

# Your Network is Your Net Worth

February 2022

Navigating Careers as Women in Capital Markets

*“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.”*

**- Deutsche Bank**



# Panel



**Lesley Bodnar,**  
Managing Director and Head of Global Markets Trade Supervision,  
RBC Capital Markets

At present, Lesley is the Head of Global Markets Trade Supervision at RBC Capital Markets, based in Toronto. In this role, Lesley is responsible for the implementation and overall management of the Front Office supervisory framework within the Global Markets division of RBC Capital Markets. Lesley began her career at RBC in 2001, holding various roles within the organisation, before moving to Capital Markets in a supervisory capacity in 2006. Lesley supported the Global Equities business from 2006 until 2014, where her mandate expanded to include global supervisory responsibilities across RBC Capital Markets and RBC Wealth Management's Equity and Equity Derivatives Trading desks in Canada, the US, EMEA and APAC. In her current role, Lesley manages a global team whose responsibilities include surveillance, desk supervision, regulatory reform, and risk and control assessments.



**Farhana Mahbub,**  
Head of Global Market Strategic Initiatives,  
RBC Capital Markets

Farhana Mahbub is the Head of Global Markets Strategic Initiatives and Integration. In this current role, she is responsible for all global strategic and regulatory initiatives within Global Markets Supervision. Prior to RBC, she worked at CIBC, Canada Life and Teva Pharmaceuticals. In these roles she led large scale programs and change management in risk, regulatory compliance and retail functions.

Ms. Mahbub holds a Bachelor's degree in Biochemistry from University of Toronto and Masters in Business Administration from Ryerson University (Ted Rogers School of Management). She also holds several industry designations some of them includes Chief Compliance Officer (CSI), Project Management Professional (PMI), Lean Six Sigma (McGill University) and Change Management certifications.

Outside of work, Ms. Mahbub is mother of three boys and she lives with her husband and children in Markham, Ontario. She is passionate about philanthropic work and advancing women in leadership roles, and gives back to the community by volunteering at Women in Leadership Foundation as Toronto – U.S. Chapter Head, Aiza's Teddy bear Foundation as an Executive Director and an ambassador for Women on Board, UK.

# Panel



**Cressida Hamilton,**  
Executive Coach,  
Armstrong Wolfe

Cressida is the founder and CEO of Chryse Coaching and Consultancy LTD. Based in London, Cressida works with individuals within large corporate organisations, small to medium enterprises and entrepreneurs around the globe to help them increase their effectiveness both personally and professionally. Prior to devoting herself to Chryse Coaching, Cressida enjoyed a 26-year career in financial services where she worked in various roles within investment banking and finance including leading large 3000+ FTE Operational teams as well as operating as the HSBC Bank PLC Group Chief Administration Officer (CAO) in 2019.

Cressida has broad experience within multiple industries including finance and professional services, retail, and not for profit. Her key coaching expertise centres around helping individuals at D, MD and C-Suite level build confidence in order to improve their business performance and be successful within their organisations. Cressida works with clients on career transitions, obtaining promotion and stepping up to C-Suite level. In addition, Cressida has worked with various organisations to help them embed coaching as a leadership tool. Cressida trained as an Executive Coach with the Institute of Human Development (IHD) in 2007 and she also has an MBA (parts I & II) from Henley Management College. Cressida has coached clients at HSBC, Bank of America, UBS, Community Services Volunteers, Guild, Cancer Trust, IHD and Barrow Accountants.



**Gwen Wilcox,**  
COO & WCOOC Global Lead,  
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.



**ARMSTRONG WOLFE™**

Women in the COO Community

# About WCOOC and Our Purpose

Find out more here:  
[www.armstrongwolfe.com/wcooc](http://www.armstrongwolfe.com/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 **purpose** is to provide the opportunity to connect and to help promote the cause of leadership for all women and diversity groups across Financial Services.



ARMSTRONG WOLFE

# WCOOC Steering Committee



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



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



**Penny Tunbridge**  
MD, COO Advisory



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



“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.”

**- Societe Generale**

# Ambassadors

We value the strategic input of our ambassadors, who support our program management and appear on panels throughout the year.



**Ronald Taylor**  
EVP and Head of DEI,  
US Natixis IM  
(USA)



**Alexandra Stanton**  
Corporate Culture Consultant  
(London)



**Helen Hughes-Green**  
Managing Director,  
ICG Conduct  
(London)



**Jason Brus**  
Chief of Staff, Equities  
(USA)



**Erica Benjamin**  
Transformation Lead and  
Wealth Operations  
(USA)



**John Currie**  
Vice President and Head of  
Global Wholesale Operations,  
Client Onboarding and Technology  
(Singapore)



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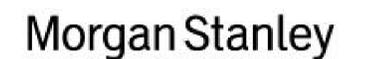
Women in the COO Community

# Forums

Supporting Organisations  
of WCOOC Forums

*“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.”*

**- Credit Suisse**



# 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(s) or Sponsor(s)

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)



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Women in the COO Community

# About Women in Leadership

Find out more here:  
[www.womeninleadership.ca](http://www.womeninleadership.ca)

**Women in Leadership Foundation, launched in 2001, is a leading non-profit organisation focusing on advancing women professionally, building the next generation of leaders and helping employers recruit, grow, and support a diverse workforce.**

We have presence in eight cities across Canada with the largest Chapter located in Toronto. Through our global events, mentorship programs, speaker series, corporate best employer partnerships and diversity and inclusion initiatives, the Toronto-U.S Chapter reaches a diverse community of professionals across Canada and in international markets. Collectively, we provide a safe space to connect and to support and inspire each other to succeed both personally and professionally. Today at 70K+ followers and rapidly growing, we continue to stay true to our mission of creating diversity, equity and inclusion, driving positive change and knowing how to “walk the talk”.



# Why WIL? The Numbers

75% of our women are management to CXO roles

+75,000 LinkedIn followers

+2,100 Mentorship Programme Graduates

\$6,000,000 Invested into Programmes

+7,000 Newsletter Subscribers

Network Demographics: 52% Non Minority,  
42% Visible Minority, 6% Indigenous

**Cumulative Reach of  
Over 95,000 Women Leaders**



# Testimonials

“At IBM, the diversity of cultures, people, thoughts and ideas are critical in driving innovation and providing advanced technologies and services to business. It’s more than a set of policies and programs. Diversity — including diversity of thought - opens the door to different perspectives, identities and experiences that are not only reflective of the Canadian marketplace, but also improves our company’s agility, performance and engagement as employees feel safe and confident being their full selves at work.”

- **Katherine Faichnie, Director & HR Leader, IBM Canada**

“We need to continue to press for progress. With women soon controlling 50% of the wealth in Canada and representing 52% of the population, our corporate environments need to reflect the rich diversity of our culture.”

- **Alana Riley, Senior Vice President, Financial Services Distribution, IG Wealth Management**

“I have had the honour of speaking to Indigenous women across the country through this initiative and can attest to the wonderful work the Foundation is doing. With so many negative messages sent to mainstream Canada regarding Indigenous people and politics, WIL gives women the opportunity to hear a very different, positive message - a message of empowerment and strength - without losing our identity as women in our communities. The feedback is overwhelmingly positive.”

- **Michele Baptiste, Former National Manager, Aboriginal Relations, Scotiabank**



# WCOOC

# WIL

## How to find and contact us at Women in the COO Community:

**Global Head of WCOOC**  
Gwen Wilcox

### Email Us

[g.wilcox@armstrongwolfe.com](mailto:g.wilcox@armstrongwolfe.com)  
T: +44 (0) 20 3664 8870  
M: +44 (0) 78 6742 4460

### Find Out More on Our Website

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

### Join us on LinkedIn

[Women in the COO Community](#)



**ARMSTRONG WOLFE™**  
Women in the COO Community

## How to find and contact us at Women in Leadership:

**Founder and President**  
Maya Kanigan

**Today's Speaker and Toronto Chapter**  
Farhana Mahbub

### Email Us

[info.wil@womeninleadership.ca](mailto:info.wil@womeninleadership.ca)

### Find Out More on Our Website

[www.womeninleadership.ca](http://www.womeninleadership.ca)

### Join us on LinkedIn

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[Facebook,](#) [Twitter,](#) [Instagram](#)

