

# WCOOC LEADERSHIP EVENING

Strategies to Minimize the Gender Divide

NEW YORK | NOV 2019



Hosted by

**BNP PARIBAS**



**ARMSTRONG WOLFE**

Women in the COO Community

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Armstrong Wolfe is a proud signatory  
of the Women in Finance Charter.

# EVENING SCHEDULE

## Strategies to Minimize the Gender Divide

We are pleased to Welcome you to the second 2019 Leadership Evening hosted by BNP Paribas' George Nunn - COO of Global Markets Americas.

The theme of the event is "Strategies to Minimize the Gender Divide" with the main objective to educate the audience on the current challenges the industry faces on this topic, and to share what others have done and accomplished effectively in this area. The event will consist of a panel discussion of very accomplished leaders across the industry, as well as a keynote address by Katica Roy - Gender Economist, CEO & Founder of Pipeline Equity.

Our panel is represented by UBS' Darryll Hendricks, Blackrock's Jennifer Ottinger and BNY Mellon's Rebecca Crowe - moderated by BNP Paribas' Mara Conzo. The event will be attended by rising stars across buy-side and sell-side firms in New York City, key clients, and stakeholders of our community.

Please join us as we discuss the current state of gender equality in the Financial Services industry. We will be speaking to the existing impediments, the current and future strategies to overcome them, and ultimately focusing on the criticality of gender parity to business success.

## Wednesday, November 20, 2019

<b>5:30pm - 6:30pm</b>	Guest arrival and check-in
<b>6:30pm</b>	Opening Remarks
<b>6:35pm</b>	Address by Host
<b>6:40pm - 7:20pm</b>	Panel Discussion
<b>7:20pm</b>	Q&A
<b>7:30pm - 8:00pm</b>	Guest Speaker
<b>8:00pm</b>	Networking

# ABOUT WCOOC

Armstrong Wolfe's Women in the COO Community initiative (WCOOC) has been running since 2017 and is now well-established in London, New York, Hong Kong and Singapore, with members from over 30 different organizations.

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

Led by Armstrong Wolfe, a series of cross-industry events focused on leadership will take place throughout 2020.

[armstrongwolfe.com/wcooc](https://armstrongwolfe.com/wcooc)



**ARMSTRONG WOLFE**  
Women in the COO Community

# OUR OBJECTIVES

**Our Women in the COO Community initiative is grounded on these four principles:**

1. To inspire women in financial services to have no limitations to their professional aspirations.
2. To educate 'early stage career women' on business management and the COO role as career destinations.
3. To establish an exclusive and confidential networking opportunity with like-minded peers.
4. To enable a cross-industry business dialogue to address common challenges.



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Women in the COO Community

# EVENTS

We hold a lunch or a breakfast at a different company within financial services every quarter. Attendees are Managing Director-level females in COO, CAO, CCO, business management roles, including functional allies of the COO, such as technology, operations risk and compliance.

At each event, a conversation is facilitated around a pre-agreed agenda. Areas of discussion will usually include one of the four WCOOC objectives alongside a business topic. It's about cross-industry sharing of information and experiences to the benefit of all.

Chatham House Rule is followed at our quarterly forums, so anything said at these events is kept confidential and in line with Competition Law.

Recent topics include client onboarding, GDPR, Brexit, technology and innovation, data management and strategy, managing the gender pay gap, IBOR, and the COO's role in managing operational risk.



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Women in the COO Community

# LEADERSHIP EVENINGS

Our leadership evenings encourage more men and women into senior positions within Financial Services.

Large-scale and cross-industry, each event is sponsored and hosted by a different company in a different location. At these exclusive events, nominated 'rising stars' from member companies come together to learn from leading senior management in the financial services sector.

An excellent networking opportunity, these events are focused on AVP, VP and junior Director-level attendees from any discipline.



**ARMSTRONG WOLFE**  
Women in the COO Community

# Attending Firms

- |                     |                             |                            |
|---------------------|-----------------------------|----------------------------|
| Aperature Investors | Commerzbank AG              | Natixis                    |
| Armstrong Wolfe     | Control Risks Group Limited | Nomura                     |
| Bank of America     | Credit Suisse               | One William Street Capitol |
| Barclays            | Deutsche Bank               | Pipeline Equity            |
| BlackRock           | DWS                         | PwC                        |
| Bloomberg           | EY                          | RBC Capital Markets        |
| BMO Financial Group | FSCM                        | Schroders                  |
| BNP Paribas         | HSBC                        | Scotiabank                 |
| BNY Mellon          | ICF                         | Societe Generale           |
| Bricks 4 Kidz       | JPMorgan Chase & Co         | Standard Chartered Bank    |
| CIBC World Markets  | Make a Wish                 | Symphony                   |
| Citigroup           | MUFG                        | T. Rowe Price              |
|                     |                             | UBS                        |

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THE RULES HAVE CHANGED.**



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The bank  
for a changing  
world



# BNP PARIBAS

BNP Paribas has built a strong and diversified presence in the United States to support its client base. The bank employs close to 14,000 people and has had a presence in the USA since the late 1800s. Bank of the West serves over 2 million individuals and small & businesses through a network of around 600 branches and business centers.

Large corporate and institutional clients are serviced by BNP Paribas' Corporate & Institutional Banking franchise that has a presence in the main US cities, in addition to a global reach through a network of offices in EMEA and APAC. The bank also offers asset management services through BNP Paribas Asset Management as well as Real Estate and Fleet Services through partnerships.



# OPENING REMARKS

**Hubert de Lambilly**, Head of Trading, Global Markets Americas CEO of BNP Paribas Securities Corp.

Hubert de Lambilly is the Head of Trading for Global Markets Americas and oversees all trading activity across various products. He was most recently the Global Co-Head of FX, Local Markets and Commodity Derivatives, a role he began in August of 2016 and was in charge of a team of 220 traders, based in 22 countries covering G10 Products (Spot, Forwards and Options), Local Market Products (Forwards, Rates & Credit) and Commodity Products (Energy & Metals).

Hubert has spent his entire career at BNP Paribas and started as a trainee within the Equity Derivatives Quantitative Research Team. He completed his VSNE with the Bond Options Quantitative Research Team, and was hired as an FX Exotics Trader, where he progressed to head the New York FX Options desk.

In 2000 he launched the new 'FX Option Structured Product Group' to sell tailor-made complex structures to clients and also became the Head of Asian FX Options. In 2005 he was named the Global Head of FX Options and in 2008 was promoted to Deputy Global Head of FX and FX Hybrids. Following that role, he became the Head of Fixed Income CEEMEA and was in charge of FX, Rates, Credit and DCM for Trading, Sales, Origination, Structuring, Research and Strategy for the CEEMEA Region. Later, in 2015, Hubert became Global Head of FX&LM Trading.

Hubert graduated from Ecoles des Mines in Paris.



# LEADERSHIP HOST

**George Nunn**, COO of Global Markets Americas, BNP Paribas

George Nunn is a Managing Director and Chief Operating Officer for BNP Global Markets Americas platform.

Before taking on his current role, George was the Global Co-Head of the Fixed Income Advisory and Strategic Transformation (FAST) team, a strategic initiative aimed at improving the management and transforming its business practices in order to improve efficiency and competitiveness in the market. Prior to this, George was Head of FX and Emerging Markets Sales for North America, responsible for delivering BNP Foreign Exchange and Local Markets products and services to institutional and real money investors. George was also formerly the Head of IR and FX Structuring from 2007 to 2010.

He joined BNP Paribas in 2007 from HSBC where he was Head of Interest Derivative Trading. Prior to that, he spent four years as head of Interest Rate Options Trading for CSFB in London. George also held senior positions at BNP Paribas in both London and New York from 1991 to 2000.



# GUEST SPEAKER

**Katica Roy**, Gender Economist, CEO and Founder, Pipeline Equity

Katica Roy is a gender economist and the CEO and founder of Denver-based Pipeline, an award-winning SaaS company that leverages artificial intelligence to identify and drive economic gains through gender equity. Pipeline launched the first gender equity app on Salesforce's AppExchange.

As a former Fortune 500 global executive, programmer, and data scientist, Katica draws on this rich expertise to build a company that in just over one year won 8 awards, including the AI Breakthrough Award: Innovation Award for AI Platforms (IBM was the only other back to back winner), received a Governor's Proclamation, launched a social listening campaign that drew 18MM impressions in two months, and quadrupled the sales pipeline.

Katica is driven by a passion to eradicate economic inequality and champions the rights of refugees, women, and children. An award-winning business leader with more than two decades of experience in technology, healthcare, and financial services, Katica is credited as a rare combination of expertise in and passion for gender equity, people analytics, and sales operations. She pours her knowledge and unique lens into several community and global initiatives, including as a former board member of Edge of Seven and Isabella Bird Community School, and current board member of the University of San Francisco's Women in Leadership and Philanthropy, and Book Trust a member of the Women's Foundation of Colorado, as well as a 2018 Colorado Governors' Fellow. She is also an industry entrepreneur, thought-leader, and frequent editorial contributor and speaker.



# PANEL MODERATOR

**Mara Conzo**, COO of Global Markets Americas Trading, BNP Paribas

Mara has over 20 years of experience in the Fixed Income Markets spanning across Operations and COO / Business Management roles.

In the fall of 2018, she became COO for the GM Americas Trading platform. Prior to that, she was COO of the Primary & Credit Markets Americas platform (since 2010).

During her 16 year tenor at BNP Paribas, she has been instrumental in various transformative initiatives including the industrialization of the Credit Derivative markets, the global implementation of the Dodd Frank Swap Execution Facility, as well as strong focus on various electronic trading initiatives. In addition to her existing COO mandate, she recently became head of the Electronic Client Services Group within the Global Markets organization.

Mara graduated with a dual Bachelor degree in Finance and Marketing from Lehigh University.

# PANEL

Leadership Evening



# PANELIST

**Jennifer Ottinger**, COO of Global Active Equities, BlackRock

Jennifer Ottinger, Managing Director, is the Global Chief Operating Officer for BlackRock's Active Equities Group. In this role, she is responsible for overseeing and coordinating investment operations, business strategy, and delivery of a robust and scalable global operating platform for Active Equities. She also drives connectivity with client, investment, and operating teams throughout BlackRock.

Jennifer's service at BlackRock dates back to 2010. Prior to joining Active Equities in 2016, she was the Chief Operating Officer for BlackRock's Legal and Compliance Group. As a member of the Legal and Compliance Executive Team, Jennifer partnered with senior leadership to drive strategy, planning, and execution in order to achieve business objectives. Her focus included key areas such as financial management, talent initiatives, operations, and technology strategy in efforts to improve cross-functional alignment throughout the firm.

Jennifer is a member of BlackRock's Global Operating Committee, Human Capital Committee, New York Leadership Team, and Active Equities Executive Committee.

Prior to BlackRock, Jennifer worked at Goldman Sachs Asset Management (GSAM) as a senior Compliance Manager where she was responsible for portfolio management advisory and surveillance functions covering Fixed Income, Quantitative Strategies, and Fundamental Equity.

She earned a B.A from Clark University and M.S from Columbia University.



# PANELIST

**Darryll Hendricks**, COO of Americas, UBS

Darryll Hendricks is the Americas region COO for UBS, as well as Americas regional operating officer for UBS Investment Bank, and also serves as the branch manager for UBS IB's branches in the US. Since joining UBS in 2005, he has held multiple roles, including Global COO for IBD, COO for the Non-Core and Legacy portfolio, Head of Strategy for UBS IB, and Global Head of Risk Methodology.

Prior to joining UBS, Darryll worked at the Federal Reserve Bank of New York for 13 years, where he worked on bank regulatory, payment system, and systemic risk topics, including the Long-term Capital Management recapitalization.

Darryll served as a board member at the Depository Trust and Clearing Corporation from 2012 to 2017. From 2009 to 2012, he chaired a Federal Reserve sponsored industry task force on tri-party repo infrastructure, which developed a series of recommendations and a blueprint for changes in the operation of the US tri-party repo market.

Darryll has served on the NY Fed Financial Markets Advisory Committee, the Office of Financial Research Advisory Committee, and the National Academy of Sciences' Board of Mathematical Sciences. Darryll has an undergraduate degree from UNC-Chapel Hill, an MPP from the Kennedy School of Government, and a PhD in Public Policy from Harvard University.



# PANELIST

**Rebecca Crowe**, CAO of Markets, BNY Mellon

Rebecca Crowe currently holds the position of Chief Administrative Officer of BNY Mellon Markets. The Markets business helps clients access capital, financing and liquidity by providing an extensive suite of foreign exchange, securities finance, collateral management, capital markets, liquidity and prime brokerage services.

Rebecca brings twenty years of financial services experience to BNY Mellon, having joined in 2016 from Deutsche Bank where she last served as Global COO for the Listed Derivatives & Markets Clearing business.

Prior to Deutsche Bank, Rebecca was a management consultant with Deloitte, and began her career at JPMorgan where she held various program management and sales & trading support roles across the investment bank.

# WCOOC

Program Management



**Maurice Evlyn-Bufton**

*Managing Director, Armstrong Wolfe*

Maurice has over twenty years' experience in Investment Banking and Financial Markets executive search and advisory. He founded his company, Armstrong Wolfe, in 2011.

Maurice's industry papers are well-known publications and are drawn from the COO and CCO cross-bank industry forums his company runs. At each event, Maurice facilitates a debate. He combines the insight this affords him with market information secured through the retained searches his company manages on behalf of its clients.

In 2017, Maurice published his first book, No Place to Hide, the role of the banking Chief Operating Officer. His second book, Donkey Mail and Bully Beef, is an account of Maurice's time spent in Gorazde whilst on U.N. service there in 1994-95. It was published in September 2018. To Catch a Thief, the evolution of the Chief Control Officer, will follow in October 2018. Proceeds from all three books will be donated to Maurice's charity, Gorazde Children's Foundation, as well as two others.

Maurice is a Graduate of Cardiff University, which he completed through an Army scholarship.

Maurice is married and has four sons. He lives in the Cotswolds and spends his spare time with his family, running with his three dogs, and carrying out his charity work.

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**Gwen Wilcox**

*CAO, WCOOC Global Lead, Armstrong Wolfe*

Gwen joined Armstrong Wolfe in June 2019. In her role, Gwen leads the Armstrong Wolfe team globally, from Executive Search, Executive Coaching, Executive Networks to Women in the COO Community (WCOOC).

Gwen spent the early part of a career in the Banking industry as SVP of Marketing & Sponsorship at Lehman Brothers.

Since 2009, as well as raising a family, Gwen spent the last 10 years in the technology and engineering industry as a digital transformation lead, building enterprise sales tools and techniques, influencing thought leadership and go-to-market activities in the USA and EMEA.

Gwen has a Master Degree in Business Management from the University of Westminster, London.

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**Julia Bunyatov**

*Executive Director, WCOOC Americas Head, Armstrong Wolfe*

Julia joined Armstrong Wolfe in May 2018 to manage its Women in the COO Community initiative in New York. She also supports the advisory efforts born from its quarterly COO and CCO 1LOD forums.

Julia has had a successful 20-year Wall Street career. Her career has spanned Audit, Finance and Risk Management; also holding positions such as Global COO, Equities Trading at Lehman Brothers, and Global COO, EFS Markets at Barclays Capital.

In 2016, Julia assumed leadership of Sirmio Inc, a company providing consulting services surrounding risk management and control to financial institutions and conducts advisory and implementation on strategy setting for various non-profit boards.

Julia serves on the Make-A-Wish Metro-NY chapter Board of Directors where she chairs the Mission Delivery Committee, and is member of the Executive Committee of the Board. She also serves as a Treasurer on the board of the International Dyslexia Association, Long Island Branch.

Julia has a BS in Finance & Information Systems from NYU Stern School of Business.

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**Soyong Jensen**

*WCOOC Director Asia, Americas, Armstrong Wolfe*

Soyong has more than 20+ years of experience as Human Resources executive working across a diverse range of industries covering Banking, Insurance, Technology and Media & Entertainment sectors.

Founder of ECCL, LLC and as a trained executive coach, Soyong currently works with profit and non-profit organizations helping leaders and individuals in transition.

Prior to ECCL, Soyong served as Chief HR Officer for AIA, Company Limited and Managing Director and APAC HR lead in JPMorgan Chase's Corporate Investment Bank business. She also worked with MTV Asia in Singapore as the regional head of HR.

In these roles, Soyong was responsible for leading the regional execution of the global people agenda, including performance and talent management, recognition, culture and leadership development. She worked very closely with senior business leadership team to identify and build the skills and capabilities needed as the basis of changing business. Before changing career direction to HR, Soyong spent 14 years with Nortel Networks in the US and Asia in the sales/marketing function.

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In the future  
there will be no  
female leaders.  
There will just  
be leaders.

- Sheryl Sandberg, COO, Facebook



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Women in the COO Community

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# ARMSTRONG WOLFE

Armstrong Wolfe is a global firm with exclusive Market Access.

Focusing on Investment Banking, the Financial Markets and Asset Management, we bridge traditional competitive lines to identify areas for cooperation and collaboration.

Through our industry forums, Armstrong Wolfe promotes cross-industry teamwork and partnerships. This brings the banking and asset management communities and its leaders together to create innovative solutions that meet the common challenges of regulation and cost efficiencies in testing market conditions.

Within executive search, we are recognised as an authority within business management; namely the roles of the Chief Operating Officer, Chief Administrative Officer, Chief Control Officer (1LOD) and Chief of Staff, as well as roles that are embedded in business management, the executive management office and the infrastructure functions immediately aligned to business management.

# EXECUTIVE NETWORK

Partnering with some of the world's leading companies, we run quarterly Chief Operating Officer (COO) and Chief Control Officer (CCO, 1LOD) forums and workshops in New York, London, Toronto, Hong Kong and Singapore.

We also support the industry through its regular Brexit dinner, FinTech conferences, and its commitment to behavioural change through events focused on conduct, ethics and leadership.

Working with over 25 of the world's global leading banks, Armstrong Wolfe provides market access through its executive COO network.

# EXECUTIVE SEARCH

We work across Financial Services, focusing specifically on Banking, Financial Markets and Asset Management.

Our clients are global companies that understand the value in hiring people with proven capabilities in driving change - be it responding to regulatory or institutional needs - to realise operational efficiencies and cost savings.

We work on assignments at Director to Managing Director level.

We source talented people: exactly the right person for the right job, wherever they are in the world.

# CAREER MANAGEMENT

We offer a comprehensive career management service designed to align skills and career aspirations with demand across the market.

Coaching provides best practice techniques to help clients understand their skills, competencies and experience, enabling them to communicate their unique value effectively through their CV and at interview, maximising the opportunity for success.

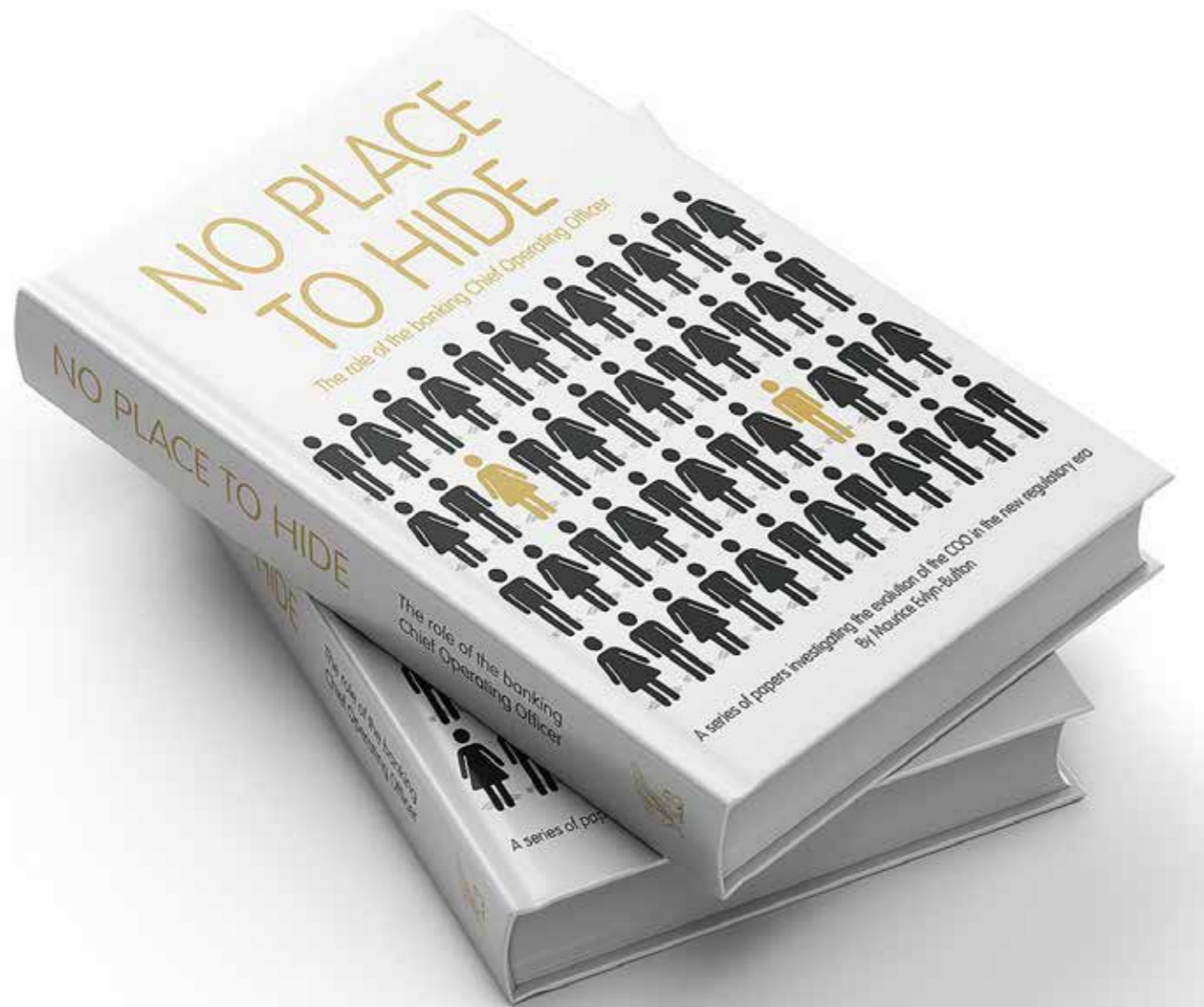
Following a detailed assessment of the client's needs, a bespoke programme is agreed. Coaching is held on a one-to-one basis. Packages of various lengths and focal points are available.

We provide support for those seeking to move from one permanent role to another, those who are in the transition process into a new role, and those looking to return to the workplace after a hiatus, be it on an interim or permanent basis.

“Great to hear how these super senior women have navigated their twists and turns to still come out on top.”

Rachelle Gaskell, VP, Citi





Written by Maurice Evlyn-Buften

# NO PLACE TO HIDE

## The role of the banking Chief Operating Officer

There is no definitive answer to the question 'what does a Chief Operating Officer, the COO, actually do?'

Every COO's role is different, and more so in banking. It is to understand this exclusivity that Maurice has written the series of papers that are brought together in this book.

No Place to Hide was published in 2017 and is sponsored by EY.

Follow these links to [read online](#) the role of the COO

[Playing Second Fiddle: The mandate and profile of the front office business manager](#)

[The Markets COO: Evolution and responsibility in the regulatory era](#)

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