

Women in the COO Community
(WCOOC) Leadership Forum

Diversity and inclusion
in the workplace:
Fostering growth
cultures, collectivism,
and a shared sense
of purpose.

LONDON 05 NOV 2020



ARMSTRONG WOLFE
Women in the COO Community

AGENDA

- **LEADING CHANGE** - As leaders and role models, we all have an important role to play in enhancing diversity and inclusion in our workplace
- **BIASES**- As organisations recognise that they need to continue to focus on improving diversity and inclusion, there has been an increased awareness of unconscious bias and the need to acknowledge and address this.
- **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
- **WAR ON TALENT**- Rethinking the skillsets and background required to attract the next generation of leaders to Financial Services



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KEYNOTE SPEAKER

Julia Hoggett, Director of Market Oversight,
Financial Conduct Authority

Julia Hoggett became the Director of Market Oversight at the FCA in April 2017 and is responsible for overseeing the conduct of participants in the primary and secondary markets through the listing, prospectus and market abuse regimes.

Before joining the FCA, Julia was a Managing Director at Bank of America Merrill Lynch and head of the FIG Flow Financing, Covered Bonds, Short-Term Fixed Income and Green Debt Capital Markets for EMEA. Prior to joining BAML, she was a Board Member and latterly CEO of DEPFA ACS BANK and Head of Capital Markets for the DEPFA BANK Group, responsible for the long term funding of the Group. Julia began her career at JPMorgan in Emerging Markets and subsequently Sovereign, Supranational and Agency debt capital markets.

Julia was named one of Financial News' 100 Most Influential Women in Europe's Financial Markets in 2010, 2011 and 2012 and was also named on the OUTstanding Top 50 list in 2013 and in its successor the Top 100 list in 2014. Julia sits on the FCA's Executive Diversity Committee as its Gender Champion.

PANEL

MODERATOR



Ursula Schliessler, WCOOC Ambassador

Ursula Schliessler 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.

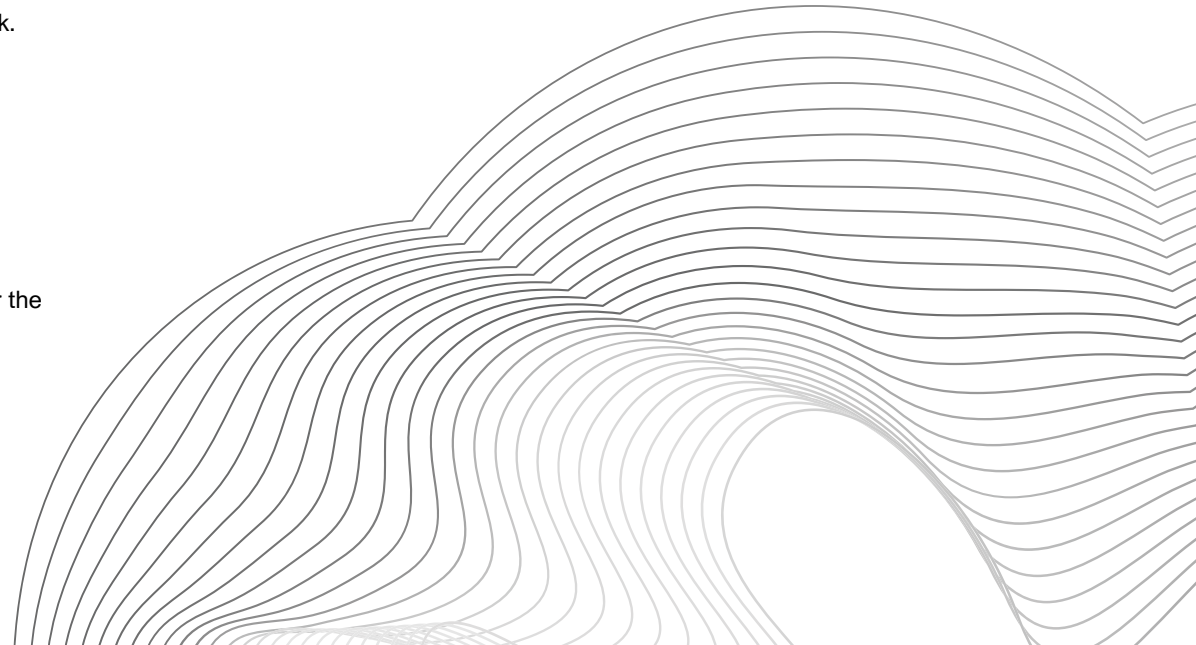
Ursula was appointed the WCOOC UK Ambassador in January 2020 and will help deliver the Objectives and Mission of WCOOC.

PANELLIST



Helen Buckwell, Founder, Hidden Strengths Learning

Helen Buckwell is the Founder of Hidden Strengths Learning. With over 20 years experience working in one of the 'Big 4' accounting firms she is an executive coach and leadership development consultant who works with organisations, their leaders and teams to enhance levels of collaboration. Her work focuses on enabling organisations to make the best of the diverse perspectives that exist within their teams, ensuring the strengths of their talent are fully utilised when working collectively across the business.



PANELLISTS



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



Alexandra Stanton, Senior Conduct Specialist, EMEA Global Markets, BNP Paribas

Alex is a lawyer and spent a number of years managing new issuance/debt capital markets transactions both in private practice and at BNP Paribas. In her current role, she deals with conduct risk for front office at BNPP, designing and implementing first line of defence controls but she also has a particular interest in driving cultural change as a supplement to controls and manage risk more effectively.

Alongside her primary role, Alex has taken a keen interest in D&I for the past 16 years, co-founding and developing the Parents & Carers Network platform as co-chair for seven years and is now a SteerCo member of WIGM (Women in Global Markets), a business led initiative to help Front Office achieve gender parity targets, co-chairing the WIGM Retention Stream.



About

wcooc

MANAGEMENT



Gwen Wilcox, COO & WCOOC 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.

She is married with 2 children.



Maurice Evlyn-Buften, CEO, Armstrong Wolfe

Maurice has over 25 years' experience in financial services, advisory as an industry speaker and now running the International COO Community (iCOOC). He is CEO and owner-manager of Armstrong Wolfe. In 2012 he set up Armstrong Wolfe to develop services to support the global Chief Operating Officer and business management communities. To this end in 2021 iCOOC will provide over 200 events annually to serve this community, affording unique access to the COO community and enabling Armstrong Wolfe to become a market authority on this subject.

It further supports the causes of equality and racial justice, through its Women in the COO Community (WCOOC) and COO Scholarship Scheme, which provides career opportunities to ethnic minorities worldwide.

Maurice writes regular industry papers related to the COO, in 2017 publishing a book on the subject (No Place to Hide, the role of the banking COO in the new regular era) and in 2020, To Catch a Thief (The evolution of the Chief Control Officer).

He is committed to his charitable foundation (www.gcfbosnia.org) and in 2018, sponsored by the global COO community, published his 3rd book, Donkey Mail and Bully Beef (The art of survival). This book captures the memories of the soldiers and fellow officers he served with on UN service with the British Army as a Captain in the former Yugoslavia in 1994 - 1995. All proceeds from Maurice's books are donated to his charity, funds going to the rebuilding of the primary school in the town of Gorazde.

He is married to Joanna, with 4 boys and lives in Gloucestershire, England, U.K.

About WCOOC

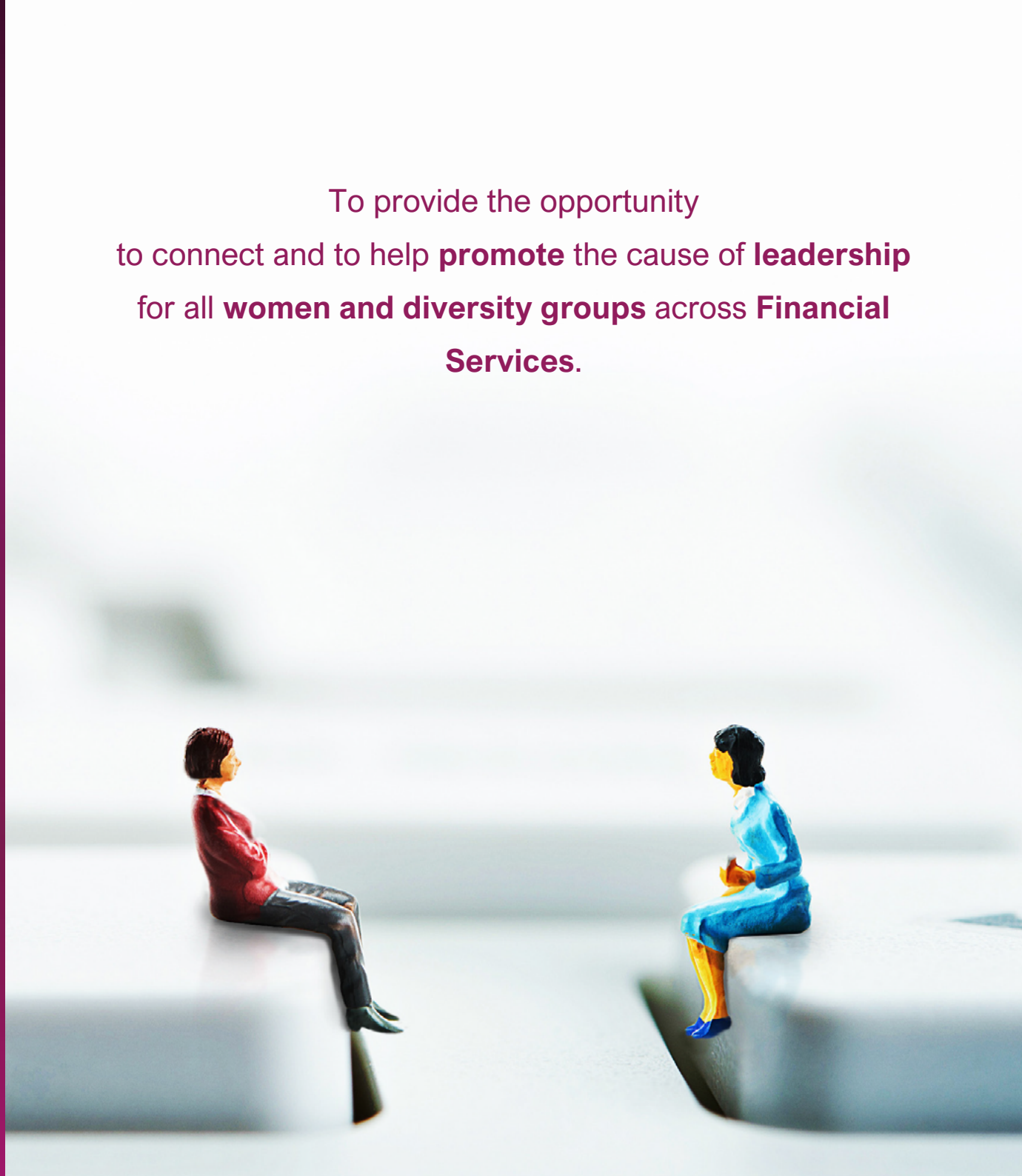
Armstrong Wolfe's Women in the COO Community initiative (WCOOC) has been running since 2017 and is now well-established in New York, Toronto, London, Hong Kong and Singapore.

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

www.armstrongwolfe.com/wcooc

Our Purpose

To provide the opportunity
to connect and to help **promote** the cause of **leadership**
for all **women and diversity groups** across **Financial**
Services.



Regional Leads & 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.



Soyong Jensen

Global Career Coach, Career Management Americas

Soyong is a leadership transition coach and consultant and the Founder of ECCL. She has experience helping global companies such as Nortel, CIGNA, MTV, JP Morgan Chase, and AIA produce results for more than two decades.

Organizations in need of high performing leaders during transitions hire Soyong to teach them to produce the results they want. By focusing on care, communication, identifying strengths, and building trust, she helps leaders achieve peak capacity with less energy.

As a professionally trained executive coach, Soyong helps leaders transition into new roles. She has held senior roles in sales, marketing, and HR progressing from Manager to Managing Director. In her most recent role as Chief HR Officer, clients who had Soyong's support outperformed their peers on key leadership competencies. Soyong helps leaders develop mindfulness and balance, enabling them to perform in the optimal headspace and use their strengths to achieve their best.

After living in Asia and working globally for the past 23 years, Soyong and her family now live in the US. With roots in Texas, she is happy to once again call it her home.



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.



Ambassadors

We value the strategic input of our 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

Business Advisor & WCOOC Ambassador



Gordon is a senior Operations leader with an international career at institutions such as 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.

Forums

Hosts that support the WCOOC 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
- 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

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)

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.”

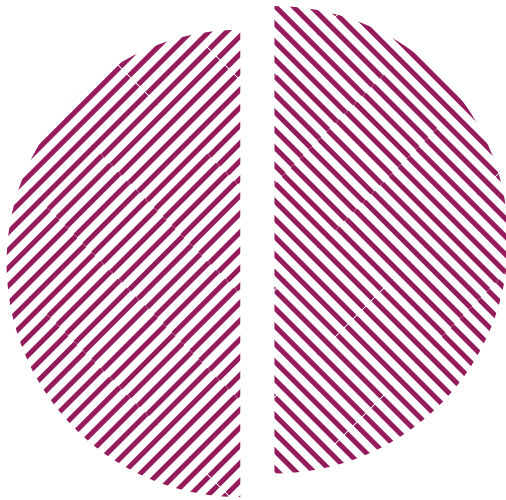


“At Societe Generale, we recognize and value what diversity brings to an organization, and we’re happy to partner with WCOOC to foster diversity and inclusion throughout the financial services industry. We believe that by continuing to seek out ideas and opinions from those that are different from us,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



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

Our WCOOC Universe

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



Join our network

Gwen Wilcox

Global Head of WCOOC

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Join us on LinkedIn

Women in the COO Community

armstrongwolfe.com/wcooc

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ARMSTRONG WOLFE
Women in the COO Community

ARMSTRONG WOLFE

Empowering the Financial Services COO community



iCOOC

Facilitating industry dialogue and solutions development



Armstrong Wolfe Partners

Project execution and advisory services for the COO



The COO Academy

Leadership and management training



WCOOC

Inspiring tomorrow's leadership



Black Heritage COO Scholarship Scheme

Providing career opportunities in Financial Services



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MAGAZINE
Published by Armstrong Wolfe

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