities for savvy investors.



It's been a wild ride so far on financial markets this year, as shares have tumbled on the back of soft data from China and the plummeting oil price. Ben&Co. spoke to three leading financial markets experts for their take on the outlook for 2016.

The US Federal Open Market Committee's decision regarding interest rates is top of mind for market participants right now. After raising rates once in December last year for the first time in 10 years, markets want to know what it will do next.

As Dino Spinelli, head of FX sales at global bank UBS explains, it's not yet obvious what the Fed's next move will be.

"It's not sure if or when it will hike rates, and it's very focused on the data. If data is good we could see it raise," he notes.

Ewa Turek, a strategist at Morgan Stanley Wealth Management, says the Fed would likely need to see a meaningful reversal in financial conditions before it started to consider raising rates again.

"However, with consumption in the fourth quarter of 2015 growing at an annualised rate of 2.2 per cent, and the consumer making up 70 per cent of the economy, we expect the Fed will likely be in a position to hike in the second half of this year," says Turek.

Vimal Gor, head of income and fixed interest, BT Investment Management, has a different view. "We are strongly of the belief both US and world growth will disappoint this year. As such we would be surprised if the Fed were to raise rates in 2016. We think it's more likely that we will see a cut in rates or an additional quantitative easing program later this year or early in 2017."

Local consequences

As the saying goes, when the US sneezes, Australia catches a cold. So if and when the US does lift interest rates, there will be some effect on Australia.

Turek explains that at the start of 2016 the market was pricing in 2.5 rate hikes in the US this year. Today it is only pricing in one hike. "The primary impact on Australia will be via the currency. A delay in Fed rate hikes and a potential deceleration in the pace of hikes is likely to support the Australian dollar in the short term. At the margin this may slow the rebalancing that's taking place in our economy," she notes.

Says Gor: "With the Fed not in play anymore, it is likely that the Australian dollar will strengthen against the US dollar, forcing the RBA to deliver more rate cuts in late 2016. Ultimately the Australian economy is slowing and needs further stimulus, be it monetary or fiscal."

Bull or bear?

Given the global backdrop, many market participants predict a sluggish outlook for 2016.

"We're bearish because there has been a lot of market volatility since the start of the year, creating a huge amount of uncertainty," says Spinelli.

Turek agrees. "Overall we are quite bearish. Putting the US aside, we think markets are likely to remain under pressure due to global deleveraging and the withdrawal of liquidity."

She explains this is being driven by US dollar strength, which is increasing the debt servicing costs of non-financial corporates in

emerging markets, which have had a substantial build-up in US dollar denominated debt since 2008.

Turek notes the weak oil price is putting the aggregate budgets of oil producing countries under immense pressure and in turn is fueling the liquidation of assets such as those invested in sovereign wealth funds. "Oil price weakness has also pushed credit spreads wider, particularly in the energy sector, and resulted in tighter credit conditions for US corporates."

A watching brief

Nevertheless, as Spinelli explains, there are always opportunities in investment markets, even when volatility emerges.

"Long-term investors can look for cheap assets. For instance, the share prices of many banks have come down. These are companies with good business models and there could be an opportunity to invest if you take a medium-term view."

Gor summarises: "I think 2016 will be characterised by very volatile and choppy market conditions. I expect asset returns generally to be low but with lots of opportunities for active managers."

Alexandra Cain
Freelance Finance Journalist

FINDING YOUR WHY

MOTIVATORS

We're often so busy pursuing a goal, that sometimes the question of why we're pursuing it goes unanswered. Ben&Co. talks to Simon Sinek about what motivates us and how one small question can have very big implications.



Motivation matters. At the upper estimate, employee motivation solutions is a \$1.53bn market, because as every leader knows, whether or not your employees love their work can make or break a business. We visited the theory, the research and the practice of motivation to determine what works and what doesn't.

According to behavioural scientists, there are essentially two types of motivators: external ones such as money, title or recognition and internal ones such as autonomy, the desire to learn, and the enjoyment of one's work. External "carrot and stick" motivations are standard operating procedure for businesses, but increasingly, internal motivations are being recognised.

Research by Australia's largest specialist recruiting firm HAYS has found that a mix of internal and external motivators engage an employee, and to add another variable, each of us is unique. According to Jane McNeill, Director for NSW at HAYS, generalising is a mistake, "Everybody is different, so it's very difficult to put a one-size-fits-all to it," she says. "A manager or leader really needs to sit down with an employee and find out what motivates them, then engage and motivate them accordingly."

Turning the focus inward may seem like a simple practice, but it is a powerful one. We

spoke with the man famous for applying the idea to the benefit of thousands of businesses worldwide.

"It doesn't matter what you do, it matters why you do it" says author and speaker Simon Sinek. In his two books—"Start With Why" and "Leaders Eat Last"—Sinek suggests that identifying what drives employees is only half the job. Businesses must also clearly identify what motivates the business itself – and when the motivation of the business and the employee coincide, we find the sweet spot.

One of his addresses, "How Great Leaders Inspire Action", is among the top 10 most popular TED Talks with over 25 million views. Sinek contends that if a leader can identify and clearly articulate a purpose for themselves and their business, they can not only find their passion, but attract the right employees and keep them motivated. He calls this finding your Why.

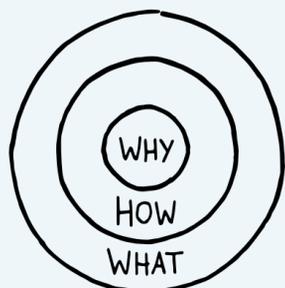
He lays out his concept of the Golden Circle, which places The What (what do we do?) on the outside of the circle, then The How (how do we do it?) inside, and The Why (why do we do it?) at the very centre.

He says, "Every individual and organisation on the planet knows what they do—one's title, functions or the products or services they offer. Most know how they do it differently or

LOOKING FOR PURPOSE

The Golden Circle

Companies can benefit greatly by identifying and articulating why they do what they do and working outwards to what they offer - rather than the other way around.



↑ Devoted customers waiting outside the iconic Apple retail store on Fifth Avenue, New York City – Apple
 > Dan Ariely of Duke University – Timefull

← Previous page: Simon Sinek on stage at TED 2014 – James Duncan Davidson

→ Simon Sinek on stage at TED 2014 – TED



better than others... however, very few organisations can clearly articulate why they do what they do." Sinek believes the leaders who inspire their employees and customers begin at the centre of the circle, then work their way outward: "Their every thought, action and behaviour starts with why."

"It doesn't matter what you do, it matters why you do it."

Before you ask, the Why can't be "to turn a profit." Although certainly a motivation of all businesses, profit is unlikely to be the sole, or even the most important motivator. The questions a company ought to be asking are: "What's our purpose? What's our cause? What's our belief? Why does this organisation exist, and why should anyone care?"

If a company has a strong sense of purpose, it will naturally attract employees who are more motivated because they agree with that purpose, they believe that purpose matters, and they feel their work is meaningful. Importantly, it will also attract like-minded consumers who are buying that company's products because of what it stands for - not just what it makes.

As an example, he points to Apple's marketing message. Rather than talk about how great their computers were—beautifully designed, simple to use and user-friendly—the company started with what they believed: "We believe in challenging the status quo. We believe in thinking differently." By starting with why, Apple didn't just sell products, it created believers, and perhaps as important, it attracted believers to work for them.

Sinek says, "If you hire people just because they can do a job, they'll work for your money, but if you hire people who believe what you believe, they'll work for you with blood, sweat and tears."

Research on motivation seems to support his idea. Studies by behavioural economist Dan Ariely of Duke University found that the traditional "carrot and stick" approach to motivating employees didn't really work for today's jobs, in fact, it often has the opposite effect. "We really have this incredibly simplistic view of why people work and what the labour market looks like," says Ariely in his own TED Talk, *What makes us feel good about our work?* "When we think about labour, we usually think about motivation and payment as the same thing, but the reality is that we should probably add all kinds of things to it: meaning, creation, challenges, ownership, identity, pride, etc."





Google's Healthy Food program on display at Google Office, Amsterdam – Alan Jensen

- Simon Sinek signs his new book, "Leaders Eat Last," during TED2014 – TED
- ↓ Simon Sinek speaks at TED Talks Live - War and Peace 2015 – TED



Now Sinek wants to help everyone discover their Why so they can wake up every morning inspired to get to work. He even offers online courses to do just that. "If people learn their Why, it makes them better qualified and more importantly more confident to choose the careers, choose the jobs and find the companies that create environments in which they are more likely to be inspired and fulfilled."

"My hope is to share this idea with as many people as possible so that, indeed, saying 'I love my job' becomes the standard and not the exception."

"My hope is to share this idea with as many people as possible so that, indeed, saying 'I love my job' becomes the standard and not the exception."

Simon Sinek
startwithwhy.com

According to career analyst Dan Pink, scientists who have been studying motivation have come up with a "new operating system for our businesses" that's organised "much more around intrinsic motivation. Around the desire to do things because they matter, because we like it, they're interesting, or part of something important."

The most compelling real-world example has to be Google, which has won the #1 spot on Forbes' 100 Best Companies to Work For in 2015, for the sixth time. According to 'The Google Way of Motivating Employees' the tech giant goes above and beyond the perks many businesses offer with extrinsic motivators, like 18 weeks paid maternity leave, on-site doctor, fitness centre and free lunches.

But perhaps more interesting are the intrinsic motivators, such as freedom to choose how and when work is completed, flexibility over which projects they take on, the ability to have their voice heard, and of course a belief in Google's raison d'être: to organise the world's information and make it universally accessible and useful.

Jane McNeill of HAYS recognises this as a trend; "We see a lot of interest from potential employees looking at how progressive employers are, how they embrace innovation and technology, how they address corporate and social responsibility, where they can con-

tribute to charities and give something back to the communities."

So how does a company or any individual find their Why? Sinek explains "For an individual, our Why is fully formed by the time we are about 17 to 20 years old. It is based on our life experiences—when we have felt at our best or when life felt like it mattered most. You can look at the patterns and themes that exist across those experiences. For an organisation, you can find the Why by looking at the Why of the founder or visionary and by looking at the origin story of the organization."

Sinek uses his own story as an example. He started out as an advertising executive, eventually running his own marketing firm, Sinek and Partners. But four years in, Sinek says he lost his passion for what he was doing. "I knew what we did. I knew how we did it different and better than others. However, I did not know why we did it. Without the Why, the work lacked meaning and I burnt out."

That epiphany led Sinek to create the Golden Circle, then share the concept with friends, who invited him to share it with their friends and it "sort of spread organically. My passion was restored to levels that I had never experienced before. I became obsessed with sharing this idea with anyone who wished to feel inspired and who wanted to inspire the people around them."

INSPIRATION

The Golden Circle at Work

The hallmark of a successful brand is a clear, simple and believable Why.



'To make the world work better'



'To bring happiness to every family in the world'



'Empowering people to stay a step ahead in life and in business'



Services on Hand

Ben&Co. celebrates the specialists and service providers who work day in, day out to keep life running smoothly.

Take advantage of special offers this March from service retailers on Level One at Chifley.



ISSUE #11 - MOTIVATION

The Travel Agent

Book any international airfare or tour and receive 25% off travel insurance. Terms and conditions apply. See in store for details. Valid until 31st March 2016.

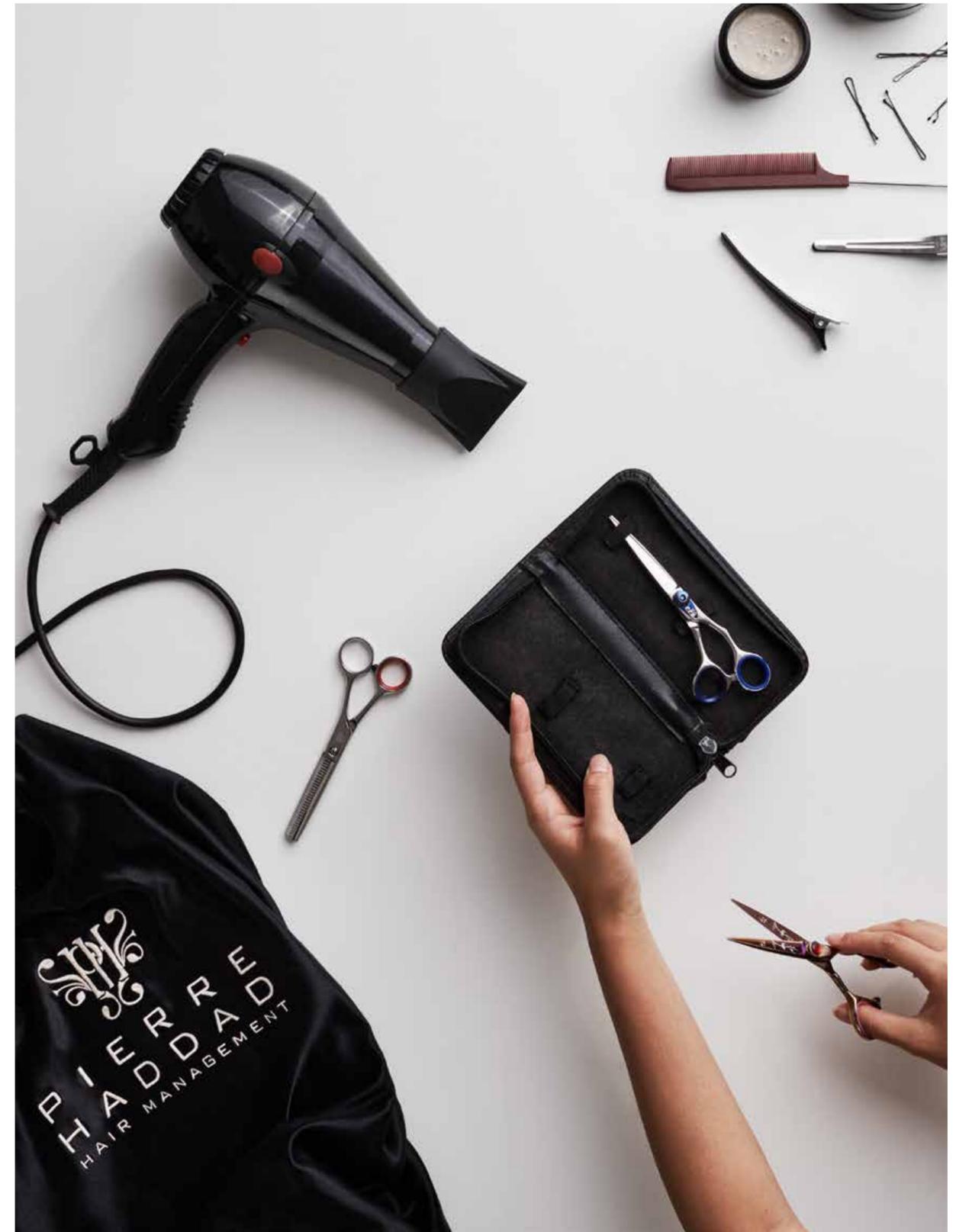
Travel&More
 Shop 27, Level One, Chifley, 2 Chifley Square
 9231 0606



The Cobbler

Complimentary heel or sole repair with any bag treatment. Terms and conditions apply. See in store for details. Valid until 31st March 2016.

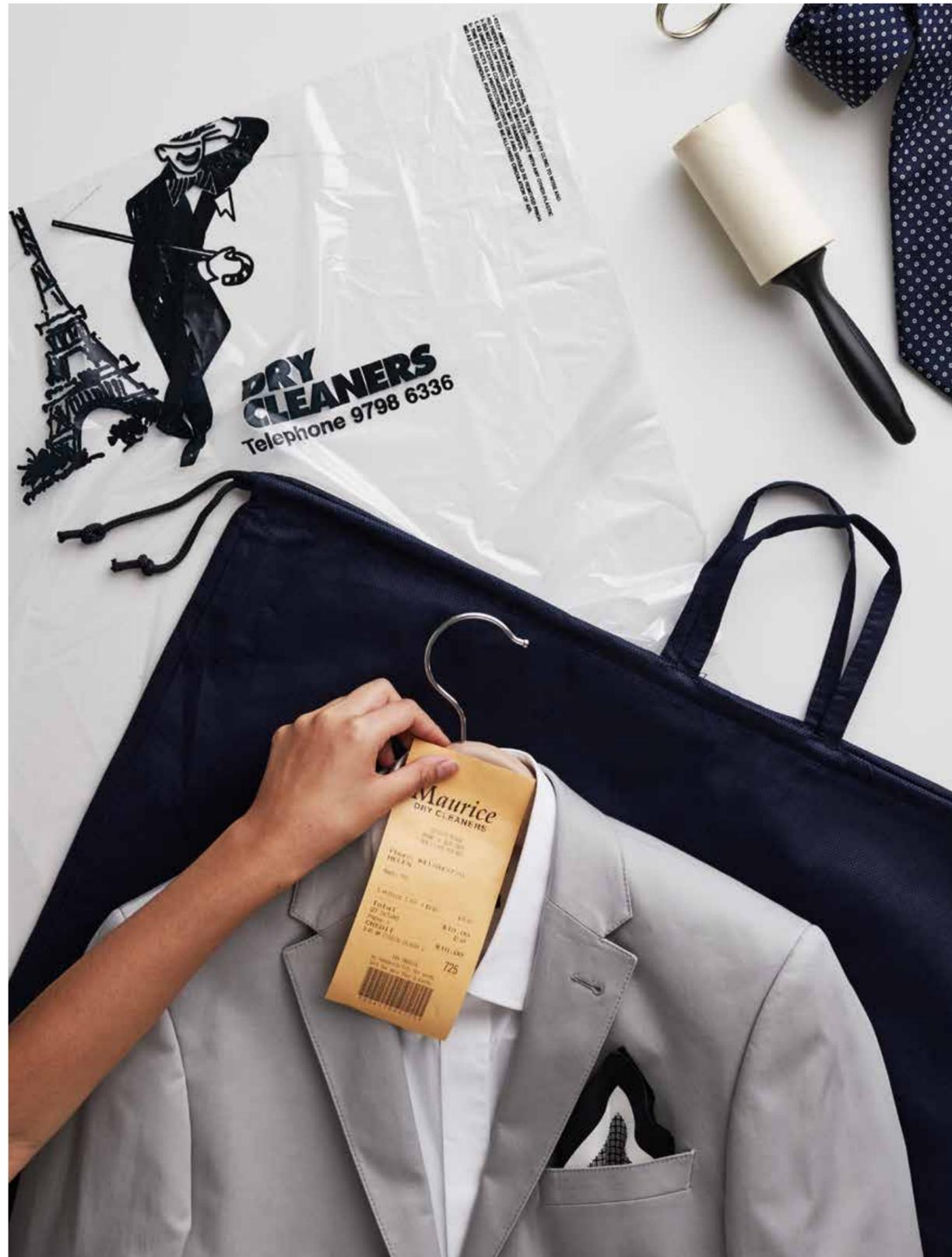
Chifley Shoe Worx
 Shop 25, Level One, Chifley, 2 Chifley Square
 9223 9670



The Hair Dresser

Complimentary deep conditioning treatment, style cut and blow-dry with any colour service. Terms and conditions apply. See in store for details. Valid until 31st March 2016.

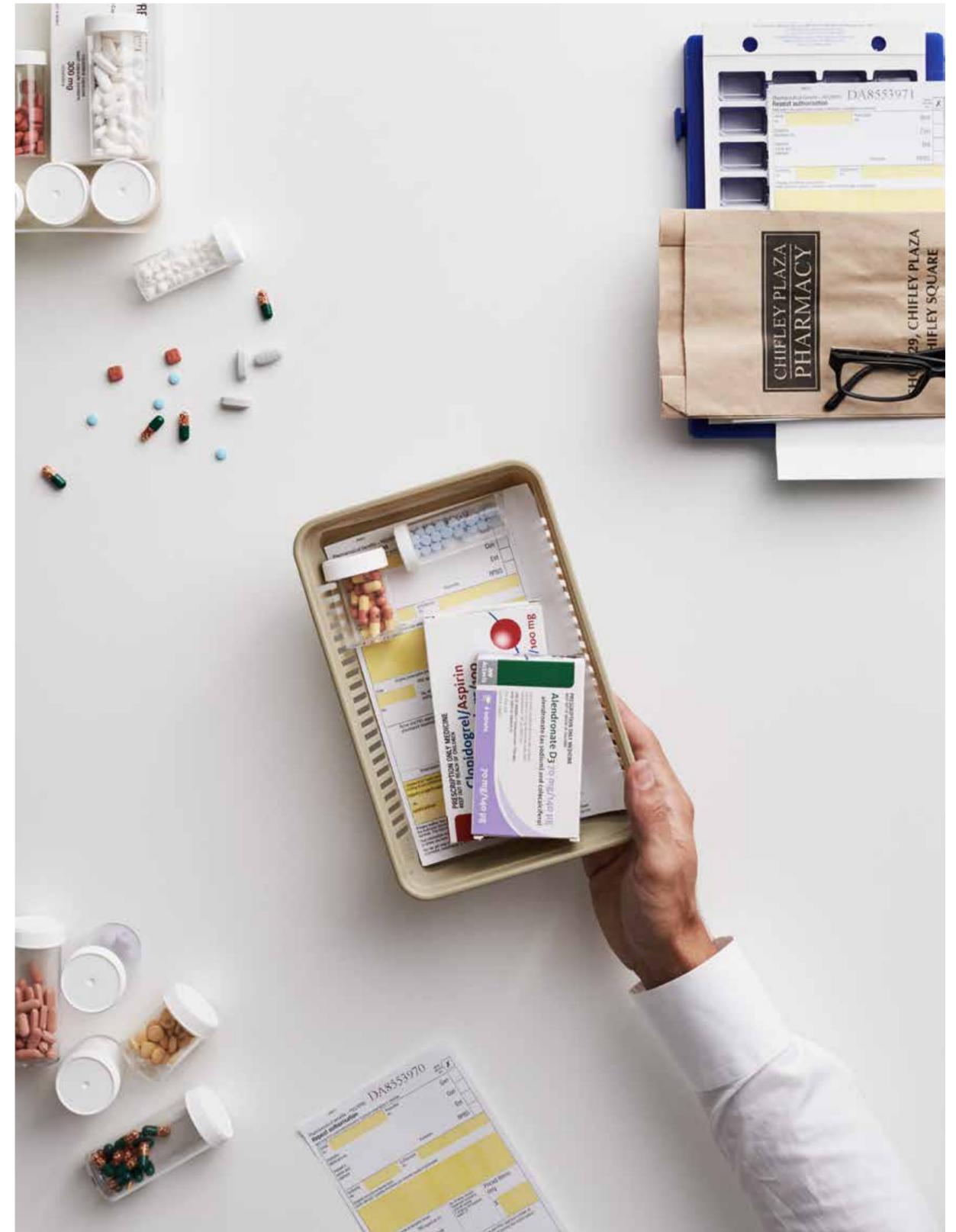
Pierre Haddad Hair Management
 Shop 30, Level One, Chifley, 2 Chifley Square
 9235 3500



The Dry Cleaner

Dry clean one suit and receive two shirts washed and pressed for free. Terms and conditions apply. See in store for details. Valid until 31st March 2016.

Maurice Dry Cleaners
 Shop 26, Level One, Chifley, 2 Chifley Square
 9235 3309



The Pharmacist

Not just prescriptions and medications, buy two pairs of hosiery or stockings and receive the third pair free. Terms and conditions apply. See in store for details. Valid until 31st March 2016.

Chifley Pharmacy
 Shop 29, Level One, Chifley
 9232 3126

Pedalling For a Cause

As riders gear up for the next Chain Reaction Challenge, Professor Sally Dunwoodie at the Victor Chang Cardiac Research Institute, tells Ben&Co. how vital your support is.



← Professor Sally Dunwoodie – Victor Chang Cardiac Research Institute
 → Every week an average of 42 babies are born with a heart defect – Victor Chang Cardiac Research Institute



"We wouldn't be doing any of this without Chain Reaction because there simply wasn't the money to do it. Their donation is absolutely fundamental."

A third of babies are born with a heart defect. In Australia, this is close to 42 babies a week. Thirty of these will have a life-saving operation and four babies won't survive. In the most severe cases, babies are having surgery within a day of birth on hearts the size of a walnut, and some will experience open-heart surgery three times before they reach kindergarten. These are pretty sobering figures but what's amazing is that in 80% of cases, scientists don't know why birth defects happen and who might be at risk, genetically.

Professor Sally Dunwoodie leads a research program that is designed to understand the genetic cause of congenital heart disease (CHD) by identifying the genetic mutation that has caused the heart not to form properly in the developing embryo. "When this happens to a family, it's devastating", explains Professor Dunwoodie, "Mothers feel responsible and they ask lots of questions around why it happened. None of these questions can be answered without knowing what caused the baby to be born with a heart defect."

Professor Dunwoodie is using money donated by Chain Reaction to understand why heart defects develop so families can have information around the prospect of having other children with defects. "Knowing what the gene mutation is gives us a handle on trying to work out if we can prevent this from happening or ameliorate it sufficiently such that the child is born without such a severe defect", says Dunwoodie. To do this, her team is taking DNA from babies who have had surgery, collecting DNA from their parents and sequencing it to look for the mutation that's caused the defect.

In 2003, Professor David Winlaw, who is a pediatric cardiac surgeon at the Children's Hospital Westmead and operates on lots of babies, established a DNA bank, collecting DNA from babies and their parents so that one day someone might be able to do this kind of research. Until now however, there's never been the money to use this unique sample set for research purposes. "Until Chain Reaction came along, there simply wasn't

"Buying a piece of equipment is fantastic, but supporting a research program and trying to make a difference in the long term is invaluable."

the money to do this", explains Professor Dunwoodie. "Buying a piece of equipment is fantastic, but having the vision to support a research program and trying to make a difference in the long term is invaluable. We wouldn't be doing any of this without them."

The program is by far the largest of its kind in Australia and one of the largest in the world and it's starting to get results. The team recently worked with a family who have experienced three generations of CHD – a grandmother, two of her three children and five out of six of her grandchildren were born with heart defects. For generations, they haven't known what was causing it. The team discovered a mutation in a particular gene and based on their findings are able to give the family accurate information around why they have CHD and the chances of any future children being affected.

In the future, Dunwoodie hopes the research will pave the way so that parents who have babies born with CHD will be offered a

standard genetic test to give them as much information as possible. "At the moment, this only happens in a research setting" explains Dunwoodie, "but lots of families aren't part of a research program and there's no genetic diagnosis or counselling and no answers to their questions. We want this to be part of mainstream diagnosis for all children born with CHD in the hope that we can offer families a brighter future."

Victor Chang Cardiac Research Institute
victorchang.edu.au

Business Travel on the Bright Side

Last-minute trips, economy seats and packed itineraries: corporate travel can be hard work. Ben&Co. explores some popular destinations to help you mix a little more pleasure with your business.



- ← Marina Bay Sands — Marina Bay Sands
- ↑ Tippling Club chef plating — Charles Haynes
- The Golden Dragon located at The Taj Mahal Hotel
- Mott 32, one of Hong Kong's most loved Dim Sum houses

01 — Singapore

Marina Bay Sands

For an escape from the Singaporean heat, Ben&Co. recommends treating yourself to a few elevated laps of the Marina Bay Sands' spectacular infinity pool. As well as a unique perspective on the city, it's a great way to restore balance, 57 floors up.

Tippling Club

If you missed Heston Blumenthal in Melbourne, Singapore offers its own dose of experimental food theatre at Tippling Club, headed by Australian-born brit, Ryan Clift. Razor clams with Japanese cat's whisker, lobster with babaganoush and cheesecake pills are just some of the sensations on the menu at one of the city's top restaurants. Tippling Club has recently taken up residence a stone's throw from Duxton Hill, Singapore's newest go-to street for restaurants and bars, where more than a dozen fantastic restaurants and establishments can be found in one cul-de-sac.

"Marina Bay Sands' spectacular infinity pool is a great way to restore balance, 57 floors up."

02 — Mumbai

The Golden Dragon

Over the past decade Mumbai has seen staggering growth and has truly become a global city, with world-renowned chefs and restaurateurs permeating the Indian sub-continent. The Golden Dragon located at The Taj Mahal Hotel, Apollo Bunder, is one of the finest Chinese restaurants in the world, offering a classic Yum Cha brunch with a mouth-watering array of Dim Sum - and allowing you to claim you once flew to India for a Chinese meal.

Harbour Bar

For a night cap with a stunning view, a short distance down the road from the Taj Mahal - President you'll find the stylish Harbour Bar. Though the original license document, once framed behind the bar has been lost, the character of the Harbour Bar remains intact since 1933. Order the Bombay Blazer.



03 — Hong Kong

Mott 32

Old-world traditions have long sat happily alongside contemporary influences in Hong Kong, with expat entrepreneurs opening restaurants, cafes and bars, bringing their native know how to the island. One of Hong Kong's most loved Dim Sum houses, Mott 32, opened in 2014, bringing with it a fresh and dynamic spin on classic cuisine, including a farm to table menu. Named after New York's first Chinese general store opened in 1891, Mott 32 is soon to open a second restaurant in the new Trump Hotel, Vancouver.

The Pottinger Hotel

If you're looking for a taste of Hong Kong heritage, The Pottinger Hotel is the perfect place. Mixing classic style with a modern twist, the boutique hotel has everything you need for your stay, including restaurants, bars and a chocolate shop.

On Solid Rock

A foundation of strong principles allows staff to learn, develop and ultimately, adds value for clients.



In any business, the right culture can be the difference between success and failure. Kathryn Barnes, the Australian COO of global financial institution BlackRock, knows this only too well. Responsible for ensuring the company's culture, Kathryn talks to Ben&Co. about her work and what she's focused on for 2016.

Q: How do you motivate your teams, locally and internationally?

We live and die by our principles of trust, respect and collaboration and we revisit them all the time in performance reviews and when talking to staff. It's all about sharing our successes and learning from failure. It's very important to allow people to go on their own journeys because nobody likes being dictated to. But the leadership team is always there to guide and motivate.

BlackRock is a meritocracy and our offices are open plan; everyone, including the CEO, works together in the same space. So employees feel really comfortable talking to our leaders at any point; it's all about providing support across the board.

We also have a big push for mobility. This encourages people to extend their career. Being a global organisation, there are many

opportunities for our team to work internationally. The three 'Es' are very important to us: experience, exposure and education. We believe in learning on the job, getting involved and being part of the team from day one.

Q: What operational challenges await in 2016?

We're an innovative company and the client always comes first. We're constantly looking at how we can service clients better; that's our goal. We are never satisfied with the status quo and how we can improve operating processes is always top-of-mind; so our staff are accustomed to and comfortable with constant change.

There is ongoing pressure in the industry to reduce fees as well as the considerable regulatory activity continuing in 2016. So we're also very focused on these areas and continually look to improve processes to become more efficient.

Q: What motivated BlackRock to move its operations to Chifley?

People and culture are really important to us; our people have to work and focus at a very high level. Our office space and location

reflects that. So we have been transforming this space into something that really works for us. Before we moved to Chifley our staff and offices were located across two floors. Having our staff on one floor has made a huge difference. We put a lot of thought into how we use the space. We have breakout areas and talking pods so people are not in windowless meeting rooms when conversations are not confidential. Plus we have wonderful views, which make the BlackRock office a beautiful place to work. The building also has great environmental credentials, which is imperative to us.

BlackRock
Level 37, Chifley

135+
Investment
Teams

7.7K+
Portfolios
Managed

12K+
Employees
Globally

70+
Offices in
30 countries

Chifley Q&A

Do you know your Why? The purpose, cause, or belief that inspires you to do what you do?

Caitlin Curry
BOQ Specialist



My 'Why' is about being able to work with people, and make a difference in enabling them to reach their personal and professional goals.

Megan Warmt-Murray
Payce



For me learning and growing is what motivates me. I try to learn from successes, from failures, from others and from everyday experiences.

Leah Staats
Kodari Securities

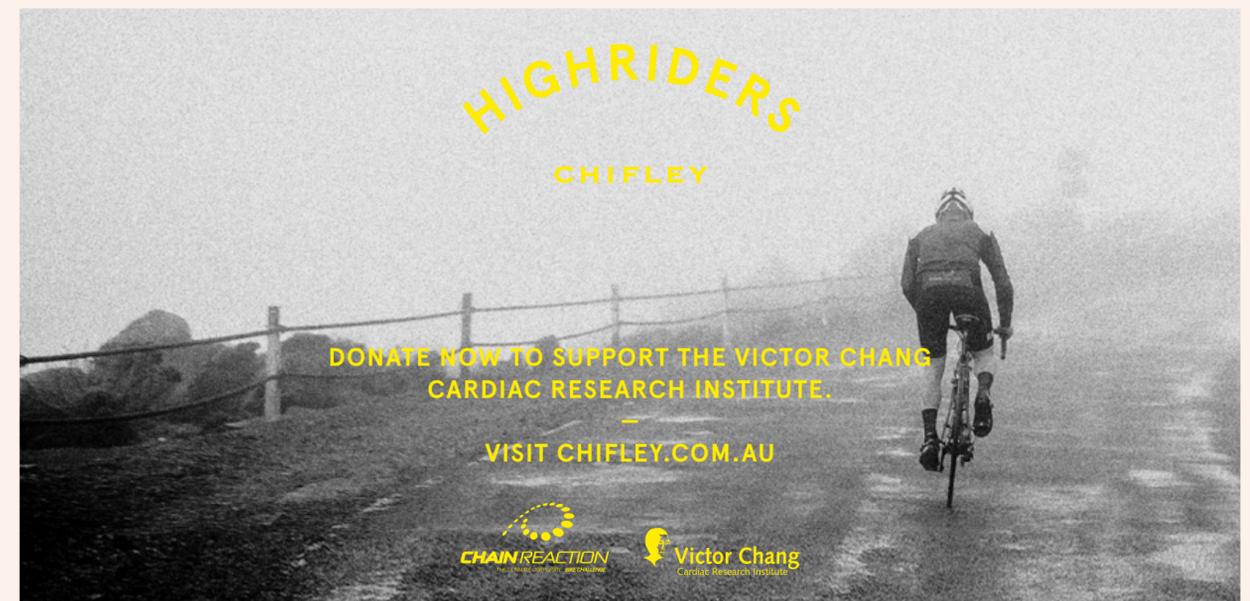


I love working in a team with like-minded goals to grow the company and enjoy it's success.

Tracey Hayward
SMBC



My 'Why' is my family, they give me a purpose, an inner strength. Goals & ideals flow to make a little bit of difference.



LIMITED
PLACES
REMAIN

Chifley Early Learning Centre A new paradigm for Early Learning in Sydney's CBD



OPENING THE 4th OF APRIL

Welcome to Chifley Early Learning Centre, a premium boutique facility where friendships will grow and learning will flourish.

Limited places remain, register online now at chifleyelc.com.au or call us on 1300 244 532.



- Quality early learning programs delivered by a passionate team of educators
- Warm and inviting natural indoor areas and state of the art playscapes
- High quality sustainable design and materials to protect our environment
- Providing care for children aged 6 weeks to 5 years

- Fresh, nutritious meals and baked goods prepared daily by our chef
- A parent lounge and support hub with complimentary barista-made coffee
- Chefs kitchen where children are involved in developing their culinary skills
- Opening hours 6.30am to 6.30pm

chifleyelc.com.au

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