

The International COO Community (iCOOC)

# Financial Markets

# Year to date Summary



ARMSTRONG WOLFE™

# Index

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





# 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 has uniquely positioned itself as an effective conduit for the COO community to agree, discuss and take proactive measures to address the key themes and challenges facing the financial sector, both planned and unforeseen. By combining peer knowledge and perspectives with deep SMEs and solution providers, AW forums and events provide invaluable support to sell and buy side COOs.”*

**Gary Simpson**

COO, Global Markets

**ICBC  Standard Bank**

*“Having been a COO in Markets for most of the last 20 years, Maurice and AW have been a key driver of providing definition and understanding of the ambiguous role the COO plays.*

*More importantly, he has successfully created a sense of community (in particular through WCOOC) that has sped up the continued professionalisation of the COO role. Since meeting him at the very first Markets COO breakfast roundtable, through to discussing my recent shift into the business, his insight and perspective have been a big help to me and I’m sure to many other COO’s over the years.”*

**Mark Price**

Regional Head of Financial Markets Africa & the Middle East, Global Head of FM Business Development

 **standard chartered**

*“At Scotiabank, we appreciate the work that Armstrong Wolfe has done to advance a shared understanding of the COO office across financial services, build awareness of the intersection of conduct, culture, purpose in an organization and to drive connection and collaboration across the global COO community.”*

**Loretta Marcoccia**

Executive Vice President & Chief Operating Officer Global Banking and Markets

**Scotiabank**

*“Maurice and the team at Armstrong Wolfe have been a great resource for our COO team at Wells Fargo. Their insight into critical issues that impact the COO community is invaluable and their ability to create a vast network of like-minded professionals across the financial services industry is something that our team finds great value in.”*

**Steven Kiker**

Chief Operating Officer

 **WELLS FARGO**

*“Under Maurice Evlyn-Buftons’ leadership, Armstrong Wolfe offers a broad view of market activities through the COO angle, looking at the strategic day-to-day actions that enable financial markets to function. It offers key insights from major market players on new trends and technologies, as well as interesting pointers for business development and transformations.*

*Armstrong Wolfe’s Women in the COO Community (WCOOC) initiative actively engages with women in leadership and disruptive subjects linked to Diversity, Equity and Inclusion. Definitely a must have when belonging to the COO community.”*

**Pascale Moreau**

Global COO of Markets, Business, Transformation & Oversight

 **SOCIETE GENERALE**

# COO and CCO Dinners



# The COO Debating Society

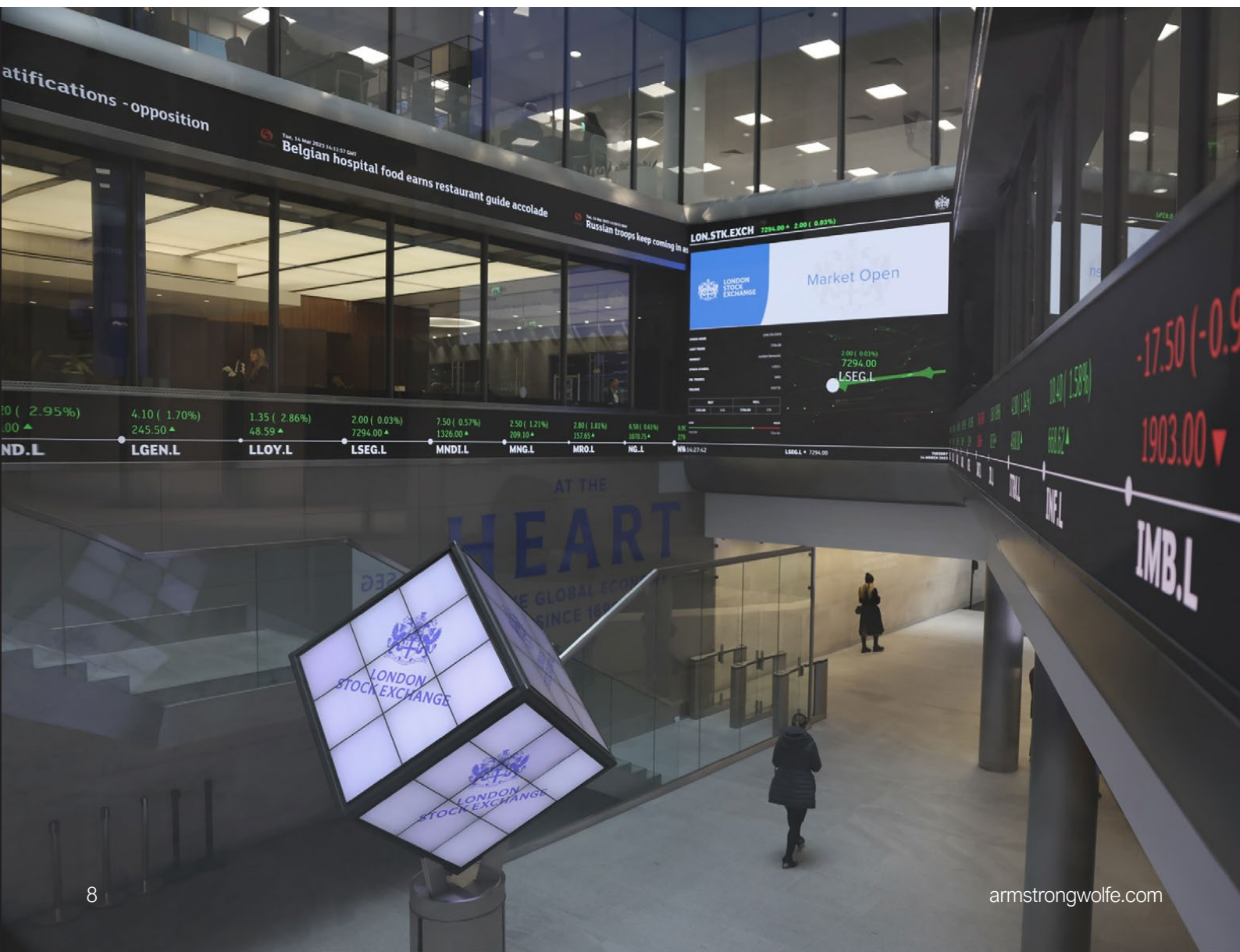
Held at the **LSEG** London February 2024

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
16th July 14:00 - 15:15 BST 09:00 - 10:15 EDT	Algo Trading Forum	Zoom	EMEA / NA COOs
5th September 15:00 - 16:15 HKT	Markets and Asset Management COO APAC Forum	Zoom	APAC COOs
5th September 17:30 - 20:00 BST	WCOOC in-person event EMEA	In person - London	EMEA Women in Finance (All levels of seniority)
10th September 16:00 - 17:00 HKT	WCOOC Online event APAC	Zoom	APAC Women in Finance (All levels of seniority)
11th September 18:00 - 20:30 GMT	Markets and Banking - COO Dinner	In person – London	Global COOs
12th September 18:00 - 20:30 GMT	Chief Control Officer Dinner	In person – London	EMEA Chief Control Officers
18th September 18:00 - 20:30 EDT	Markets and Banking - COO Dinner	In person – New York	NA COOs
19th September 18:00 - 20:30 EDT	Chief Control Officer Dinner	In person – New York	NA Chief Control Officers
24th September 17:30 - 19:30 EDT	WCOOC in-person event NA	In person – New York	NA Women in Finance (All levels of seniority)
25th September 18:00 - 20:30 EDT	Chief Risk Officer Dinner	In person – London	EMEA Chief Risk Officer COOs

# Schedule of Events 2024

## Key

In person events  
  On-line events  
  WCOOC

## Q4 2024

Date	Forum Name	Location	Target Audience
17th October 14:00 - 15:00 BST 09:00 - 10:15 EDT	Algo Trading Forum	Zoom	EMEA / NA COOs
24th October 08:00 - 09:15 BST	Markets and Asset Management COO APAC Forum	Zoom	APAC COOs
12th November 18:00 - 20:30 EDT	Markets and Banking COO Year End Dinner	In Person - New York	NA COOs
13th November 18:00 - 20:30 EDT	Chief Control Officer Dinner	In Person - New York	NA Chief Control Officers
14th November 18:00 - 20:30 EDT	Chief Risk Officer Dinner	In Person - New York	NA Chief Risk Officers
19th November 17:30 - 19:30 EDT	WCOOC in-person event NA	In Person - New York	NA Women in Finance (All levels of seniority)
21st November 17:30 - 20:00 GMT	WCOOC in-person event EMEA	In Person - London	EMEA Women in Finance (All levels of seniority)
27th November 17:00 - 18:00 HKT	WCOOC Online event APAC	Zoom	APAC Women in Finance (All levels of seniority)
27th November 18:00 - 20:30 GMT	SMF24 Dinner Buy/Sell Side	In Person - London	EMEA SMF24s
28th November 18:00 - 20:30 GMT	Commodities Dinner	In Person - London	EMEA COOs
3rd December 18:00 - 20:30 GMT	Banking and Markets COO Dinner	In Person - London	EMEA COOs
4th December 18:00 - 20:30 GMT	Chief Control Officer Year End Dinner	In Person - London	EMEA CCOs

# Contact

Maurice Evlyn-Bufton  
CEO Armstrong Wolfe  
[maurice.evlyn-bufton@armstrongwolfe.com](mailto:maurice.evlyn-bufton@armstrongwolfe.com)

Piers Murray  
Chief Operating Officer, US & Puerto Rico  
[piers.murray@armstrongwolfe.com](mailto:piers.murray@armstrongwolfe.com)

Terry Yodaiken  
Global Head of Wealth & Asset Management  
[t.yodaiken@armstrongwolfe.com](mailto:t.yodaiken@armstrongwolfe.com)

Isabelle Scannell  
Global iCOOC and WCOOC Relationship Manager  
[i.scannell@armstrongwolfe.com](mailto:i.scannell@armstrongwolfe.com)



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

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



**ARMSTRONG WOLFE™**