



**ARMSTRONG WOLFE**

Women in the COO Community

Inspiring  
women and  
underrepresented  
groups in financial  
services.

# About Us

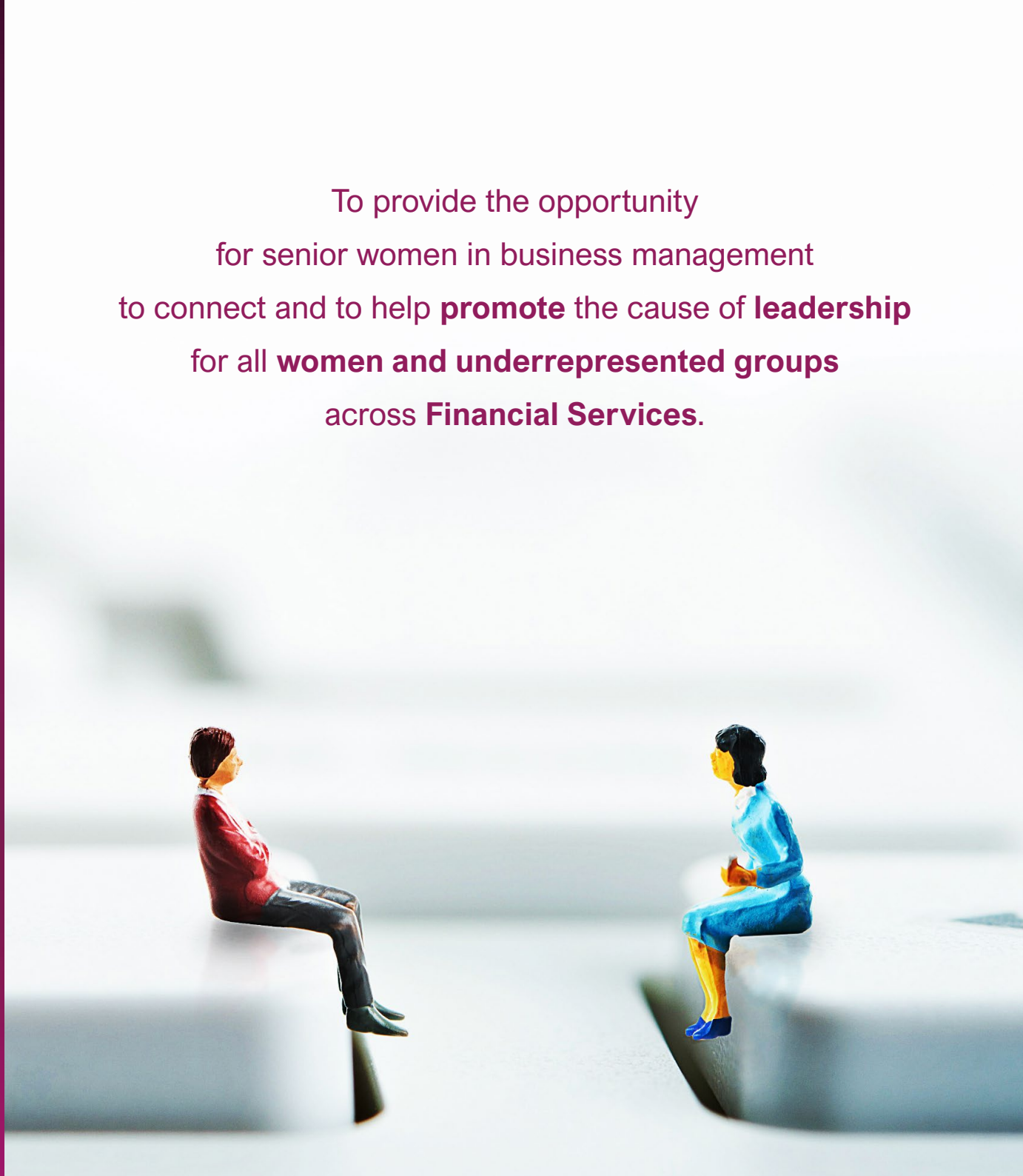
**Armstrong Wolfe's Women in the COO Community initiative (WCOOC) has been running since 2017 and is now well-established in New York, Toronto, London, Hong Kong and Singapore with members from over thirty different organisations.**

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 forums and leadership forums will take place throughout 2021.

# Our Purpose

To provide the opportunity  
for senior women in business management  
to connect and to help **promote** the cause of **leadership**  
for all **women and underrepresented groups**  
across **Financial Services**.



# Our Mission

1. To inspire women in Financial Services to have no limit to their aspirations.
2. To educate women on business management and the COO role as career destinations.
3. To establish exclusive and confidential networking opportunities with peers.
4. To enable a cross-industry business dialogue to address common challenges.

# Objectives

WCOOC's objective is to support the career progression of female professionals. The opportunities and programmes which enable this effort will run across two separate streams: Education & Awareness; Connect & Network.

## EDUCATION & AWARENESS

- Podcasts with leaders in the FS industry
- Workshops on personal brand management
- Forum with partners such as Women on Boards, providing opportunities to enhance your leadership skills
- Awareness programmes on DnI with key speakers from FS and/or outside the industry

## CONNECT & NETWORK

- Facilitate networking groups amongst women of similar seniority level
- Facilitate a mentor/ mentee group – face-to-face or online

# 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 **1700** MD members (males and females) drawn from **90** firms from within Financial Services who attend our forums.

## WCOOC TERRITORIES

### LONDON

700

Community made up of 86  
MDS and 616 members  
from the COO Office

### NEW YORK

820

Community made up of 146  
MDs and 669 members  
from the COO Office

### ASIA (HK & SING)

200

Community made up of 37  
MDs and 161 members  
from the COO office

## WCOOC LEADERSHIP EVENINGS

160

Junior to MD level from 33  
Financial Services  
Companies

250

Junior to MD level from 30  
Financial Services  
Companies

90

Junior to MD level from 14  
Financial Services  
Companies

# WCOOC

## Membership - Benefits

### WCOOC Membership Benefits

1. Members-only professional development programming, seminars, workshops and events
2. Access to our communications and invitations to events
3. Tier/multi-level membership
4. Paying members gain free access to WCOOC Events
5. Access to the our latest reports, advocacy and research
6. Strong networking opportunities in the finance industry as well as through our network of professional partner associations;
7. Recognition from the public, your employer and network that you are engaged with and committed to driving diversity and inclusion
8. Satisfaction knowing you are a part of the solution in accelerating change, individually and collaboratively as part of the largest network of women in capital markets



# 2021 Focus of Efforts



**ARMSTRONG WOLFE**

Women in the COO Community

**Networking:** Connecting members to a powerful network of influential women

**Mentoring:** Providing mentoring opportunities – both face-to-face and online

**Career Development:** Providing a space for personal development, encouragement, and the sharing of opportunities and skills

**Education:** Delivering access to knowledge sharing events, speakers, and courses from our impressive network

# Content, Topics and Opportunities for WCOOC 2021

Underpinning the 6 pillars of the Armstrong Wolfe content plan are Diversity and Inclusion, Conduct and Culture topics.

<b>MENTAL HEALTH</b>	The <b>health toolbox</b> : (in partnership with Management Consultancy and/or career coach)
<b>GENDER EQUITY</b>	Why <b>Gender Equity is the key to a strong economic recovery</b> : How companies can come out of COVID-19 ahead by putting DnI at the centre of their crisis management efforts.
<b>DIVERSITY</b>	What can be done to promote the positive steps taken by the FS industry that remove barriers for a more inclusive workplace? Are we on the verge of the fall of the glass ceiling for women in financial services? + How can COOs <b>promote positivity</b> around diversity topics? + The importance and recognition of inclusion ( <b>PRIDE, gender, etc.</b> )
<b>CULTURAL COHESION</b>	How to embed new starters, lead and manage all staff and reshape culture to reflect the new norm.
<b>TRAINING &amp; EDUCATION</b>	How important is <b>diversity training and education</b> in equipping individuals and teams to thrive in the current environment?
<b>PURPOSE</b>	How do you <b>foster and cultivate diversity and a shared sense of purpose</b> in the new norm? (Conduct and culture summit, March 2021)

# 2019 - 2020 Activity

Between November 2019 and December 2020 we have run a series of face-to-face and virtual leadership events with global and individual audiences for all members of our WCOOC Community.

## Q4 2019

### LONDON:

Self-Empowerment: Enhance your visibility, confidence and impact – hosted by Credit Suisse

### NEW YORK:

Strategies to minimise the Gender Divide – hosted by BNP Paribas

## Q1 2020

### NEW YORK:

Natixis – Green and Sustainability Initiatives

## Q2 2020

### GLOBAL:

What is different about leading digitally? Is it any harder for women than men? Supported by Sionic

Why Gender Equity is the key to a strong economic recovery – An interview with Katica Roy, Pipeline Equities

Reopening the World's Workplaces- sponsored by CBRE

## Q3 2020

### GLOBAL:

Women in FinTech – Driving Innovation

Women on Boards – 7 reasons why being on a board is good for your career

## Q4 2020

### ASIA:

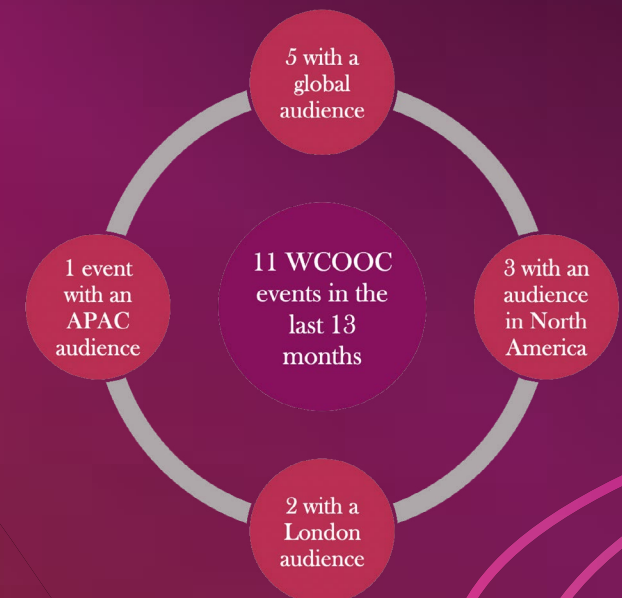
The evolving mandate of the COO- supported by HSBC

### LONDON:

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

### NORTH AMERICA:

Renewed Diversity Strategies to Address Representation Gaps- supported by Cities.



# Organisations members of WCOOC

## Hosts that support our forums

BANK OF AMERICA 

 BARCLAYS

BMO 

 BNP PARIBAS

 BNY MELLON



 citibank

CREDIT SUISSE 

Deutsche Bank 

HSBC 

JPMORGAN CHASE & CO.

Morgan Stanley

  
NatWest  
Markets

  
RBC

 Scotiabank

  
MIZUHO

  
TD

 Standard  
Chartered

Allianz   
Global Investors

 DWS

ING 

GAM  
Investments

ICBC  Standard Bank

 UBS

  
BAILLIE GIFFORD

# 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.

# Ambassadors

## 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 LGBTQ+. 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.

## Andre Cronje

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



# Career Coaches

## 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.

## 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.

# 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](http://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.

"Now is the time for companies to step up to the plate and prove that they commit to equality. Put into action the words of their mission and vision statements about diversity, equality, and inclusion. If companies truly believe in equality, now is the time to prove it through actions that support and encourage working women."

- Maria Minor, Forbes, November 2020

# Empowering The Financial Services COO Community



COOC

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 college,  
graduate, and late entry  
career opportunities



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[armstrongwolfe.com](http://armstrongwolfe.com)



**ARMSTRONG WOLFE**

Women in the COO Community

# Join our network

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**Women in the COO Community**

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