

Armstrong Wolfe presents:

Women in the COO Community (WCOOC)

To promote the cause of Diversity, Equity and Inclusion
by leveraging the female executives and underrepresented
groups of the global COO community.

August 2021

www.armstrongwolfe.com/wcooc





What is WCOOC?

Armstrong Wolfe's Women in the COO Community (WCOOC) initiative 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.

What is our purpose?

Our **purpose** is 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.

What is our mission?

Our **mission** is;

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

Objectives

WCOOC's objective is to support the career progression of female professionals and underrepresented groups. 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*

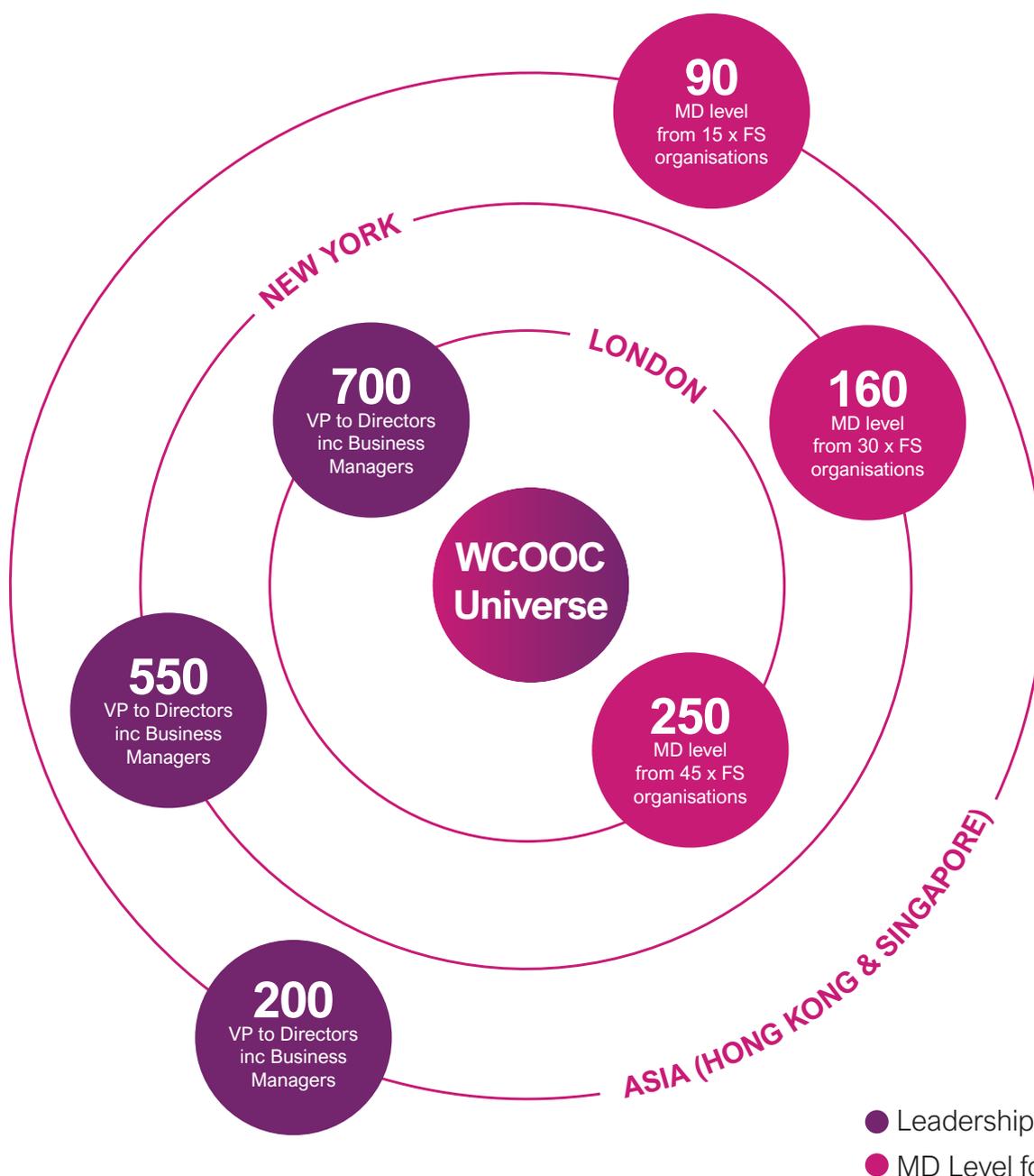
*face-to-face or online



The WCOOC universe

Armstrong Wolfe's Managing Director attendees are all members of its global COO Community.

Our global COO and CCO iCOOC community is made up of over **1700 MD members (males & females)** drawn from **90 firms** from within Financial Services who attend our forums.



- Leadership Evenings
- MD Level forums



WCOOC steering committee

Steering Committee from global banks supporting WCOOC and its Dnl initiatives



Loretta Marcoccia
Executive Vice President & COO, Global Banking and Markets, Scotiabank



Suzy White
Global COO Markets & Securities Services, HSBC



Penny Tunbridge
MD, COO Advisory, Credit Suisse



Louise Moat
MD, CO, Asia Pacific ex Japan, Investment Banking Division, Nomura



WCOOC Ambassadors



Erica Benjamin
BMO Capital Markets



Jason Brus
Former Global COO, MD, Barclays USA



Andre Cronje
Former Global COO, HSBC



Gordon Grant
MD, Citi



Piers Murray
Former BNY Mellon Markets USA



Joe Noreña
Former MD, COO, HSBC



David Ornstein
Former COO, Barclays USA



Alex Stanton
Former Head of Conduct, BNP Paribas



Driving **WCOOC** forward



Gwen Wilcox
COO, WCOOC Global Lead

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.



WCOOC regional leads



Kate Hutchins
UK Practice Head,
Career Management

[Learn More](#)



Miia Lankinen
WCOOC Head & Career
Management, Asia

[Learn More](#)



2021 WCOOC focus of efforts

Networking



Connecting members to a powerful network of influential women

Mentoring



Providing mentoring opportunities - both face-to-face and online

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

WCOOC leadership forums

WCOOC runs large-scale and cross regional Leadership Dnl forums that are facilitated around inclusion led agendas, encouraging more men and women into COO positions within Financial Services. Our past forums have included the below topics:

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

Keynote speaker: **Julia Hoggett**, Former Director of Market Oversight, Financial Conduct Authority

WCOOC Leadership Forum co-hosted by HSBC - The Evolving mandate of the COO

Keynote speaker: **Suzy White**, MD, Chief Risk Officer, Global Banking and Markets and Commercial Banking, HSBC

[View WCOOC Upcoming Events](#)

[View WCOOC Past Events](#)



Past events of WCOOC:

Between November 2019 & July 2021 we have run a series of face-to-face and virtual leadership forums with global and individual audiences for all members of our WCOOC Community.

Q4 2019

London:

Self-Empowerment: Enhancing 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:

Green and Sustainable Initiatives

- hosted by Natixis

Q2 2020

Global:

What is the difference about leading digitally? Is it any harder for women than men?

- supported by Sionic

Why Gender Equality is key to a strong economic recovery - An interview with Katica Roy, Pipeline Equities

Reopening the World's Workplace

- supported by CBRE

Q3 2020

Global:

Driving Innovation

- hosted by Women in Fintech

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.

Global:

Driving Innovation

- supported by Women in Fintech

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

- supported by Women on Boards

North America:

Renewed Diversity Strategies to Address Representation Gaps

- supported by Citi

Q1 2021

London:

Advancing your Career as a COO: WCOOC Career Management

North America:

Advancing your Career as a COO: WCOOC Career Management

Asia:

Advancing your Career as a COO: WCOOC Career Management

Q2 2021

London & North America:

WCOOC Informal Networking Session

London:

WCOOC Career Management

North America:

WCOOC Career Management

Asia:

WCOOC Career Management

Global:

Applying D&I methodology to operations and customer propositions

Why Being Menopause Supportive is Business Savvy



Q3 & Q4 **WCOOC** forum topics to include:

The Future of Working: Digitalization of products, technology and people strategy - a look forward to 2022

Thursday, 23rd September 2021 | 08:30 - 09:30 (BST) | Level: MD

Technology leading the change: Data & Cyber Security, Blockchain

Wednesday, 13th October 2021 | 14:00 - 15:00 (BST) | Level: MD

Threat, Risk and Wealth Management - with a focus on Asia

Tuesday, 23rd November 2021 | 08:30 - 09:30 (BST) | Level: MD

Disruption: A Catalyst for change - looking forward to 2022

Tuesday, 7th December 2021 | Level: Directors, ED, VP, and MD

[View WCOOC Upcoming Events](#)





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Q3 & Q4 Schedule WCOOC 2021

Q3 Schedule WCOOC

Time/Date	Topic	Region
3rd September 7:00 - 8:00 BST / 15:00 - 16:00 HKT	<u>WCOOC Career Management:</u> Mental health, managing stress, handling setbacks	APAC (VPs/Director Level)
9th September 18:00 - 19:00 BST / 13:00 - 14:00 EDT	<u>WCOOC Career Management:</u> Mental health, managing stress, handling setbacks	North America (VPs/Director Level)
10th September 13:00 - 14:00 BST	<u>WCOOC Career Management:</u> Mental health, managing stress, handling setbacks	EMEA (VPs/Director Level)
23rd September 08:30 - 09:30 BST	<u>The Future of Working:</u> Digitalization of products, technology and people strategy - a look forward to 2022	APAC & EMEA (MD Only)

Q4 Schedule WCOOC

Time/Date	Topic	Region
13th October 14:00 - 15:00 BST	<u>Technology leading the change:</u> Data & Cyber Security, Blockchain	North America & EMEA (MD Only)
2nd - 4th November	<u>Conduct & Culture Summit</u>	Global COO and CCO Community
23rd November 08:30 - 09:30 GMT	<u>Threat, Risk and Wealth Management:</u> with a focus on Asia	APAC & EMEA (MD Only)
1st December 7:00 - 8:00 GMT / 15:00 - 16:00 HKT	<u>WCOOC Career Management:</u> Opportunity awareness, mentoring, sponsorship, leveraging and managing relationships	APAC (VPs/Director Level)



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Q3 & Q4 Schedule WCOOC 2021

Q4 Schedule WCOOC

Time/Date	Topic	Region
2nd December 18:00 - 19:00 GMT / 13:00 - 14:00 EST	<u>WCOOC Career Management:</u> Opportunity awareness, mentoring, sponsorship, leveraging and managing relationships	NA (VPs/Director Level)
3rd December 13:00 - 14:00 GMT	<u>WCOOC Career Management:</u> Opportunity awareness, mentoring, sponsorship, leveraging and managing relationships	EMEA (VPs/Director Level)
7th December	<u>Disruption: A Catalyst for change -</u> looking forward to 2022	Global COO and CCO Community (Directors/ED/VP/MD Level)

2022 Forum Topics

1. Group dynamics & the impact of influence
2. Altruism, affiliation, and recognition: Maximising organisational value from motivators and shifting the legacy culture of individualistic perspectives in banking.
3. Reacting to threat: Understanding and effectively addressing behaviours in oneself and in others



ARMSTRONG WOLFE™
Women in the COO Community

WCOOC content library

Listen to our Podcasts

Listen On-Demand to our podcast sessions featuring guest speakers such as **Marianne Waite**.

Read our Articles & POVs

Read our POVs and articles featuring individuals from across the Financial Services industry.

View Past Events

Listen On-Demand to past events from topics ranging from Career Management to applying DnI methodology to operations and customer propositions.

[View WCOOC Content Library](#)





About Armstrong Wolfe & the
International COO Community (iCOOC)

Our proposition is **unique**

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

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.

[Find Out More About iCOOC Membership](#)





Providing advisory services to the global COO community

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

The trust in our platform earned over 10 years strengthens our purpose: to empower the COO community through the provision of thought leadership, the promotion of cross industry dialogue, the examination of ideas and driving collaboration with the development of solutions and execution services.

As one COO put it “Through your facilitated debates, you help the COO translate how to operationalise executive intent”.

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

How we do this:

- » We have a commitment to intertwine conduct, culture, purpose & CSR into all we do.
- » Delivering on our mission

Delivering on our purpose:

- » ARMSTRONG WOLFE ADVISORY (AWA) - Advisory and project execution

- » ARMSTRONG WOLFE INSTITUTE - Innovation Hub creating ideas to drive learning for COOs
- » AW STRATEGIC PARTNERS - Appointed advisory & technology companies
- » AW ECOSYSTEM - Trade associations, academic bodies & innovation companies
- » AW INDUSTRY ADVISORS - COO alumni working within professional services

Delivering on our Corporate & Social Responsibilities:

- » INTERNATIONAL COO COMMUNITY (iCOOC) - Global COO corporate membership scheme
- » WCOOC AMBASSADORS - A global network of voluntary appointed COOs
- » THE COO ACADEMY - Creating opportunities for the underrepresented
- » SUSTAINABILITY - Leveraging iCOOC's membership to call to action
- » GCF BOSNIA CHARITY - Rebuilding a primary school in war-torn Bosnia





Our COO community

Armstrong Wolfe's iCOOC membership presently includes:

40 Global Banks

- » ANZ
- » Bank of America
- » Bank of Montreal
- » Barclays
- » BCG Cantors
- » BNP Paribas
- » BNY Mellon
- » Banco Santander
- » CIBC
- » Citigroup
- » Commerzbank
- » Credit Agricole
- » Credit Suisse
- » Danske Bank
- » Deutsche Bank
- » Goldman Sachs
- » HSBC
- » ICBC
- » ING
- » JP Morgan
- » Lloyds
- » Macquarie
- » Mizuho
- » Morgan Stanley
- » MUFG
- » National Australia Bank
- » Rabobank
- » RBC
- » NatWest Markets
- » Natixis
- » Nomura
- » Scotiabank
- » Société Générale
- » Standard Chartered Bank
- » State Street
- » Stifle
- » TD Securities
- » TP ICAP
- » UBS
- » Wells Fargo

46 Global Asset Managers

- » Aegon
- » Alliance Bernstein
- » Allianz Global Investors
- » Amundi
- » Apollo
- » AQR
- » Baille Gifford
- » Bank of America
- » Barings
- » Blackrock
- » Blackstone
- » Bluebay
- » BNP Paribas
- » BNY Mellon
- » Bridgewater
- » Credit Suisse
- » DWS
- » Fidelity
- » First Sentier
- » Franklin Templeton
- » GAM Investments
- » Goldman Sachs
- » HSBC
- » Investec
- » Invesco
- » JP Morgan
- » Lazards
- » Legal & General
- » Lord Abbot
- » Lyxor
- » M & G
- » Millenium
- » Morgan Stanley
- » Ninety One
- » Northern Trust
- » PGIM
- » Pimco
- » Prudential
- » RBC Asset Management
- » Royal London
- » Schroders
- » T Rowe Price
- » Wellington
- » UBS
- » Wells Fargo
- » Vanguard



Access to our community via:

1. iCOOC - Empowering the International COO community

2. Media - Bridging the Knowledge Gap with the international COO community

- » The COO Magazine, distributed quarterly to 2500+ members of the iCOOC
- » POV, targeted messaging with distribution 2500+ members of the iCOOC
- » LinkedIn – The COO social network – over 1500 directly connected COOs in addition to connected network reach

3. Webinars - Access to unique COO Community & Networks

- » Global iCOOC Webinars (Buy & Sell Side) – providing thought leadership to international network
- » Regional or Global targeted audience of 10 - 30 COOs – educate on capability and product
- » Women in the COO Community (WCOOC) – demonstrating commitment and support to equality

4. Content & Solutions Development with Armstrong Wolfe Advisory

- » Practitioner expertise in iCOOC business function and demands
- » Aid in alignment of pitch and product to iCOOC requirements and audience
- » Analytics on audience and aid in preparation of optimal engagement

5. The COO Cluster Call Close engagement with the COOs

- » Targeted engagement with 6 to 8 specifically selected COOs

6. Our purpose: ROI for all



Our integrated offering is focused on serving the iCOOC and **WCOOC**



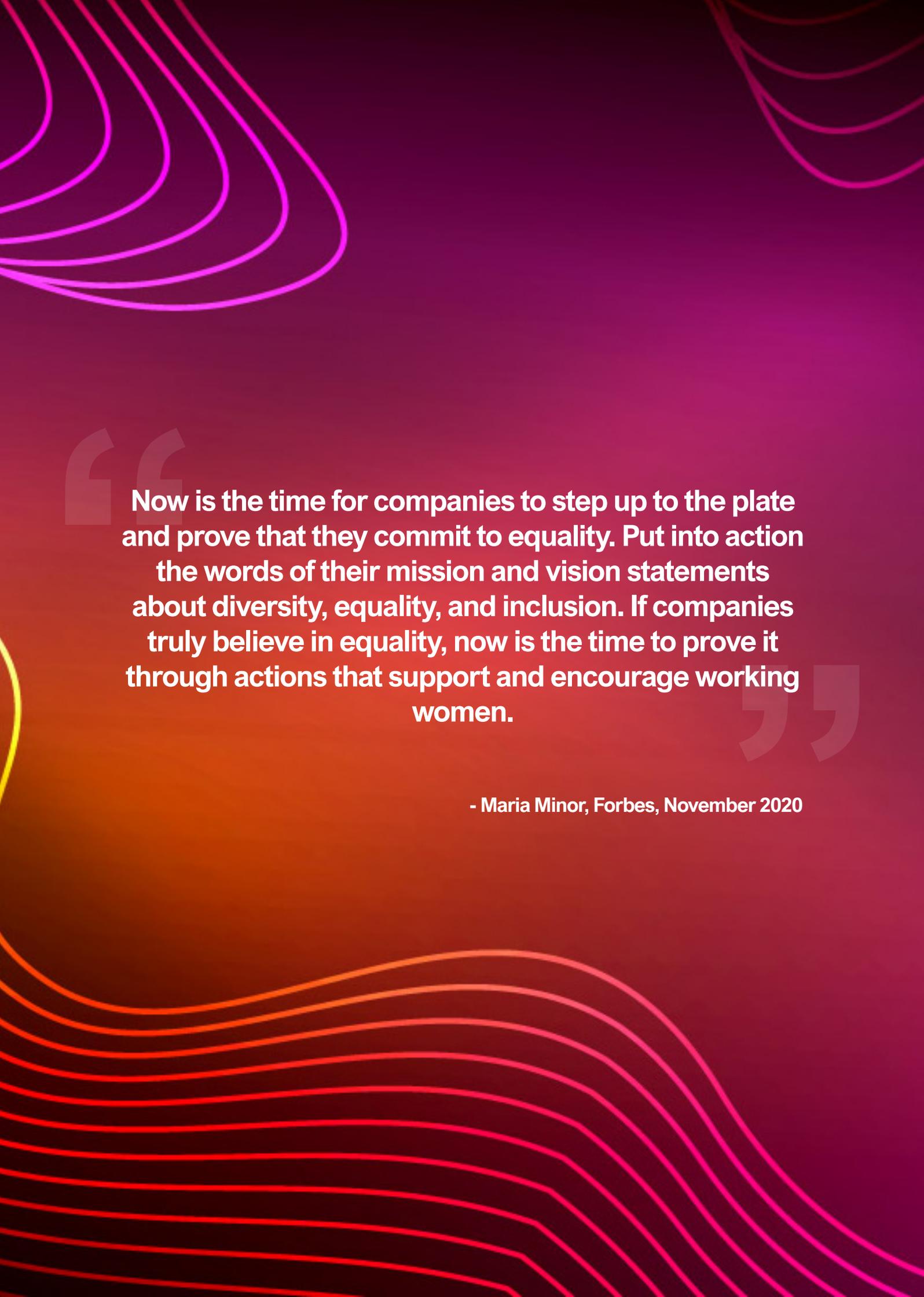


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Women in the COO Community

WCOOC alliances

In 2021, WCOOC aims to build existing relationships with organisations such as Women in Capital Markets, but also aims to connect with other organisations striving to increase diversity and inclusion in the workplace.





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



ARMSTRONG WOLFE

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