

WCOOC LEADERSHIP EVENING

LONDON | 26 NOV 2019

Self-Empowerment: Enhance your visibility,
confidence and impact

Hosted by

CREDIT SUISSE



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

Self-Empowerment: Enhance your visibility, confidence and impact

An event for rising stars in the Financial Services Industry.

Welcome to the WCOOC Leadership Evening at Credit Suisse.

The meaning of Self-empowerment is deep and profound and requires us to take control of our own life, setting goals, and making positive choices. It therefore implies that we must understand our strengths and weaknesses and have belief in ourselves.

This topic will be discussed at length with our panellists during the course of the evening. All discussions will be exploring various ways and means to build your confidence, in the view to achieve your career goals. Our first panel will focus on hints and tips to build your support network for a successful career path, followed by CV guidance to help you reach your career aspirations. The second panel discussion will provide real-life example of how you can grow your confidence for maximum impact within your workplace.

We hope these evening discussions leave you feeling inspired and ready to conquer your own career journey.

Tuesday, 26 November 2019

6:00pm - 6:30pm	Guest arrival and welcome drinks
6:45pm - 7:00pm	Introduction
7:00pm - 7:45pm	Career Management panel
7:45pm - 8:15pm	Break / Networking
8:15pm - 9:00pm	Presentation skills & self promotion
9:00pm - 9:30pm	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 organisations.

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

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.



ARMSTRONG WOLFE
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-bank sharing of information and experiences to the benefit of all.

Chatham House Rule is followed, 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.



ARMSTRONG WOLFE
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 Director-level attendees from any discipline.



ARMSTRONG WOLFE
Women in the COO Community

Attending Firms

- | | | |
|--------------------------|-------------------------------|------------------------|
| Allianz Global Investors | Credit Suisse | Kubrick Group |
| Amundi | Crowe Global Financial | Legg Mason |
| Armstrong Wolfe | Crimes | Lloyds |
| Bank of America | Deutsche Bank | Mizuho Financial Group |
| Barclays | DWS | Man Group Plc |
| Baringa Partners | EY | Morgan Stanley |
| Barings | Fintech Circle | Nomura |
| BCS Consulting | Goldsmith College, University | RYLN Coaching |
| BlackRock | London | Societe Generale |
| BNP | HSBC | Standard Charter |
| BNY Mellon | Jalubro Consulting | State Street |
| Commerzbank AG | JP Morgan | TD Securities |



**Seeding diversity.
Reaping opportunity.**

Credit Suisse is proud to promote equal opportunities, regardless of ethnicity, nationality, gender, sexual orientation, gender identity, religion, age, or disability. Whoever you are. Your talent is what counts.

credit-suisse.com/diversity

Equal opportunities for employees. Global diversity and inclusion.

Having a diverse workforce contributes to wide-ranging expertise, creates broad networks and fosters an inclusive and open corporate culture. This helps us deliver high-quality products and services to our clients. And to work together effectively across the bank.

The diversity of our workforce provides us with a better understanding of client needs, cultural aspects and regional markets. We believe that it also opens up a broader range of business opportunities for our company.

As a responsible employer, we are committed to providing and promoting equal opportunities, regardless of ethnicity, nationality, gender, sexual orientation, gender identity, religion, age, civil or marital status, pregnancy, disability, or any other characteristics protected by law.

An Integral Part of Our Corporate Strategy

Our internal experts work closely with our businesses across the globe to ensure that a diversity and inclusion framework is firmly embedded in our corporate culture. They partner with managers on the planning and implementation of initiatives to promote an inclusive working environment. We also consider it important to engage in a dialogue with external partners in the area of diversity and inclusion.

Support Programs and Mentoring

Promoting equal opportunities for women remains a key topic at Credit Suisse. In 2018, women accounted for 36% of our total workforce and 21% of our senior leadership (Directors and Managing Directors). We want to further increase the proportion of women in specialist and management positions within the bank. Furthermore we run programs to attract talented female professionals to our company.

Women in Finance Charter

Credit Suisse first signed the Women in Finance Charter in June 2016. Together with over 330 other financial services organisations in the UK, we have pledged to support the progression of women into senior roles across the UK Legal Entities.

Our commitment to the Charter builds on existing Credit Suisse initiatives designed to improve gender equality across our organisation.

[credit-suisse.com/diversity](https://www.credit-suisse.com/diversity)

Credit Suisse is one of the world's leading financial services providers. Our strategy builds on Credit Suisse's core strengths: its position as a leading wealth manager, its specialist investment banking capabilities and its strong presence in our home market of Switzerland.

LEADERSHIP HOST

Penny Tunbridge, MD, COO Advisory, Credit Suisse

Penny is a Managing Director of Credit Suisse within COO Advisory, in the Group COO function, based in Zurich. She is responsible for working with the business divisions and corporate functions to help achieve effective and efficient delivery of the bank's strategy and the implementation of new initiatives. She also facilitates the resolution of cross-divisional/ functional challenges and supports business transformation.

Penny joined Credit Suisse in September 2015 as a Managing Director. Prior to taking on her current role in January 2017, she was the COO for Global Markets in EMEA, based in London. Penny joined the bank from Nomura where she served as Chief of Staff for EMEA. Prior to that, she worked for over 20 years at Dresdner/Commerzbank where she held a range of COO positions in the Risk function before moving into Fixed Income and Currencies. There her roles included management of the bank's CVA risk and balance sheet and RWA reduction program and running the post trade businesses of custody, clearing and collateral services.

Penny holds a BA/MA from the University of Oxford in Modern History.

PANEL

Career Management



PANELLIST

Maurice Evlyn-Bufton, MD, Executive Search, Armstrong Wolfe

Maurice has over 20 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 Goražde 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, Goražde 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.

McSherry Brown



PANELLIST

Claire Louise McSherry, Executive Search (Technology), McSherry Brown

Claire-Louise founded McSherry Brown in 2008. Before she had even opened the company doors for the first time, Lehman Brothers, Merrill Lynch and Deutsche Bank jumped on board as her first clients.

With a background in tech and transformation in executive search for the financial services industry, Claire-Louise has always been a huge diversity advocate. She created McSherry Brown to cater to firms who had already gained traction in actively hiring diverse leadership teams and were building a succession pipeline of female and minority leaders.

Over the last 11 years, Claire-Louise and her team have carved an enviable reputation at the very forefront of the diversity conversation. They are taking incredible strides to create a more diverse world — one organisation at a time. Although much of her spare time is absorbed by ferrying around her young twins, Claire-Louise is proud to be an investor in female tech entrepreneurs.

She is also a career mentor for girls from underprivileged backgrounds. Once a year she indulges in her passion for house music and spends time in the dance capital of the world — Ibiza and the mud infested fields at Glastonbury.



PANELLIST

Robert Yeo, Executive Coach, RYLN Coaching

Robert established himself as an Executive Coach after a successful career as a Chief Operating Officer at Morgan Stanley. Robert is passionate about developing the leaders of the future. He is an independent, strategic partner whose impactful, outcome-driven coaching focuses on actionable insights and positive, lasting change.

Robert brings a collaborative and pragmatic approach to coaching that, along with over twenty years of financial services leadership experience, helps him to provide critical thinking to each client. His areas of focus are helping executives to develop their leadership capabilities, enhancing influence and impact, career transitions, and managing change.

Robert previously worked at Morgan Stanley in New York and London as a Managing Director and held the role of Chief Operating Officer. Robert has built and led highly effective teams while delivering improvements in financial performance and overseeing significant business change, and was a member of the successful, global leadership team that returned the Fixed Income Division to healthy growth. He was a sought-after coach and mentor and recognised for his commitment to improving diversity.

Robert has held prior roles in finance and audit. He trained as a coach with the Meyler Campbell executive coach training and leadership development community.

PANEL

Presentation Skills



PANELLIST

Charlie Tauszky, COO, Global Financial Risk, HSBC

Charlie is the Global COO for Financial Risk at HSBC. In this role she is responsible for leading and driving business planning and operational performance, setting the people agenda and owning budget & control across the Financial Risk areas of Risk Analytics, Wholesale Credit & Market Risk and Retail Banking & Wealth Management Risk.

Charlie completed her A-Levels and began her career at 18 years old, working as an office junior at an independent Management Consulting firm. As the firm grew, so did her role, resulting in various operational management and resourcing appointments before moving to larger roles at global firms such as Detica, Capgemini and Capco over a ten year period.

Charlie joined HSBC in 2010 as a Business Manager in Global Banking and Markets IT, moving into a similar role in the Risk function in 2012 before taking the role of Chief Risk and Administration Officer for Financial Crime and Regulatory Compliance in 2014, during the Deferred Prosecution Agreement. She was appointed COO for Global Risk Analytics later in 2015 following completion of an internal 'Aspiring COO' programme and subsequently became COO for Financial Risk, adding two new areas to her scope, earlier this year. Charlie is a sponsor for HSBC's Accelerating into Leadership programme aimed at females ready to move into Director level roles and is a Global Ambassador for the Bank's BALANCE Employee Resource Group, regularly participating in events and discussions supporting Diversity and Inclusion.



PANELLIST

Vinita Ramtri, Head of Digital Risk, HSBC Kinetic, Global Commercial Banking

Vinita is a process and risk management expert who is a trusted advisor to business leaders in shaping transformation in keeping with current themes. Through her financial career, she has supported global businesses to deliver on key items such as embedding good financial conduct, creating lean and sustainable models, etc.

Currently, in her role as Head of Controls Automation, she works with stakeholders across business, operations and functions to oversee the management of process, risk and controls to influence the automation agenda.

In Vinita's view, business should always think 'better' before 'bigger'. It was this passion for meaningful growth that inspired her to write her book on conduct. She regularly speaks at industry events to provide thought leadership on issues ranging from conduct to machine learning mainly play her part in shaping proactive decisions to build great businesses that deliver better outcomes.

Outside of her work, she is an author, a global keynote speaker and a mindset coach.



PANELLIST

Lucy da Piedade, CCO Corporate Banking Europe and Asia, Barclays

Lucy is the Chief Control Officer for the Corporate Bank Globally at Barclays and is also responsible for first line control oversight of the Barclays International entities in Europe and Asia, which covers the Markets and Cards & Payment businesses as well as Corporate Banking internationally.

She has 25 years of experience in the areas of Risk Management and Operational Control in the first, second and third lines of defence in global financial services as well as in risk and internal audit professional practice. She is the Group lead for Fraud Risk, Operations and Payment Processing Risk in Barclays Bank and is responsible for first line control oversight of Financial Crime Operations and KYC/Onboarding processes for the Wholesale Business.

After a career in professional practise as a lawyer and then as a business consultant with Deloitte and KPMG, Lucy joined Barclays in September 2005 as Operational Risk Business Partner for EMEA in what was then the International Retail and Commercial Bank.

She trained as a lawyer in South Africa and the UK and completed an executive MBA degree in 2003. She is Portuguese but grew up in South Africa and speaks five languages. She lives in London with her husband and two young children.



PANELLIST

Libby Denchfield, Global Head of Strategy & Change, Cyber & Information Security Risk, Standard Chartered Bank

Libby has over 20 years' experience in a variety of senior global banking and markets business, operations, COO, CCO, conduct, culture, and change management roles. She is currently responsible for implementing the Senior Manager Responsibilities, conduct and culture for the Financial Markets Business at Standard Chartered Bank (SCB) and previously led the Bank's Conduct Programme.

Before joining SCB she was the COO for the Global Restructuring Division at RBS, the Global Head of Business Management & Control for the Global Banking & Markets Division in Operations and set up the first near shore Operating Centre for RBS in the UK. Previously, she was at Goldman Sachs, Deutsche Bank, and BNP Paribas.

Libby also is responsible for the Diversity & Inclusion agenda for the Financial Markets business, was co-head of D&I and Head of the Women's Network, representing the bank on many industry committees.

WCOOC

Program Management



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.



Ursula Schliessler


WCOOC Ambassador London, Armstrong Wolfe

Ursula is a senior financial services and investment management 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.

Ursula was at Legg Mason Global Asset Management between 2010 and June 2019. In her most recent position at Legg Mason she was CAO with global responsibility for the firm's technology, data, risk management, insurance, internal audit, real estate, fund accounting and transfer agency departments and the implementation of strategic projects.

Prior to joining Legg Mason, Ursula was with Citibank and Citigroup Asset Management in roles of increasing responsibility in a number of countries from 1984-2005.

She holds a Bachelor of Commerce degree in Economics and a Master of Commerce degree in Business Economics from the University of the Witwatersrand in Johannesburg, South Africa.



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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NEW YORK
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DUBAI
HONG KONG
SINGAPORE



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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.

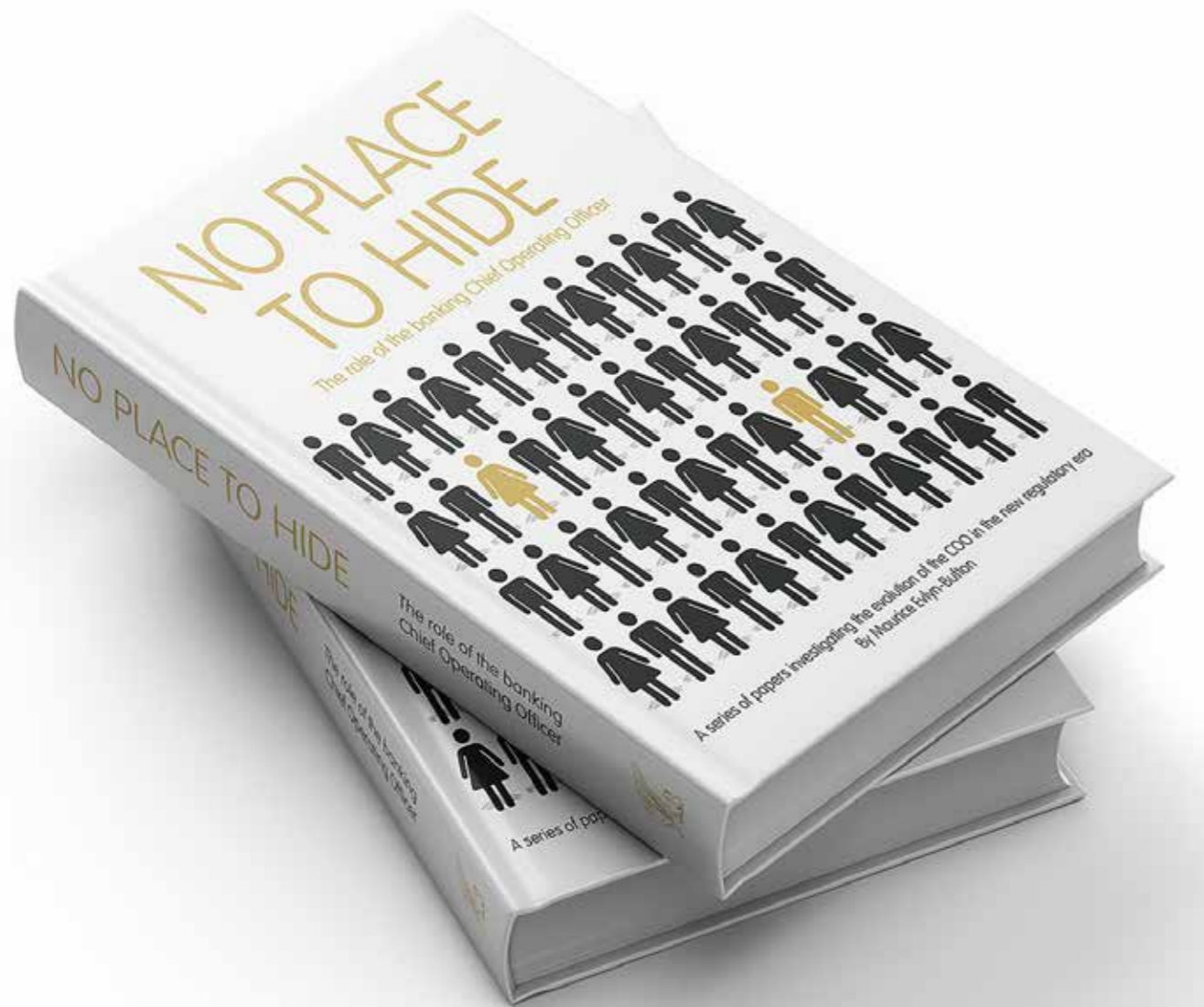
Coaching provides best practice techniques to help clients understand their skills, competencies and experience, enabling them to communicate their unique value effectively through their CV and at interview, maximising the opportunity for success.

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.

“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 a unique 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.”

Penny Tunbridge, MD, COO Advisory, Credit Suisse



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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