

Women in the COO Community (WCOOC) Leadership Forum

NORTH AMERICA NOV 18 20

Renewed diversity strategies to address representation gaps

Proud Partner



ARMSTRONG WOLFE
Women in the COO Community

AGENDA

- **Gender Equity** – As leaders and role models, we all have an important role to play in enhancing diversity and inclusion in our workplace
- **Biases** – Many organisations have implemented unconscious bias training. Diversity and inclusion cannot however be achieved through a one-off initiative or periodic training - it needs to be embedded in the organisational culture and continuously acted upon to guarantee effectiveness
- **Culture** – For real change to happen, we all need to buy into the value of diversity, collaboration and proactively work together to build more diverse and inclusive teams, not only in our own functional areas but also, through leading by example, across our respective organisations
- **Vendors and Client Management** – What are the latest metrics required
- **War on Talent** – Talent acquisition and retention program



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KEYNOTE SPEAKER

Jennifer Kleinert, MD, Chief Operating Officer for Enterprise, Infrastructure, Operations and Technology, Citi

Jennifer Kleinert is Citi's Chief Operating Officer (COO) for Enterprise, Infrastructure Operations and Technology (EIO&T). As COO, Jennifer works closely with Citi's Global Head of O&T to develop, implement, and manage business strategies and meet targets. As the EIO&T COO, Jennifer is responsible for Risk and Control, the Resiliency Organization, the Global Program Management Office as well as Enterprise Tools and Reporting teams.

Jennifer has been with Citi for 29 years and has held a variety of roles including serving as COO and Lead Finance Officer for ICG O&T. She served as the Head of Planning and Analysis with ICG for more than 9 years and ran Strategic Expense Planning for ICG for 1 year. Jennifer also worked in the Financial Control division, managing P&L reporting, RACE reporting (daily revenue estimate process) and the Smith Barney Financial Control group.

Throughout her career, Jennifer has been active in many mentoring initiatives, Women's Organizations, and diversity programs. Some of the activities include, being on the board of Npower Organization, leading the Citi - ICG O&T Women Organization, establishing a 3 year Deaf Internship Program at Citi about 15 years ago and previously served on the Business Advisory Board of Just One Break (dedicated to increasing employment opportunities for individuals with disabilities). In addition, Jennifer is the President of the Advisory Board of Saint John Vianney High School in Holmdel, New Jersey.

Jennifer graduated from Susquehanna University. She and her husband, Roy, live in Morganville, NJ with their daughters, Darby (20) and Payton (17).

PANEL

MODERATOR



Grainne McNamara, Partner, EY and Chair of the NY Women's foundation

Grainne specializes in effectively delivering large transformation programs at top tier institutions. Grainne is as passionate about enabling productivity and creativity in people as she is about technology so the people agenda is always front and center in her transformation solutions. She assists EY's clients with major change initiatives across front, middle and back office. Her current focus areas are digital transformation and culture and conduct.

She has 25 years of experience in implementing technology, business, and regulatory change programs during her tenure at leading global institutions such as Goldman Sachs and Morgan Stanley.

Grainne is regularly sought out by publications such as Forbes, Fortune and Business Insider for her perspective on the transformational power of emerging technologies, from a practitioner perspective. She has advised multiple Fortune 500 clients and frequently presents on the topics of digital transformation and innovation at industry forums including the IIF, AFP, SIFMA, American Banker, and MBA/MISMO. She has been featured on Bloomberg and CNBC for her perspective on blockchain.

Grainne is passionate about efforts to transform the lives of women and girls and sits on the Board of the New York Women's Foundation. She is an active fundraiser and advocate of diversity and inclusion. She launched a campaign to encourage broader participation in philanthropy which she believes builds more authentic and well-rounded leaders. In her "Advice She Wrote" series, she co-writes articles to empower and inspire career development in others. She has three young children and lives in Brooklyn, New York.

PANELIST



Deland Kamanga, Head, Global Markets, BMO Capital Markets

Deland Kamanga is Head of Global Markets within the Capital Markets business of Bank Of Montreal Financial Group.

In this role, he is responsible for all of BMO's markets related activities for corporate, institutional, and government clients worldwide, including sales, trading, and origination of cash, derivatives, and structured solutions across all asset classes.

Previously, Deland was Global Head, Fixed Income, Currencies and Commodities (FICC) where he leveraged his extensive experience in cross-asset exotic & structured derivatives, risk management, and product innovation to deliver optimal solutions and efficiency for clients globally.

Deland has 30 years of Capital Markets experience. He joined BMO Capital Markets in 2006 from a major Canadian bank and has held a number of senior leadership roles. He is a representative in various leadership committees, including the BMO Capital Markets Operating and Executive Committees.

Deland holds a BA in Economics from the University of Western Ontario and he has been a CFA charter holder since 1995. He serves as a board member of Women in Capital Markets, The Scarborough Health Network Foundation, BMO Investorline, BMO CMC USA and the BMO Nesbitt Burns Holding Company. He is a proud champion of diversity and strongly supports BMO's Employee Resource Groups. He is an Executive Sponsor of BMO Black Professionals Network Canada and serves on the BMO Capital Markets Diversity & Inclusion Committee.

PANELIST



Camilla Sutton, CEO and President, Women in Capital Markets

Camilla Sutton is the President and CEO of Women in Capital Markets (WCM), a national not-for-profit that aims to accelerate gender diversity across financial services. Camilla's career spans more than two decades in capital markets, most recently as Scotiabank's Global Head of Foreign Exchange, responsible for the firm's FX trading desks, electronic trading and distribution, sales teams, and the global strategy. Prior to this role, she was Scotiabank's Chief FX Strategist, providing global macro commentary and advisory services across the firm's client base. Earlier in her career, she was part of Portfolio Management at OMERS and Equity Research at BMO Capital Markets. Camilla holds a BA from Dalhousie University and an MBA from the Richard Ivey School of Business. In addition, she is a CMT and CFA charterholder. She is an active member of the global investment community. She is a past member of the CFA Society Toronto's Board of Directors and was previously a member of the Bank of Canada's Foreign Exchange Committee. She is also a member of several committees within the United Way and CFA Society Toronto and has been a long-term volunteer at Women in Capital Markets.

PANELIST



Malcolm Lang, MD, COO & CFO, TD Securities

Malcolm Lang has been with TD since 2002 in various roles including roles in Treasury and Finance, most recently serving as SVP, Finance & CFO Wholesale Banking from July 2015. Malcolm assumed an expanded mandate of CFO & COO, Wholesale Banking in September 2019. Malcolm has also acted as COO for TD Securities in Europe and the US.

As Chief Financial Officer for TD Securities, Malcolm is responsible for overseeing and leading the Finance Department of TD Securities. In this role, Malcolm is responsible for providing in-depth performance analysis as well as value added financial advice to help drive the TD Securities strategy. As Chief Operating Officer for TD Securities, Malcolm is responsible for leading the Technology, Operations, Change and other functions including regional COO teams, ensuring operational effectiveness, synergies and the appropriate level of governance and controls are in place. Malcolm is also accountable for supporting the business in the implementation of overall business strategies for the global Wholesale Banking business segment.

Malcolm is currently on the Board & Treasurer of Women in Capital Markets as well as Friends of Ruby, a community organization providing support services to homeless LGBTQ2+ Youth. Malcolm leads the inclusion and diversity committee for TD Securities and is the LGBTQ2+ executive sponsor for Finance. He was awarded the Leading Executive Ally Award by Start Proud in 2018. Malcolm has a Bachelor of Commerce degree from the University of Toronto and is a Chartered Professional Accountant.

WCOOC

WCOOC Global Programme Leadership

MANAGEMENT



Maurice Evlyn-Buften, CEO, Armstrong Wolfe

“Since establishing the company in 2012, playing our part to help the industry we serve address inequalities has been at the heart of what we do. In establishing WCOOC in 2017 and our COO Scholarship Scheme in 2020 [creating career opportunities for ethnic minorities], we seek to give the voice to the COO community to show its support in addressing such inequalities”.



Gwen Wilcox, Global COO, Women in the COO Community Global Lead, Armstrong Wolfe

Gwen Wilcox is the Armstrong Wolfe Chief Operating Officer and the Global Head of Women in the COO Community initiative where she leads on the programming and speaker acquisition.

Gwen’s professional career spans across the banking, technology and engineering industries, where she has developed a host of core competencies particularly in the digital transformation and marketing space. In addition to her day to day WCOOC responsibilities, Gwen leads the global Armstrong Wolfe team in Executive Coaching, Executive Forums, and support the Armstrong Wolfe Partners with Strategic and Marketing efforts. Gwen’s prior roles include the Head of EMEA Events Marketing, Sponsoring at Lehman Brothers then Barclays Wealth Management



ARMSTRONG WOLFE

Women in the COO Community

About Armstrong Wolfe

Armstrong Wolfe is a financial services COO advisory firm.

The COO operates at the heart of every company and collectively at the centre of the industry. They are visible, influential and the ambassadors of conduct and working together we believe can shape the industry of tomorrow.

Our mission is to bring worldwide COOs into a managed network one degree of separation from each other.

Our purpose is to empower this community by providing thought leadership, promoting cross industry dialogue and supporting collaboration.

Our ability to succeed relies on an interconnected offering:

- International COO Community (iCOOC) - the corporate membership scheme
- Armstrong Wolfe Partners (AWP) – the project execution business
- The COO Academy – training within business management
- Women in the COO Community (WCOOC) and the COO Scholarship Scheme - addressing inequalities

Our corporate and social responsibilities focus on addressing inequalities, promoting the need for sustainability, and supporting under privileged children and young adult's education.

Our WCOOC Universe

Armstrong Wolfe's **Managing Director attendees** are all members of its global COO community.

Our global COO and CCO community is made up of over 2000 members (males and females) drawn from **120** firms from within Financial Services who attend our forums.



About Us

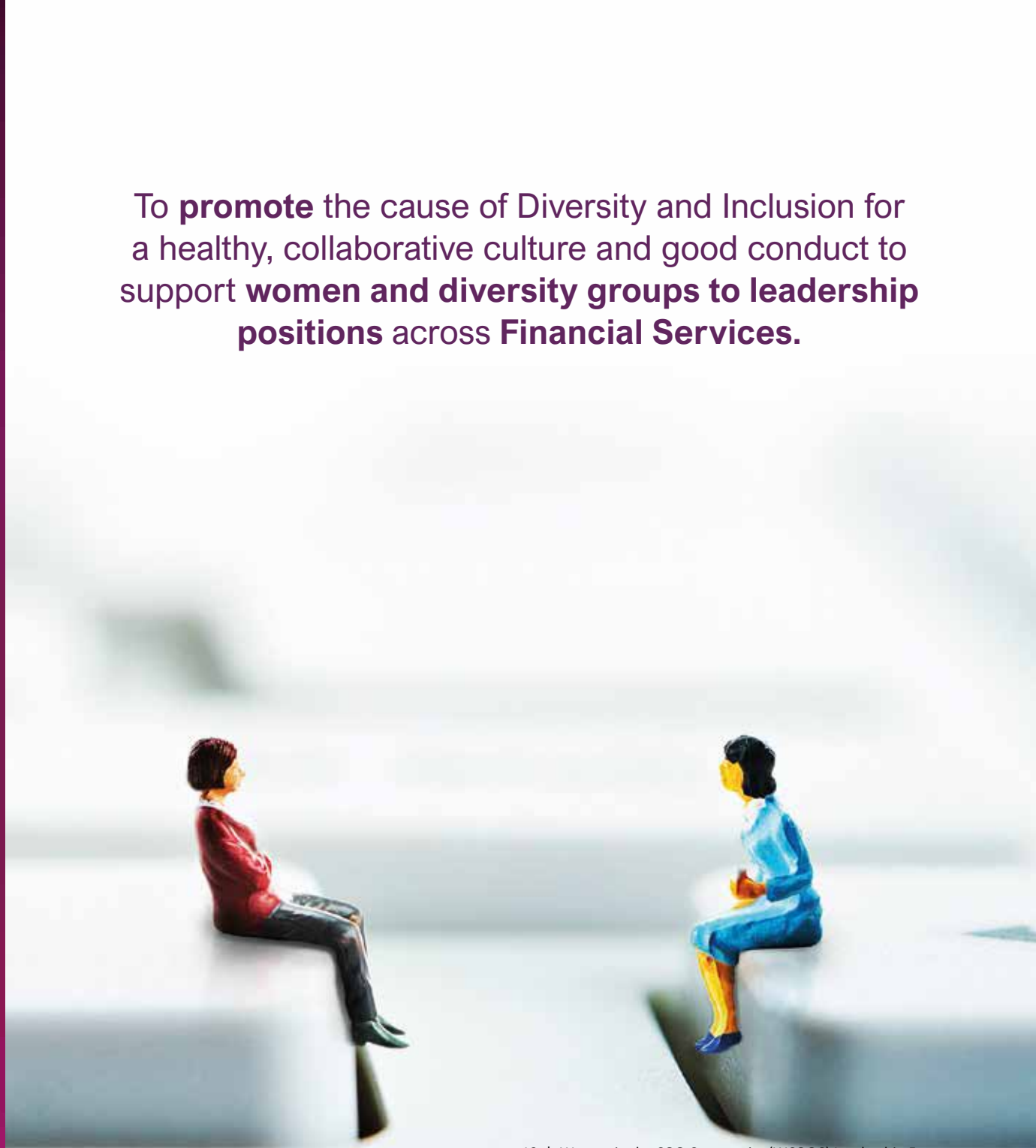
Armstrong Wolfe's Women in the COO Community initiative (WCOOC) has been running since 2017 and is now well-established in New York, London, Hong Kong and Singapore, Torontowith members.

Our commitment to this initiative was born out of the privileged position we have in accessing the COO community through our global forums

www.armstrongwolfe.com/wcooc

Our Purpose

To **promote** the cause of Diversity and Inclusion for a healthy, collaborative culture and good conduct to support **women and diversity groups to leadership positions** across **Financial Services**.



Ambassadors

We value the strategic input of our WCOOC ambassadors who support our program management and appear on panels throughout the year.

Ursula Schliessler

Former CAO, Independent Non Executive Director

Ursula is a senior financial services professional, who has led global teams across multiple functional areas within asset management. Her experience spans change management, business process design and implementation, product development and management, sales strategy, operations, technology and data, risk and project management.

Prior to Ursula assuming her current iNED and Trustee positions, Ursula was Chief Administrative Officer of Legg Mason, with global responsibility for the firm's technology, data, risk management and internal audit, real estate, strategic projects and operations. Ursula was a member of Legg Mason's Executive Committee and the Executive Sponsor of Legg Mason's LGBTQ Employee Resource Group and Legg Mason's Global CSR Network.

Ursula has also held leadership positions with Citibank and Citigroup Asset Management in Distribution and Product Development in a number of countries and was Head of International Product Development and Management for Morgan Stanley Investment Management. She holds a Master of Commerce degree in Business Economics from the University of the Witwatersrand in Johannesburg, South Africa.

Ursula was appointed the WCOOC UK Ambassador in January 2020 and will help deliver the Objectives and Mission of WCOOC.



Jason Brus

Former Managing Director, Global Head of Markets BM and MRC, Barclays USA



Jason is a former Managing Director and Business Manager for the global Markets business at Barclays. Based in New York, he was responsible for ensuring the efficient day-to-day operations of the division which comprises the Credit, Equities and Macro businesses. He also had responsibility for the Markets Risk and Control function as well as oversight of the Research business management function.

Jason has more than 20 years' of experience at multiple firms across a wide range of disciplines, including derivatives trading, capital and liquidity management, independent risk oversight as well as business management/chief of staff functions.

He joined Barclays in March 2018 from Credit Suisse, where he held a variety of leadership positions within their Global Markets platform. Prior to that, he was at BNP Paribas in Derivatives Trading. He started his career at Ernst and Young in their Financial Services assurance and advisory practice.

Jason graduated from Villanova University with a Bachelor of Science in Accountancy with a concentration in Finance.

Ambassadors

Piers Murray

Former COO

BNY Mellon Markets USA



Piers is a financial services consultant with 33 years of industry experience in trading, clearing and risk management. Most recently, as COO of BNY Mellon Markets, he played a key role in the identification and implementation of strategic initiatives such as platform industrialization and core business transformation in response to evolving regulatory requirements, including MiFID, IBOR replacement, and QFC rules.

Prior to BNY Mellon, Piers was Deutsche Bank's global co-head of Listed Derivatives & Markets Clearing. From 1986 to 2012, he was with JP Morgan Chase, where he held a variety of senior positions in FX options trading, credit portfolio trading, credit risk management, and OTC clearing. In his various management roles in NY, London, and Singapore, Piers has had first hand experience in developing, managing, and compensating globally diverse teams.

A graduate of Yale University, Piers also holds an MBA from New York University. Piers grew up in Puerto Rico, is fluent in Spanish, and conversational in German and French. He is currently nominated as a non-exec director of Koine USA.



David Ornstein

Former MD, COO

Barclays Investment Bank USA

David is currently acting as consultant and advisor to growth companies in various markets. He was formerly at Barclays, where he held a number of roles in the Investment Bank, including as COO for Markets. During his time at Barclays David also had a number of other responsibilities including chairing the global regulatory change effort, leading cross-business functions (Strategic Investments, Market Structure, Front Office Risk and Controls, Trade Capture Utility), and several new business initiatives. He joined Barclays in London in 2004.

David began his career in the financial industry in 1994 at Bankers Trust in New York.

David holds a BS from the US Naval Academy at Annapolis, Maryland, and an MBA from the Wharton School at the University of Pennsylvania.

Ambassadors

Joe Noreña

Former MD, COO
HSBC London & New York



Joe is currently a Board Advisor to a Healthcare AI start-up, along with an investor in several other start-ups. Joe is also a Mentor with BUILD, an entrepreneurial program for High School Students. Joe has been a Managing Director for over 20 years with major Financial Institutions as Global Head of Digital businesses, Global and Regional Chief Operating Officer (COO) and Global FX Trading Head. He was also Partner and President of a start-up Global Macro Hedge Fund.

Joe was most recently with HSBC in London and New York. He joined HSBC as Global COO for the FX and Commodities businesses, incubated a Corporate Digital start-up business and was the Regional COO for HSBC's Americas Global Markets business. Prior to joining HSBC, Joe was the Head of the Trading Execution desk at Bridgewater Associates. Preceding Bridgewater, Joe was Partner and President of Vinya Capital, LLP, a global macro hedge fund.

Joe also spent time at Deutsche Bank (DB) and Citibank. At DB, he worked and lived in New York, London and Frankfurt as Global COO, Global FX Cash Trading Head, European Regional Trading Head, as well as implementing DB's FX Digital business. Joe served as an active member on the Board of Trustee at The Green Vale School in Old Brookville, NY for five years.

Joe graduated from St. John's University with a degree in Finance and attended Harvard Business School's Advanced Management Program in 2004. He is married with four children, currently residing in New York and Connecticut.

Gordon Grant

Global Head of Futures and Clearing
Operations, Citi & WCOOC Ambassador



Gordon is a senior Operations leader with an international career at institutions such as Citi, Morgan Stanley, BNP and Bankers Trust. He has held key leadership positions in New York, London, Hong Kong and Sydney. He has been directly accountable for strategy design and execution, plus BAU management, across a wide range of financial products and market sectors including Institutional, Retail and Custody. Specialising in revenue optimisation, business enablement, client experience and transformation, he has been a long term advocate for diverse talent inclusion and development.

Most recently at Morgan Stanley, London, Gordon was a member of the firmwide EMEA Diversity Action Council, the Head of EMEA Operations Diversity, and sponsor of firmwide Disability plus Family Networks. Multiple programs positively impacting diverse talent identification, acquisition, development, promotion, retention and engagement were implemented. Efforts included but were not limited to initiatives informed by the UK Charter for Women in Finance and the UK Race at Work Charter. A vocal partner and ambassador for BAME, the Women Business Alliance and LGBT+, he has had the pleasure of presenting closing remarks at the BBA Talent Accelerator Program. Outside of the office, Gordon engages in a number of organisations fostering talent including the charity Learning to Work and Eton Futures.

Gordon's advocacy of talent and diversity programs has run in parallel to, and complimented, functional responsibilities. Positions held by Gordon include: Global Head of Fees and Commission Services; Head of EMEA Client Operations; Head of Global Transaction Reporting; Co-Head of Global Equity, Equity Derivatives & Syndicate Operations; Head of EMEA Securities Operations; Global Head of Position Services and Tax Operations; Head of Asia Securities Operations, JV's and Branches; Head of Asia Operations Risk & Control; Head of Asia Firmwide Business Continuity; Head of Australia Operations; Head of New Broker Integration; Head of Australia Custody Operations. Gordon has sat on multiple Senior Executive Steering Committees, been engaged in industry advocacy, regularly contributes to white papers and has presented on a variety of topics at industry conferences. Graduating with a Bachelor of Arts from the University of Sydney, he and his family currently reside in London.

Ambassadors

Andre Cronje

Senior Advisor,
WCOOC Ambassador



Former Global COO, Andre is a leading financial services professional with over 25 years experience in strategic restructuring and transformation of banks, wealth management and financial services companies. He was a Group General Manager and Global COO of HSBC Global Banking and Markets until April 2020 where he managed 11500 in operations, technology and transformation, across 44 jurisdictions. Prior to joining HSBC in 2016, he held the positions of Global COO of UBS Investment Bank; CEO of UBS Wealth Management in the UK and Jersey and Head of Group M&A and strategic business development. He commenced his career in banking with Standard Corporate and Investment Bank in the corporate finance division.

Andre is a committed advocate of diversity and inclusion and embraces the responsibility of leadership by actively developing and promoting talented individuals to address inequality. He is an Ambassador for Women in the COO Committee and remains passionate about the role he can play in the industry's efforts to address its challenges.

Andre is a qualified lawyer and a Chartered Accountant (Coopers and Lybrand, South Africa), post attending Johannesburg University, where he majored in Law, Economics and Accountancy

Erica Benjamin

BMO Capital Markets



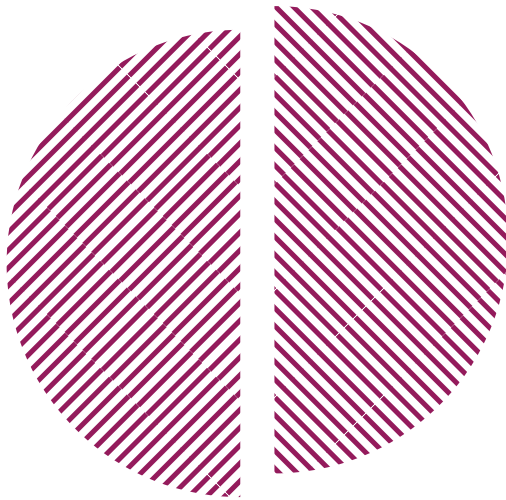
Erica Benjamin is a Managing Director and Chief Administrative Officer at BMO Capital Markets. She is responsible for Client Services, Professional Development, Real Estate, Business Operations and Administration. She joined BMO Capital Markets in 2013. In addition, Erica is an active member in the Women's Bond Club, Financial Women's Association, Women in Capital Markets and various internal Employee Resource Groups such as Alliance for Women, Black Professionals Network, and LBGTQ+. Outside of work, Erica holds various board and chair positions within the Girl Scouts of America and Parent Teacher Association organizations.

Prior to joining BMO Capital Markets, Erica was Executive Vice President at Nomura Securities where she was responsible globally for the Client Onboarding and regulatory reform teams. She began her career at Lehman where she held various roles within Operations and Client Data support functions.

Erica received an MBE from New York University and a Bachelor's degree from State University at Stonybrook.

Biannual Leadership Evenings

200+ female COOs from junior to senior level. Panel session and guest speakers.* Both genders welcome.



**LONDON
NEW YORK
HONG KONG
SINGAPORE
TORONTO**

2020

Human capital development and career coaching

- Self-growth
- Leadership
- Diversity
- Talent acquisition
- Gender challenges
- Women on Boards

Career Coaches



Miia Lankinen

WCOOC Head & Career Management, Asia

Miia is the APAC Practice Head for Armstrong Wolfe's career management service and its Women in the COO Community initiative in Asia. She is based in Singapore.

In this role, Miia leverages her corporate experience which she has acquired over multiple business cycles to relate to clients in different career stages and situations.

Miia has 20 years of experience in the financial services industry, both in the Wholesale Banking business and in Human Resources.

Experienced in professional coaching, talent management and leadership development, Miia is comfortable engaging with clients at all levels, from technical specialists to C-suite leaders. She also brings with her an understanding of competencies needed and the challenges faced in the banking industry today.



Kate Hutchins

UK Practice Head, Career Management

Kate leads Armstrong Wolfe's Career Management practice. With over 20 years' experience in resourcing and HR, much of Kate's career has been spent in the financial sector working with corporate clients on a range of strategies to ensure they attract top talent.

This experience means that she is particularly well placed to provide support and guidance for those facing career challenges or considering a change in role, as well as providing clients with tailored programmes.

Kate has a particular interest in the evolution of the interview process, harnessing her knowledge and insight to provide coaching that results in an increased awareness of behavioural strengths and techniques to communicate these effectively.

Based in London, she is a member of the Institute of Career Guidance and holds internationally recognised professional qualifications. She also enjoys providing support for young people on a voluntary basis, helping them in their career decision-making process.

Forums

Hosts that support our forums



Executive topics covered

LONDON

- Artificial intelligence: AI and the Workforce
- Cloud Outsourcing: Cloud Strategy
- Talent: War on Talent & Workforce planning
- Managed Services - Trends, Successes and Challenges
- What makes the ideal use case for industry collaboration
- Operational resilience and 3LoD
- Women in Innovation in the operating model
- Diversity and Inclusion roles supporting faster innovation
- Investment in Technology for operational improvement
- Cost saving and Revenue generation
- Front to back regulatory change, handling and embeddedness
- Technology as the enabler of change
- Attracting female talent into careers in banking
- Career coaching: Choosing a mentor or mentors/sponsors
- Professional skills: Networking, impactful communication/confidence building

NEW YORK

- Green and Sustainability Initiatives: Financial Services and Sustainability; where we are today?
- Emerging business Initiatives; sustainability as a business opportunity
- Operational and Technology initiatives; creating a sustainable business
- Climate and Sustainability Risks; transforming risk management frameworks
- Contract Digitization
- Workplace and Workforce transformation
- Outsourcing & Managed Services
- Strategies to minimize Gender Divide
- Return to work strategies
- Gender Equity - bridging the gender pay gap

ASIA

- Mentoring as a tool for career development and retention of female talent. Embedding conduct and culture in the everyday life of an organisation (Hong Kong)
- A panel discussion investigating individual career journeys to becoming a COO, thoughts on the role and its mandate, what makes a good COO (Hong Kong)
- Culture and Conduct - Our Impact and Influence (Singapore)
- Workforce Re-entry Initiatives (Singapore)
- The Evolving Mandate of the COO
- Return to Work Strategies

Testimonials

“I would like to thank you again for the very kind invitation to the Armstrong Wolfe WCOOC Leadership Evening at Morgan Stanley. It was a great privilege to be invited to such a great occasion, and I really think everyone thoroughly enjoyed it.”



“Such an energising and uplifting event to participate in which has sparked much debate back in the office. I am so pleased to be able to participate in this initiative and truly think events like this will help us to identify and promote female talent across financial services.”



“It is a pleasure to partner with the Armstrong Wolfe on the Women in the COO Community initiative to see so many engaged and talented participants at their events. The Leadership Evening is an event focusing on inspiring women in financial services and I believe that being a COO is an aspirational career choice which is inclusive of a diverse range of backgrounds and experience.”



“Thanks Miia. It was good to meet you and the other wonderful ladies. It was an insightful discussion where we all got to learn from each other and share best practice.”



“At Societe Generale, we recognize and value what diversity brings to an organization, and we’re happy to partner with WCOOC to foster diversity and inclusion throughout the financial services industry. We believe that by continuing to seek out ideas and opinions from those that are different from us, we can build on stronger foundations.”



Join our network

Gwen Wilcox

Global Head of WCOOC

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Join us on LinkedIn

Women in the COO Community

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Women in the COO Community

