

The International COO Community (iCOOC)

Asset Management

Year to date Summary



ARMSTRONG WOLFE™

Index

What is Armstrong Wolfe	3
iCOOC Membership	4
Who gets involved?	5
What our members say	6
COO & CCO Dinners	7
The COO Debating Society London 2024	8
WCOOC	12
Ad Centrum	13
WCOOC Events Highlights 2024	14
Schedule of Events Q3/Q4 2024	18





What is Armstrong Wolfe?

Armstrong Wolfe is a global firm which brings together the financial services COO community to address market wide, non-proprietary challenges.

We manage this connectivity through the International COO Community (iCOOC), our paid corporate membership programme. We invite our members to participate in our high-quality and engaging discussions within the COO community, leveraging their expertise.

An Overview of our Programme

Our round table discussions take place during dinners, breakfasts, or through online forums.

The intimate in-person settings offer valuable opportunities for engaging in high-quality conversations with influential decision-makers and thought leaders and their deputies.

The round table discussions primarily involve groups of COOs (Chief Operating Officers), groups of Chief Control Officers, and COOs reporting to the Chief Risk Officers.

The topics for discussion are driven by the community and cover a wide array of topics including: Innovation, Transformation, Regulation, Conduct and Culture, DE&I, and Talent development.

We organise additional formats that enable more focused discussions on topics of immediate interest to our COOs and CCOs: Member firms can request small “cluster” calls on narrowly defined challenges or topics with 2-6 of their peers, as well as broader debates on topics of industry interest that gather a broader cross-section of the industry.

iCOOC Membership

Within our iCOOC community, senior executives can participate in our roundtables and host iCOOC calendar events.

These interactions are held under Chatham House Rules, ensuring private and trusted conversations.

The role of these discussions is to provide analysis, insights, considerations, and potential solutions to facilitate cross-industry COO dialogue and debate managed through iCOOC and our other forums.

The collective expertise of the community can be instrumental in offering effective solutions for the COO community to address challenges such as crypto, blockchain, AI, regulation, and geopolitical risk management.

Participation Benefits include and are not limited to:

- » **Attend events within our program** such as round table dinners, online fora, and working groups.
- » **Participate in events**, such as being a panelist, facilitator, or judge, as opportunities arise.
- » **Participate in steering committees** to drive the agenda for the community.
- » **Host iCOOC programme events** to showcase your company's brand and extend warm hospitality to your peers.
- » **Providing thought leadership and expertise** to the COO community.
- » **Request Cluster Calls** to encourage vibrant discussions and sharing of best practices on particular topics of interest with your peer network.
- » **Share content through various channels** such as the Armstrong Wolfe COO Magazine.
- » **Support diversity and inclusion initiatives** such as Women in the COO Community (**WCOOC**) and Ad Centrum.



The power
of a partnership



Who gets involved?

Unless noted otherwise*, attendance is at Managing Director level:

- » Global and Regional COOs of Banking, Markets and Asset Management
- » Global and regional heads for nonfinancial risk and/or 1st Line Controls/Business Risk and Governance
- » Global and regional heads of Algo-Trading Risk and Governance*
- » SMF24 (UK)
- » The managing directorate leading, involved and/or impacted by:
 - » Regulation
 - » Operational resilience
 - » Change management/transformation.
 - » Culture and leadership
- » DNI global and regional leads
- » Tomorrow's female leadership (**WCOOC**)*

What our members say...

“Armstrong Wolfe’s knowledge and understanding of the asset management industry and the issues it faces is impressive, along with their ability to mobilize speakers to address topics of interest, create conversations and provide actionable advice. This has been particularly helpful during Covid, when understanding what the industry is doing is critical to operating a business during a crisis.”

Cynthia Nestle

Americas COO and Global CAO



“I am not an easy convert when it comes to communities of this nature. My departure point is always skepticism. From our first meeting, the enthusiasm with which Maurice spoke of the initiative together with his experience piqued my interest. The value I see in Armstrong Wolfe’s iCOOC is the commitment of the team to foster genuine, collaborative engagements. In addition, I was fortunate to be part of a recent face to face in London which was an absolute pleasure and bore testimony to the rapport that had built up amongst a number of us over the preceding year. Finally, the team is always striving to broaden the circle vertically within organisations and across the industry. Thank you to the team for your continued efforts and I look forward to the next 12 months.”

Khadeeja Bassier

Global COO



“A great opportunity to contribute and learn across a range of relevant topics which cut to the heart of applying innovation and creativity in the FS context. Illuminating the mutually beneficial relationship between the FS industry and human evolution. Many thanks to Maurice and the whole Armstrong Wolfe team for putting together such a great line-up.”

Christine Moran

Chief Compliance Officer



“Armstrong Wolfe provide a fantastic forum for COOs - and other C-suite roles - to share, learn, debate, and develop as a community. Their intellectual promptings, with which the AW team seed debates and discussions, have helped me to develop and grow and to make connections with peers across my industry.”

Iain Heeps

UK COO & Deputy UK CEO



BNP PARIBAS
ASSET MANAGEMENT

“I have worked with and alongside Maurice and his team at Armstrong Wolfe for many years and witnessed the evolution of the company. With a commitment to innovation and professionalism. Armstrong Wolfe has established itself as a trusted partner to the COO community, enabling them to meet and discuss market wide problems in confidence, and where appropriate inviting informed 3rd parties to the debate to add thought and context.”

Pierre Pourquery

UK Head Capital Markets Advisory



EY Building a better
working world

COO and CCO Dinners



The COO Debating Society

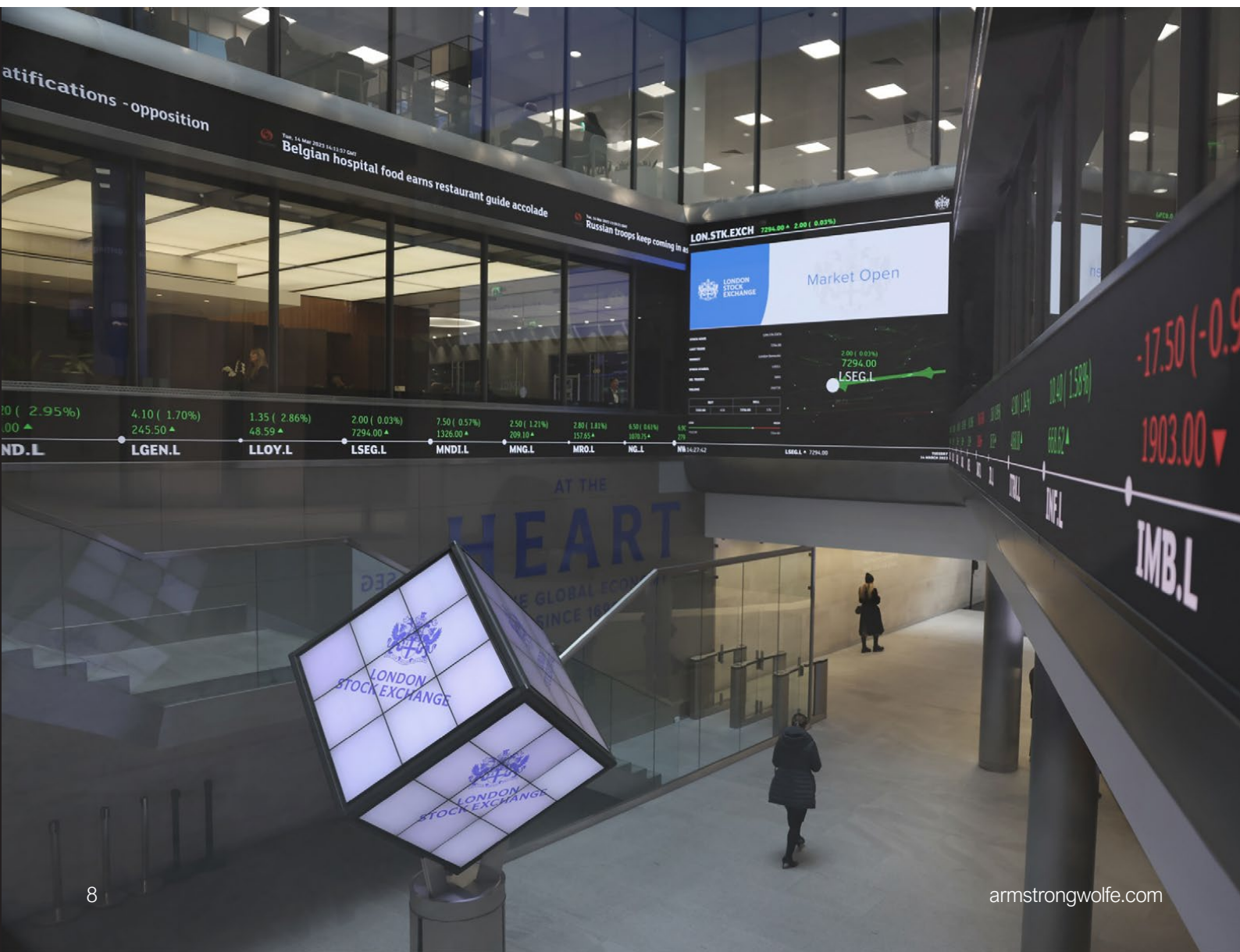
Held at the **LSEG** London February 2024

LSEG (**London Stock Exchange Group**) is a leading global financial markets infrastructure and data provider, playing a vital social and economic role in the world's financial system.

LSEG (London Stock Exchange Group) is a leading global financial markets infrastructure and data provider, playing a vital social and economic role in the world's financial system.

With our open approach, trusted expertise and global scale, we enable the sustainable growth and stability of our customers and their communities. We are dedicated partners with extensive experience, deep knowledge and a worldwide presence in data and analytics; indices; capital formation; and trade execution, clearing and risk management across multiple asset classes.

LSEG is headquartered in the United Kingdom, with significant operations in 70 countries across EMEA, North America, Latin America and Asia Pacific. We employ 23,000 people globally, more than half located in Asia Pacific. LSEG's ticker symbol is LSEG.



Chair



Terry Yodaiken
Global Head of Wealth & Asset Management
Armstrong Wolfe



Judges



David Shalders
COO & Head of Integration
LSEG



Rob Knight
Managing Director
RRAK Advisory



Lucia Pino-Garcia
Chief Technology Officer
Ninety One



Tom Winstanley
CTO & Head of New Ventures
NTT DATA UK&I

Debating **for** the motion



Nabeel Ebrahim
Chief Revenue Officer
Behavox

Nabeel Ebrahim serves as the Chief Revenue Officer, leading a global team across sales, project management, and customer success. Nabeel joined Behavox in 2016 and has been a part of every customer engagement for Behavox, overseeing the most complex engagements and implementations at some of the world's leading banks, private equity firms, and hedge funds.

With a foundation as a trained lawyer and extensive experience in law and financial services, Nabeel combines strategic insight with operational excellence to drive growth and customer engagement.



Martin Goodson
CEO and Chief Scientist
Evolution AI

Martin is a former Oxford University scientific researcher and has led AI research at several organisations. In 2019, he was elected Chair of the Data Science and AI Section of the Royal Statistical Society, the membership group representing professional data scientists in the UK.

Martin is the CEO of the multi-award-winning data extraction firm Evolution AI. He also leads the London Machine Learning Meetup, the largest AI & machine learning community in Europe.



Debating **against** the motion



Christopher Rigg
Principal
Global Economics Group

Christopher has over 25 years working at the intersection of financial services and technology serving as both a senior technology and operations executive at Bank of America and a consulting partner at EY, IBM, and Accenture.

A proven leader who has managed large transformation programs and large global teams, including pioneering engagements in the electronic trading, advanced analytics, and artificial intelligence space.

He has a strong record of change delivery in capital markets, wealth management, corporate/investment banking, and payments. Drives organizational success by leveraging technology to improve their client's experience, increase revenue, and improve operational efficiency.



Paul Mullins
Managing Director, Global Strategic Initiatives
formerly **HSBC**

Paul is a Financial Services Industry leader in Customer centric product and proposition development. He has worked across the globe transforming businesses through the deployment of sustainable customer centric value based business models and now supports other businesses to do likewise.

Paul is an accredited Fintech Practitioner and keynote speaker on customer centricity and AI and what this holds for the Financial Services Industry.

Women in the COO Community

WCOOC

Supporting, empowering & inspiring the female leadership of tomorrow

Armstrong Wolfe's Women in the COO Community (WCOOC) initiative was established in 2016, and is now globally recognised across New York, Toronto, London, Paris, Hong Kong, and Singapore.

Its purpose is to champion the cause for advancement of women within financial services, focused on the leadership of tomorrow, those that will take the industry forward into the coming age.

Members of our global COO network come together to provide and present on subjects directly related to career management and advancement. We provide this through podcasts, articles, interviews, and events for which we recruit engaging speakers from within and outside the industry. We welcome people of any level of seniority to engage with our agenda.

WCOOC is led by industry professionals, its Chair, Vice Chair, and regional steering groups working together to provide timely and forward-thinking content and thought leadership.

Our Mission

- » To inspire and install ambition and confidence in the female leadership of tomorrow.
- » To enlighten tomorrow's leaders on the role of business management and the COO.
- » Through this enlightenment to establish the COO as an aspirational career destination.
- » To provide networking and confidence building opportunities with industry peers.
- » To provide a forum for cross-industry debate and engagement on market wide challenges.

Steering Group and Ambassadorship

The Steering and Ambassador Committees are formed from global banks supporting WCOOC and its DE&I initiatives. Their role is to help provide direction and support in the continuation of inclusive leadership for corporate success.



ARMSTRONG WOLFE™
Women in the COO Community

AdCentrum

DE&I WHERE EVERYONE BELONGS

Ad Centrum (*Latin: to the centre*) is the COO centre of debate, learning and promotion for diversity, equity, and inclusion for the International COO Community (iCOOC) run by Armstrong Wolfe

The Ad Centrum mission: To be the world's COO centre for debate, information exchange, development of solutions, education, and learning to help address market wide, non-proprietary challenges.

Outline

Ad Centrum (**Latin: to the centre**) is the COO centre of debate, learning and promotion for diversity, equity, and inclusion for the International COO Community (iCOOC) run by Armstrong Wolfe.

Whilst the law is often in place to protect, Ad Centrum exists to promote and to encourage action.

We support equality of opportunity and representation and diversity of thought, regardless of age, gender, gender reassignment, disability, race including colour, nationality, ethnic or national origin, socio-economic background, religion, or belief.

In countries where the law does not protect against all forms of discrimination, we promote the equitable treatment of everyone and believe in change through enlightenment.

The COO and DE&I

Ad Centrum's perspectives and challenge will be provided by the COO, mandated to execute corporate strategy, positioned at the centre of the business and collectively at the heart of the industry.

From this privileged position the COO community can draw on their experiences to demonstrate varied perspectives that helps generate better ideas and outcomes to meet and solve the challenges of a changing and increasingly complex world.

COOs can demonstrate how diversity and inclusion have a positive impact on business, innovation, its products, and services, helping better serve clients, employees, and the worldwide economic community.

They grasp the business case for DE&I but also understand it is not yet empirically proven, although it continues to strengthen. What they understand is more compelling is the moral and ethical case for DE&I.

WCOOC

Events

Highlights 2024

WCOOC



ARMSTRONG WOLFE™
Women in the COO Community

EMIEA

The Power of your Network

Hosted by TP ICAP London

Date: 22nd February 2024 • **Time:** 17:00 - 20:00 GMT



Navigating Your Career & Embracing Change

Hosted by BNY Mellon London

Date: 18th April 2024 • **Time:** 17:00 - 20:00 GMT



BNY MELLON

Sustaining Impact and Managing Uncertainty

Hosted by State Street London

Date: 20th June 2024 • **Time:** 17:00 - 20:00 GMT



North America

Strategies for Navigating Your Career Path

Hosted by Deutsche Bank New York

Date: 28th February 2024 • **Time:** 17:00 - 20:00 EST



Mastering Stakeholder Management & Making a Lasting Impact

Hosted by Morgan Stanley Wealth Mgmt New York

Date: 24th April 2024 • **Time:** 17:00 - 19:30 GMT

Morgan Stanley

Cultivating Your Personal Brand: Strategies for Women in Leadership

Hosted by TP ICAP New York

Date: 20th June 2024 • **Time:** 17:00 - 19:30 EST



APAC

The Power of your Network

Zoom Virtual Hosted Online

Date: 22nd February 2024 • **Time:** 17:00 - 18:00 HKT

Navigating Your Career & Embracing Change

Zoom Virtual Hosted Online

Date: 18th April 2024 • **Time:** 17:00 - 18:00 HKT

Sustaining Impact and Managing Uncertainty

Zoom Virtual Hosted Online

Date: 19th June 2024 • **Time:** 7:00 - 18:00 HKT | 10.00 - 11.00 BST



Schedule of Events 2024

Key

In person events
 On-line events
 WCOOC

Q3 2024

Date	Forum Name	Location	Target Audience
24th July 14:00 – 15:00 BST 09:00 – 10:00 EST	Data Completeness Online Forum	Zoom	VP / MD
5th September 16:00 - 17:00 HKT	APAC COO Cyber Panel	Zoom	APAC / EMEA COOs
5th September 17:30 – 20:00 BST	WCOOC EMEA Panel	In person – London	Women in finance
10th September 18:00 – 20:30 BST	Asset Management COO Dinner	In person – London	EMEA COOs
10th September 09:00 - 10:00 BST 16:00 - 17:00 HKT	WCOOC APAC Panel	Zoom	Women in finance
17th September 18:00 – 20:30 EST	Asset Management COO Dinner	In person – New York	NA COOs
24th September 17:30 – 19:30 EST	WCOOC NA Panel	In person – New York	Women in finance

Schedule of Events 2024

Key

In person events On-line events WCOOC

Q4 2024

Date	Forum Name	Location	Target Audience
9th October 18:00 - 21:00PM GMT	Regulatory Management Breakfast	Co-hosted with Devlin Mambo. In person – London	Head of Product, Heads of Compliance, Heads of Legal and COOs'
7th November 18:00 – 20:30 GMT	Asset Management Year End COO Dinner	In person – London	EMEA COOs
12th November 18:00 - 20:30 GMT	Banking and Markets Year End COO Dinner	In person - New York	NA COOs
19th November 17:30 – 19:30 EDT	WCOOC NA Panel	In person – New York	Women in finance
20th November 18:00 - 20:30 GMT	Asset Management COO End of Year Dinner	In person – New York	NA COOs
21st November 17:30 – 20:00 GMT	WCOOC EMEA Panel	In person – London	Women in finance
26th November 14:00 - 15:15 GMT 9:00 - 10:15 EST	Regulatory Forum Buy Sell Side - 2025 Horizon Scanning	Zoom	EMEA / NA COOs
27th November 09:00 - 10:00 BST 17:00 - 18:00 HKT	WCOOC APAC Panel	Zoom	Women in finance
27th November 18:00 - 20:30 GMT	SMF24 Markets and Asset Management Dinner	In person - London	EMEA SMF24s

Contact

Maurice Evlyn-Buffon
CEO Armstrong Wolfe
maurice.evlyn-buffon@armstrongwolfe.com

Piers Murray
Chief Operating Officer, US & Puerto Rico
piers.murray@armstrongwolfe.com

Terry Yodaiken
Global Head of Wealth & Asset Management
t.yodaiken@armstrongwolfe.com

Isabelle Scannell
Global iCOOC and WCOOC Relationship Manager
i.scannell@armstrongwolfe.com



Find us on LinkedIn: [Armstrong Wolfe](#)

Find us on LinkedIn: [Women in the COO Community](#)



ARMSTRONG WOLFE™