

ARMSTRONG WOLFE™

Women in the COO Community (**WCOOC**) Virtual Forum

# Do's and Don'ts of Inclusive Leadership EMEA / APAC

**Tuesday 24th May 2022**

**9.00 - 10.15 BST / 16.00 - 17.15 HKT**



**ARMSTRONG WOLFE**  
Women in the COO Community

# Agenda

- »» **Live Examples** of Do's and Don'ts of Inclusivity
- »» **Interrupting the Bias** and Speaking Up
- »» **Cultivating** a Psychological Safe Space in the Workplace
- »» **Evolving** a Culture of Inclusion



# Panel



**John Currie,**  
Chief Operating Officer, Asia Pacific, Scotiabank

John is the Vice President and Head of Global Wholesale Operations, Client Onboarding and Technology for Asia Pacific Region at Scotiabank. Originally from Scotland, John is currently based in Singapore after moving from the UK over 10 years ago.

With a career focused largely within Operations, he has worked across multiple business areas from Retail & Small Business Banking, Private Banking to Corporate Banking and latterly Capital Markets and Investment Banking Operations. John also expanded his experience with his previous firm leading Second Line Operational Risk, which gave him a rounded risk and control focused mindset and background.

He has a passion for all things DE&I. Starting from volunteering with the UK Disabled Ski Charity 'Disability Snowsports UK' before serving a period of time there on the Board of Trustees. After moving to Asia Pacific John took over as Chair of the Pride Network with his previous British Bank where he led the Network for close to 5 years before moving to Scotiabank. Continuing his support of the LGBT+ community John launched a Pride Network for Scotiabank APAC region and continues to lead the network today.

An active member of the Scotiabank APAC DE&I committee, John continues to support all the ERG Networks to drive forward Inclusion of all colleagues and communities.



**Carrie Fong,**  
Managing Director and Chief Operating Officer, TD Securities Asia Pacific

Carrie has been with TD Securities since 2003 in various roles in capital markets and business management across North America, Europe and Asia.

As COO, Carrie is responsible for leading regional Operations, Governance & Controls, Change Delivery and Business Management to execute the Bank's regional strategy in Asia Pacific.

Carrie is the executive sponsor for regional programs such as TD Securities' Return-to-Work program and co-chair of the various leadership and diversity & inclusion resource groups.



# Panel



**Gordon Grant,**  
WCOOC Ambassador and Global Head of Futures, Clearing and FX  
Prime Brokerage Operations, Citi

Gordon is a senior Operations leader specialising in business enablement, transformation, client experience and regulatory delivery. Working with Citi, Morgan Stanley, BNP, Bankers Trust and Armstrong Wolfe Partners, he has held leadership positions in New York, London, Hong Kong and Sydney.

Positions held include Managing Director, Global Head of Electronic Trading Operations; Co-Head Global Equity, Equity Derivatives and Syndicate Operations; Global Transaction Reporting; Global Asset Servicing; Head of EMEA Client Operations; Head of Asia Securities Operations, Branches and Joint Ventures; Head of Australia Operations.

A firm proponent of talent development, diversity and inclusion throughout his career, Gordon is currently an Ambassador to Armstrong Wolfe and its Women in the COO Community (WCOOC) initiative. He is also a Sponsor of Citi's Prometheus Development Program and Co-Chair of the Black Diversity Talent Program. Prior to joining Citi, he sat on the EMEA Diversity Action Council at Morgan Stanley, and helped to found the Armstrong Wolfe Scholarship Scheme for marginalised communities in Paris, London and New York.



**Piers Murray,**  
WCOOC Ambassador and Co-Managing Partner,  
Armstrong Wolfe Advisory

Piers Murray is a Partner at Armstrong Wolfe Advisory with 35 years of financial industry experience in derivatives trading, clearing services, credit risk management and large program change management. Piers is currently providing 1st line risk management consulting services to a leading European bank. Most recently, as COO of BNY Mellon Markets, he played a key role in identifying and implementing 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. He spent 26 years with JP Morgan Chase, where he held a variety of senior positions in FX options trading, credit portfolio & CVA trading, credit risk management, and OTC clearing.

Piers grew up in Puerto Rico and is parent to a special needs child, now adult, and this parenting experience has colored his management approach to working parents and remote work. Growing up in a multi-lingual environment in PR, and with extensive family ties to Asia, Europe and the Caribbean, Piers also recognizes the benefit that different personal experiences and styles bring to team dynamics and to business outcomes.

In Piers' management roles in NY, London, and Singapore, he developed first-hand experience in the addressing compensation practices that were not directly linked to capabilities and performance. Being able to develop talent, and build globally diverse teams, in the US, LatAm, EMEA, UK and APAC has been one of the main rewards for Piers in his financial career.

# Panel



**Kimberly Ong,**  
WCOOC Ambassador and EMEA and Asia COO  
Asset Management Solutions, J.P. Morgan Asset Management

The Multi-Asset Solutions Team is a global team of approximately 80 portfolio managers, analysts and strategists which is dedicated to developing and managing multi-asset and multi-country strategies, leveraging JPMorgan Asset Management's global expertise across core and alternative asset classes.

An employee at JPMorgan Asset Management since 2009, Kimberly previously ran the Derivatives Regulatory Reform Programme for Asset Management and prior to this worked in the JPMorgan Corporate and Investment Bank in the Global Emerging Markets and Commodities Exotics Operations teams.

Kimberly holds a bachelors degree in Economics from the University of Bath.



**Rachel Palmer,**  
Chief Operating Officer,  
EMEA, Macquarie Group

Rachel Palmer is the Chief Operating Officer, EMEA for Macquarie Group, based in London. In this role, Rachel leads a team delivering specialist support services in digital transformation & data, technology, operations, human resources, business services, business improvement & strategy, operational risk and philanthropy, and is a member of the European Management Committee (EMC).

Since joining Macquarie in 2007, Rachel has held various roles within Human Resources, Sourcing & Vendor Management, Finance and Operations. Rachel held the position of Head of Human Resources for the Americas from January 2019 to December 2021, responsible for recruitment, diversity and inclusion, global learning and talent development, reward and benefits, and employee relations for the Americas region. In this role Rachel championed regional people and culture initiatives, notably accelerating the regional Diversity, Equity and Inclusion agenda.

Prior to joining Macquarie, Rachel held a number of finance positions as a registered Chartered Accountant, in both commerce and industry.



# Panel



**Roz Smith,**  
Head of Strategy and Change, Markets and Sec Services, HSBC

Roz joined HSBC in 2005 and has held several front office positions in Global Banking primarily in Relationship Management roles. She moved to the second line of defence in Wholesale Credit & Market Risk in 2010, latterly managing the credit risk portfolios of Bank, Sovereign & Intra-group counterparties within the wider Financial Institutions team in HBEU. Recognising a need to expand knowledge of non financial risks, Roz then moved to be Chief Operating Officer for GBM & CMB Risk.

Roz joined Securities Services as Global Head of Non Financial Services in November 2019 and with effect from August 2020 has added the role of Head of Strategy and Change Delivery in Non Financial Risk Team for Markets & Securities Services to her responsibilities.

Roz has been an advocate of inclusivity by means of Sponsorship of HSBC's Employee Resource Group on gender equality, Balance and through less formal means by sponsorship of colleagues with different experiences and backgrounds.

# Moderator



**Gwen Wilcox,**  
COO and Global Head of WCOOC, Armstrong Wolfe

Gwen is the Chief Operating Officer of Armstrong Wolfe. She manages the global team responsible for leading industry peer to peer engagements for the International COO Community, using deep domain expertise in Business Management, Marketing, Sales and Partner Relationship Management.

Gwen has successfully progressed her career to the intersection of financial services and technology. She brings 20 years of experience in Financial Services and Engineering. She began her career in marketing and partnerships at Lehman Brothers and Barclays Wealth Management before transitioning to a career in Commodities and Technology. Gwen has a master's degree in Business & Management from Westminster University, London.

Gwen leads the Diversity & Inclusion initiative for the firm supporting core pillars of the cultural transformation programmes underway in Financial Services.



# About WCOOC and Our Purpose

Our purpose is to **support all talents** in Financial Services in the COO function.

We are passionate about including men and women, **at all levels** of seniority, to create equitable opportunities **for all**.



**ARMSTRONG WOLFE**  
Women in the COO Community

# WCOOC Steering Committee



**Suzy White,**  
Global COO Markets &  
Securities Services, HSBC



**Pascale Moreau**  
Global COO of Markets, Business,  
Transformation & Oversight,  
Societe Generale



**Penny Tunbridge**  
Head of Chairman's  
Office, Credit Suisse



**Sietske Kalse**  
Managing Director, COO and Head  
of Business Development, Citi



**Gordon Grant**  
Global Head of Futures,  
Clearing and FX Prime  
Brokerage Operations, Citi



**John Currie**  
Chief Operating  
Officer, Asia Pacific,  
Scotiabank



**ARMSTRONG WOLFE**  
Women in the COO Community



# WCOOC Ambassadors



**Erica Benjamin**

Global Head of Wealth Operations,  
Bank of Montreal

**JPMORGAN  
CHASE & CO.**

**Kimberly Ong**

EMEA and Asia COO Asset  
Management Solutions,  
J.P. Morgan Asset Management

**NOMURA**

**Jason Brus**

Global Chief of Staff,  
Equities, Nomura



**John Currie**

Chief Operating  
Officer, Asia Pacific, Scotiabank



**Gordon Grant**

Global Head of Futures,  
Clearing and FX Prime  
Brokerage Operations, Citi

**Builder.ai**

**Jo Norena**

COO, Builder AI



**Helen Hughes-Green**

Managing Director,  
Citi ICG Business Controls



**Piers Murray**

Co-Managing Partner,  
Armstrong Wolfe Advisory



**Rich Evans**

Head of Prime,  
CEX.IO



**Fatema Bookwala**

Managing Director, COO  
Markets and Securities  
Services, HSBC

**Baton**

**David Ornstein**

COO, Baton Systems



**Alexandra Stanton**

AVS Corporate  
Culture Consultancy



**Ronald Taylor**

Executive Vice President, US Head  
of Diversity, Equity and Inclusion,  
Natixis Investment Managers



**Wade Younger**

Co-Managing Partner,  
Armstrong Wolfe Advisory



**ARMSTRONG WOLFE**

Women in the COO Community

# Executive Topics Covered

- Essential Coaching Techniques to Become a More Effective Leader
- The Changing Landscapes of ESG and Crisis Management
- How to Build Powerful Brand in Order to Advance Your Career
- Your Network is your Net Worth
- 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
- 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
- If You Want to Change the World, Change the Way Capital Flows
- Why Being Menopause Supportive is Business Savvy
- 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)



**ARMSTRONG WOLFE**  
Women in the COO Community

# Quotes from our WCOOC Ambassadors

The role of the COO has been my most challenging and at the same time most rewarding of my career to date. Being an ambassador for Women in the COO Community allows me to support others and share my experiences in what is an often misunderstood role with few experienced resources to lean on. **Rich Evans**

I am delighted to be joining Women in the COO Community (WCOOC) as an ambassador. While there is still a shortage of women in the COO space, WCOOC proves everyday that they are more than prepared to address the challenges facing all industries today. I had to get behind this initiative, to champion and promote this talent pool. It has been my pleasure to speak to and work with members of WCOOC. I always walk away with more insight than I came with. **Wade Younger**

Being equally able and allowed to develop ones full potential in the workplace should not be a topic of discussion anymore in this day and age. Unfortunately it still is. Creating and supporting avenues that enable the right environment to ensure everyone has access to equal opportunities remains urgent and important. As a woman with a career in Finance, I know it is not a given for everyone to break or confront barriers in adverse environments. I have seen firsthand how WCOOC is paving the way and supporting talented women in our industry across all walks of life. I am extremely honored and proud to be able to contribute as a steering Committee Member. **Sietske Kalse**

I refuse to believe that women do not have the potential to achieve success at the highest levels of business given their proven academic achievements and business contributions and yet, we continue to see the gender gap persisting. Our customers, shareholders and communities are being failed because businesses are not tapping into the full, representative talent pool available to them, being unconsciously (or consciously) trapped by biases and held back by the legacy overhang of accepted practices.

I've been an active member of the Armstrong Wolfe WCOOC for a number of years and love how it brings individuals together, agnostic of organisation and geography, to collaborate, challenge accepted norms and share best practice with the common aim of improving diversity and inclusion and, in doing so, improving the outcomes for our clients, our shareholders and our communities as a whole. I am very grateful for the opportunity to contribute more actively as a WCOOC Ambassador moving forward. **Helen Hughes-Green**

The COO role covers a wide range of responsibilities and a unique set of challenges. It is so important and invaluable to have a community like WCOOC that supports us to deliver and develop both professionally and personally. **Kimberly Ong**

I have found WCOOC as a great platform that provides COOs with an opportunity to network, learn, contribute and stay engaged on very relevant topics. **Fatema Bookwala**

ARMSTRONG WOLFE™

# Thank you



## Gwen Wilcox

COO and Global Head of WCOOC, Armstrong Wolfe

[g.wilcox@armstrongwolfe.com](mailto:g.wilcox@armstrongwolfe.com)

T: +44 (0) 20 3664 8870

M: +44 (0) 78 6742 4460

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



Armstrong Wolfe



**ARMSTRONG WOLFE**  
Women in the COO Community