

iCOOC Global Markets Membership 2021

Empowering the International COO Community

Armstrong Wolfe



ARMSTRONG WOLFE

Armstrong Wolfe

**Armstrong Wolfe is a
COO advisory firm.**

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

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

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

Our ability to succeed relies on an interconnected offering:

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

Our **corporate and social responsibilities** focus on addressing inequalities, promoting sustainability, and supporting underprivileged children and early adult education.



**We are the only
group membership
dedicated to supporting
business management
professionals in
Financial Services.**

**Our
proposition
is unique.**

Our membership is one degree of separation from primary business decision makers.

They are the ambassadors of conduct with 'COO' a trademark for ethical behaviour.

This community is uniquely positioned to transform financial services.

ICOOC's mission is to help them meet this challenge by working better together.

This trust instilled in us is at the centre of what we do, how we operate, and who we work with to serve our purpose.



Why become an iCOOC member in 2021?

Armstrong Wolfe provides leading, keynote industry speakers and strategic partners to provide thought leadership and solutions development to the COO community. Working with Armstrong Wolfe Partners (AWP), this select group of corporates are recognised for excellence in their field, with AWP ensuring relevance of all content presented to iCOOC members.

We are committed to bringing to iCOOC members topics and subjects that are market-wide and non-proprietary. How do we decide what we do?

To ensure our activities are aligned to the needs of the COO, we rely on the guidance offered by our regional COO steering groups. These are voluntary appointments - the appointees being global or regional COOs - meeting every other month to set the agenda and direction of our activity for the next 2 months ahead.

- » Steering Group - Markets, **N. America**:
BNP Paribas, BNY Mellon, Citi,
RBC Capital Markets, UBS
- » Steering Group - Markets, **Europe**:
BNY Mellon, Credit Suisse, HSBC,
ICBC, Commerzbank
- » Steering Group - Markets, **Asia**: HSBC,
Mizuho, Standard Chartered Bank,
Commerzbank

In 2021, Armstrong Wolfe will provide regular peer group COO / CCO cluster calls and forums focused on the following 6 points. The following are based upon a 100 strong COO survey:

- 1. SUPERVISORY** – how to meet regulatory, client and emerging conduct risk demands?
- 2. TECHNOLOGY** – how to tool staff to be more effective in a WFH environment?
- 3. INNOVATION** – where and how can digitalisation be adopted to make short term impact?
- 4. OPERATIONAL RESILIENCE** – adapting to threats to withstand and adsorb disruptions.
- 5. WORKFORCE PLANNING** – what is the operating model for staffing post COVID?
- 6. PRODUCTIVITY** – how to measure performance: appraise and reward in the new normal.

We will extend the 2020 dialogue in relation to the challenge of cultural cohesion and purpose. This will focus on how purpose is being changed by the intersection of the pandemic and the regulated and moral obligations of good conduct and sustainability.

Membership Activities

(Membership runs from January to December 2021)

Summary of activities and fees listed below:

Markets Activities

	EVENT	GLOBAL	AMERICAS	EUROPE	ASIA
1	Symposiums*	16	12	12	4
2	Webinars		12	12	12
3	WCOOC Webinars		4	4	4
4	Cluster Calls		12	12	6
Total	124	18	40	40	26

**Americas & Europe may attend the same symposiums.*

Content: Ensuring relevance and value

A COO's time is in short supply. We must make sure what we do is relevant, and time well spent.

How do we do this?

1. Regional COO Steering Groups - In each region we have appointed a markets and asset management COO steering group. This standing group is a voluntary appointment, tasked to direct our work each quarter to meet the COO's priorities.

The steering groups are supported by:

Steering Group - Markets, **N. America:**
BNP Paribas, BNY Mellon, Citi, RBC Capital Markets, UBS

Steering Group - Markets, **Europe:**
BNY Mellon, Credit Suisse, HSBC, ICBC

Steering Group - Markets, **Asia:**
BMO, HSBC, Mizuho, Standard Chartered Bank

Steering Group - Asset Management, **N. America:** Credit Suisse, DWS, Franklin Templeton, JP Morgan, Allianz GI

Steering Group - Asset Management, **Europe:**
AllianceBernstein, BNP Paribas, GAM, JP Morgan, Morgan Stanley

2. Armstrong Wolfe Partners - The London and New York partners are experienced and former COOs. They ensure relevance by working directly with iCOOC members daily, thus positioned to assess and bring to the table topics that are timely. They additionally act as the gate keeper and steward to what we do when testing and fine tuning the relevance of content to be provided by any third party.

Larry List, Partner



Larry is a financial markets professional with more than 30 year of experience where he has served in senior COO and CCO roles primarily within global banking organizations, most recently as the Chief Conduct and Controls Officer for BNP Paribas' Global Markets Americas business. Prior positions include Fixed Income CAO at BNP and regional COO for Commerzbank where he led the U.S. integration of Commerzbank and Dresdner Bank. Larry also has valuable experience building businesses as a member of the management team tasked with setting up the U.S. Equities division at Dresdner. Larry currently

serves as a strategic advisor to a fast growing RegTech company delivering advanced conduct surveillance technology and regulatory solutions.

Simon Longden, Partner



Simon has over 30 years of international banking experience across Europe, Asia, Africa and the Middle East from his career at Standard Chartered Bank. He brings an "end to end" perspective that has been gained from Global, Regional, & Country roles, across Businesses and Functions, including: Operations, Sales & Relationship Management, Transaction Banking, COO and Conduct & Investigations. Simon was most recently the Global Head of Shared Investigative Services which was the primary factfinding arm of the Bank in respect of matters representing potential legal, regulatory, and/or reputational risk. He led a team of investigators, forensics, and product specialists, managing investigations into alleged conduct issues, including: Whistleblowing, fraud, bribery and corruption, data leakage, and risks identified as global conduct themes.

3. COO global executive network

Maurice Evlyn-Buften (CEO, Armstrong Wolfe) has dedicated over 20 years to the COO community and enjoys open access to its executive. This affords Armstrong Wolfe unique access to the COO's thoughts, priorities, concerns and challenges, enabling us to leverage their informed perspectives and good will to bring to the table subjects that are meaningful, representative and of real interest.

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.

Our Corporate Social Responsibility

The COO Scholarship Scheme – providing career opportunities for ethnic minorities

Armstrong Wolfe will launch the COO Scholarship Scheme* in Q2 2021. The Scholarship Scheme is an initiative to address the significant underrepresentation of ethnic minority talent in the financial services community.

Working with a consortium of global banks, asset managers and Armstrong Wolfe's strategic partners, the COO Scholarship Scheme will operate in harmony with existing programs offered by these institutions and target young talent in their final year of secondary schooling and under graduates, providing insight and training on financial products, career path options and coaching to optimize success for those students as they progress from secondary schooling into either further education and/or directly into careers within financial services business management.

As part of supporting the COO Scholarship Scheme, it is expected that each of the sponsoring firms will hold a number of appropriate experiential positions open to students who complete the program in good stead (e.g. summer internships / work experience). Armstrong Wolfe will work with sponsoring firms and its strategic partners pre-launch to establish the specific composition of roles and the framework in which they operate.

In each region, out of a target catchment of 70 students, 15 students will be expected to graduate in good stead.

*Toronto – BIPOC, NYC – Black Heritage, London - BAME

Women in the COO Community

About WCOOC

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

www.armstrongwolfe.com/wcooc

Our Purpose

We believe advancing gender equality in financial services is critical to the long term sustainability and success of the industry.

Our purpose is to inspire tomorrow's leaders to advance and fulfil their career ambitions and through them ensure the industry's culture to one based upon conduct, respect and equal opportunities.



Global Lead

Gwen Wilcox
COO, WCOOC Global Lead

WCOOC Ambassadors



Ursula Schliessler
Former CAO,
LeggMason



David Ornstein
Former Global
COO Markets,
Barclays



Andre Cronje Former
Global COO, GBM,
HSBC



Jason Brus,
Former Global
COO Markets,
Barclays



Joe Noreña
Former COO
Markets, HSBC



Erica Benjamin, Global
CAO, BMO



Piers Murray,
Former Global COO
Markets, BNY Mellon



Gordon Grant, Global Head
of Futures and Clearing Operations, Citi

WCOOC Steering Group:





**January -
December 2021**

Membership Provisions, Protocols & Obligations

1. Corporate Membership

Corporate membership is upon appointment only by his/her employer and available to managing directors in non-direct revenue roles within the business, except within the WCOOC category which extends to vice president and to senior director appointees, including revenue generating personnel. In addition, key partners to the COO within risk management, compliance, operations, and technology can be appointed at Managing director level. In the case a member bank does not have the managing directors and/ or [Women in the COO Community \(WCOOC\)](#) representatives in any category, appointments can be transferred to senior directors.

2. Membership Benefits

a. Events (COO/ CCO/ WCOOC)

- Access to keynote and leading industry speakers through forums, webinars, and summit.
- Access to a global and regional network of over 1000 asset management, banking, and capital market COOs via invite only forums and conferences, and through Armstrong Wolfe's (AW) social network platform.

- Forums will target common challenges aimed at helping members validate their position and/or providing thought leadership.
- Forums will be member and AW attended; value attributed to the peer to peer exchange. Subject matter dependant, a 3rd party may be invited to present a POV.
- Delegated attendance and the appointment of working partners to membership within risk management, operations, and compliance will enable forums aligned to front to back and/ or regulatory challenges to be provided with relevant participation.

b. Content

- AW's quarterly online COO Magazine.
- AW's monthly COO Pulse newsletter.
- Industry insights, representation, and articles provided by companies and/or industry bodies within AW's eco-system.
- Working with [Armstrong Wolfe Partners \(AWP\)](#), the provision of content rich perspectives.

c. Industry Insights and Representation

An opportunity to take part in industry surveys and access to their results.

d. Conduct and Culture Summit 2021 – Purpose over Profit

The first annual conference for the COO community is scheduled from **1st to 5th March 2021**, with preferential rates at 20% off fixed prices being offered to corporate members. These discounted fees will relate to all or selected parts of the 5-day **Conduct and Culture Summit**. This will be executive participation across business leaders, those accountable for conduct and culture, and those in business management, compliance, risk management and middle office/ operations responsible for managing the conduct agenda and shaping culture on behalf of the executive.

e. Human Capital Management

- Access to the AW's COO Training Academy.
- AW's highly qualified career and executive coaches with discounted rates.
- Through IDG, online and/ or residential courses at The Royal Military Academy Sandhurst, U.K.
- Access to the training services of The Conduct Academy.

4. Definition and Participating Guidelines

a. Forums

Virtual roundtable of up to 25 executive attendees, invitation only and moderated by AW, and on occasion a third party offering a POV. Interactive session with participation and contributions expected by all attendees; debates conducted under Chatham House Rule.

b. COO / CCO Cluster-Calls for up to 10 attendees will be arranged weekly to discuss pop-up issues and challenges.

c. Symposiums

A virtual presentation and provision of market insights and POVs by a leading authority on a subject. Limited attendee participation, 20 – 100 attendees. Moderated by AW.

d. WCOOC Leadership Evenings

A regional or global platform for the leaders of tomorrow and their business managers to address diversity strategies to provide leadership opportunities for minority groups. Participation: up to 200 across Capital Markets and Asset Management.

e. WCOOC Forums: For Managing Director level, COO specific topics - with/ out 3rd party voice. Participation: up to 25.

f. Sub-Groups

As outlined in [Member's Obligations](#), sub-groups are established as follows:

- [Steering Groups](#) at regional level to help shape each quarter's activities.
- [Working Groups](#) with designated SMEs working together to apply takeaways from the forums into their organisations.

5. Event Summary (Jan– Dec 2021)

Corporate membership will include a minimum of 31 events per quarter, consisting of all, more, or part of the following:

- Weekly Cluster call
- Monthly global COO / CCO forum
- Monthly Regional WCOOC forum
- Bi-monthly global Symposiums
- Quarterly CCO regional forum and/or webinar: member or delegated attendance.
- Quarterly COO regional forum and/or webinar: member or delegated attendance.
- WCOOC quarterly regional or global forums.
- WCOOC 4x global annual leadership evenings.

a. Shaping Content: The Armstrong Wolfe Partners (AWP) have held executive roles at some of the world's leading banks, have extensive experience within business management, controls, and conduct. AWP will work with the COO and/or CCO attendees and/or 3rd parties leading up to each forum to ensure content and/or any presentation will be to the benefit of attending members.

b. Member's POV

Forum subjects will be requested and/or socialised with members to ensure relevance. Prior to each forum members may be requested to speak to AW and/or 3rd parties to ensure their points of view and/or questions are addressed within the forum discussion and/or presentation.

c. Steering Groups: A voluntary group of participating banks in each region has been set up to agree upon the Armstrong Wolfe's forum priorities and participation and are organised as follows:

- **The Europe COO Markets** Steer includes: BNY Mellon/ HSBC/ Commerzbank/ ICBC/Credit Suisse/ Standard Chartered Bank

- **The North America COO Markets** SteerCo includes: Citigroup/ UBS/ HSBC/ RBC/ BNP Paribas

- **The Asia Markets COO Markets** SteerCo includes: Standard Chartered Bank, Mizuho, HSBC, Commerzbank

. The Global Women in the COO Community (WCOOC) SteerCo includes: HSBC/ Nomura/ Scotiabank/ Credit Suisse

d. Survey Participation

To provide content and data to the membership, participation in industry surveys will be requested.

e. Community Support

The success of AW's forum activity being delivered on a virtual basis since March 2020, means this format will remain the construct throughout and beyond the COVID-19 crisis.

5. Corporate Members Appointees

Upon confirmation, the organisation will appoint an iCOOC relationship manager to oversee membership activity and participation, working with the Armstrong Wolfe's COO office in ensuring full and effective involvement in the membership. It is also suggested that this appointee has an administrative appointee to:

- Coordinate attendee confirmation and/or delegation and introductions*.
- Manage feedback and quality assurance.

**Each forum has a minimum of a 4-week cycle from defining content to invite and the forum. Underlying a forum's success, and to deliver the value with the right level of preparation and participation, members are requested to respond efficiently to invites and/or delegate at the soonest possible point.*

6. Armstrong Wolfe's Training Academy

- AW has developed training services specifically for the COO community.
- These services vary from 121 executive coaching to courses designed to train and develop new entrants into business management,

to supporting COOs throughout their careers.

- Working with The Conduct Academy, AW is committed to converting the COO into an accredited profession. This will be achieved through the establishment of an imagined Institute of COO Professionals (ICOOP). AW will seek guidance and input from community members to help it achieve this ambition.

7. AW Obligations

a. Personal Data

Member data and personal information will be retained and not used without a member's permission in line with GDPR. Personal information is requested for contact purposes only and in line with the requirements to participate in AW events, as outlined in above.

8. Non-Solicitation

- For the avoidance of doubt, any appointed member and/or delegate attending an AW event cannot be head hunted by Armstrong Wolfe' search team.
- In the case an attendee directly approaches
- AW, initiating contact and seeking career advice and advancement, AW will initially counsel each contact to address concerns internally before engaging in external conversations.

9. Fees

- Corporate membership fees are paid for by the company. Membership runs annually from January to December 2021.
- Individual membership fees are available.
- The only activity not provided for by this corporate fee is participation in the **Conduct & Culture Conference 2020 – Purpose over Profit**, but a 20% discount is available to all iCOOC members.

10. Contact

Contact details for your relationship manager and iCOOC membership matters will be provided by the Armstrong Wolfe COO within the on-boarding process. For all other enquiries: icooc@armstrongwolfe.com.



Markets/ Quarterly Events

(All events are by invitation only.)

Events	Protocol	Expected Attendees	Number of market access events from Americas (quarterly)	Number of market access events from Europe (quarterly)	Number of market access events from Asia (quarterly)	Total Quarterly Events
COO Symposium	AW invites a leading professional voice/company to present their view on a specific topic aimed at supporting the COO through the pandemic. Presentation with questions raised through the moderator via chat.	50 - 100	3		1	4
WCOOC Leadership Symposium	(as above)	50 - 100	1		0	1
COO Webinar	Interactive presentation with a moderated, free flowing dialogue with questions and answers. <i>Attendee participation expected.</i>	15 - 30	2	2	2	6
Culture, Conduct and Controls Webinar	Interactive presentation with a moderated, free flowing dialogue with questions and answers. <i>Attendee participation expected.</i>	15 - 30	1	1	1	3
WCOOC Webinar	(as above)	15 - 30	1	1	1	3
COO Cluster Call*	Moderated dialogue aimed at offering the COO, CCOs, other functional leads an in-depth peer to peer exchange on specific challenges.	4 – 8	2	2	2	6
Culture, Conduct and Controls Cluster Call*	Moderated dialogue aimed at offering the COO, CCOs, other functional leads an in-depth peer to peer exchange on specific challenges.	4 – 8	3	3	2	8
TOTAL EVENTS/ QUARTER						31

*anticipated as these are not pre-planned and market activity dependant

Armstrong Wolfe

iCOOC Leadership Team



Maurice Evlyn-Buhton
CEO



Gwen Wilcox
COO



Roger Evlyn-Buhton
CAO



Larry List
Partner



Simon Longden
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David Ornstein
Former Global COO
Markets, Barclays



Jason Brus
Former Global COO
Markets, Barclays



Andre Cronje
Former Global COO,
GBM, HSBC



Joe Norena
Americas COO,
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Erica Benjamin
Current Global CAO
Markets, BMO



Piers Murray
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Gordon Grant
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