

Armstrong Wolfe

The Power of Collective Ambition

Alliance Partnership

Where challenges meet solutions

Options for Engagement 2026 - 2027



ARMSTRONG WOLFE™

Contents

This document outlines the options for appointing a third party - offering a reputable service or solution aligned with iCOOC membership operations - as an Industry Advisor and/or Alliance Partner to Armstrong Wolfe.

These options may be agreed on an ad hoc basis or as part of an integrated 12-month programme.

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Our Mission & Purpose

Our Purpose: The Why

To strengthen the long-term resilience of the banking and asset management industries by fostering open dialogue, shared learning, and collective problem-solving.



Our Membership: The What

We are the only corporate membership for Banking and Asset Management COOs, connecting leaders through peer forums a world-class global network, executive education, interim COO talent, and a shared commitment to inclusivity.



Our Mission: The How

Through our membership platform, we connect COOs across banking and asset management, enabling trusted collaboration, practical knowledge exchange, and co-ordinated action on the industry's most critical operational challenges.



iCOOC: The International COO Community

An Independent, High-Trust Peer Network Delivering Real-Time Executive Insight

Armstrong Wolfe's Unique Position in the Financial Services COO Community

Armstrong Wolfe occupies a distinct and highly valued position in the financial services executive landscape by uniting the global COO and Chief Control Officer communities.

Our model is independent, member-led, and designed entirely around trusted peer exchange. Currently focused on supporting COOs within Banking and Asset Management, Armstrong Wolfe stands apart from consultancies like Deloitte, EY, PwC, and KPMG.

Unlike these consultancies, we do not enter the room with a commercial agenda, prescribed solutions, or advisory bias. **Our sole obligation is to our members:** creating a confidential space where senior executives can openly test ideas, validate decisions, and learn from peers facing similar operational and control challenges.

This peer-driven exchange has been fostered within a trusted environment for over a decade. All conversations are held under the **Chatham House Rule** of confidentiality, allowing members to engage candidly. A core group of senior COOs and Control Officers have been part of the community for years, a foundation that breeds confidence and freedom of speech for all.

A testament to value is that some organisations have taken three-year corporate memberships through to 2028 - such as Goldman Sachs, HSBC, JP Morgan, RBC, Standard Chartered Bank, and State Street.

While industry bodies like AFME and The Investment Association Finance play an essential role in advocacy, policy, and regulatory alignment, **Armstrong Wolfe offers something different:** a real-time, executive-led forum for practical problem-solving, leadership development, and, more recently, professional accreditation for the COO and first line of defence community.

Through initiatives such as the International COO Community (**iCOOC**), Women in the COO Community (**WCOOC**), Leaders of Tomorrow breakfasts, and the COO Academy, Armstrong Wolfe provides continuous, tangible value to both today's executive leaders and tomorrow's rising stars.

This multi-layered engagement model spans from Vice Presidents to Global COOs and Control Officers at CIB and Group levels, ensuring value creation for a wide beneficiary group - a benefit far beyond what corporate memberships or third-party consultancies or industry bodies can offer.

A Key Differentiator is the speed and immediacy of the value Armstrong Wolfe delivers. Our 60-minute **Chatham House Rule COO and CCO Cluster Calls** give members rapid access to trusted insights, peer validation, and quick solutions to urgent challenges.

This unique service is indispensable to our members, who consistently cite its value (*see Annex A for Cluster Call and Quarterly COO Forum agendas*).

Our quarterly forums in New York and London, and biannual gatherings in Toronto, Singapore, and Hong Kong, are all member-hosted, further emphasising the strength and uniqueness of our community.

These forums foster deep connections and productive engagement, with members knowing one another from prior in-person meetings, which enhances the quality of online debates and discussions.

Armstrong Wolfe is not an alternative to consultants or industry bodies, but rather a high-trust, high-impact executive network.

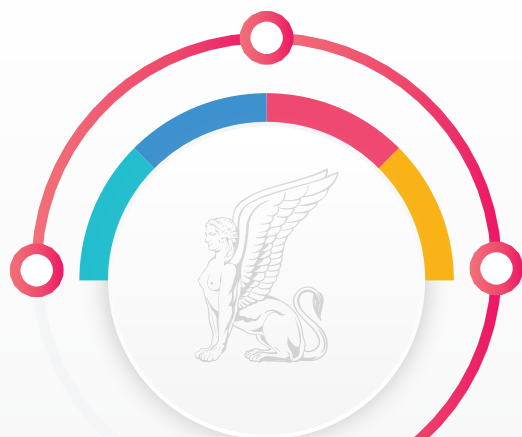
We complement and add value to existing structures, giving the COO and Chief Control Officer community an independent, trusted voice.

Our Positioning Summary and Implicit Differentiation

We sit between and complement the value provided by Industry Bodies and Consultancies.
We have no commercial agenda, explicitly and singularly serving our members

Our value-channel is unique:

- » **Industry Bodies** shape the external environment.
- » **Consultancies** design and implement change.
- » **International COO Community** enables confidential peer exchange, practical execution insight, and real-world validation across firms.



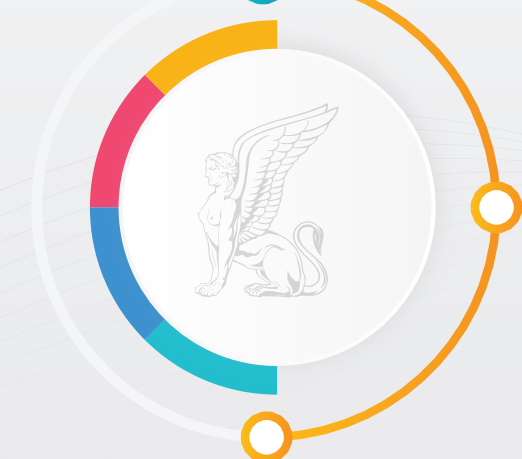
Industry Bodies & Trade Associations

- Policy & Regulatory Advocacy
- Industry Coordination
- Standards & Best Practice Development
- Research & Technical Expertise
- Public & Government Engagement
- Member Representation



International COO Community

- Peer-to-Peer Networking (COO level)
- Chatham House Rule Safe-Haven Debate
- Market-Wide, Non-Proprietary Issue Validation
- Practical Peer Insights on Operationalising Regulation
- Survey Data & Benchmarking
- COO & Business Management Interim Support



Management Consultancies

- Strategy Advisory
- Business Transformation
- Operational Improvement
- Risk & Regulatory Advisory
- Financial Advisory & Transactions
- Technology & Digital Implementation

Our Global Community

Our iCOOC Membership (Global, Regional & Affiliate)

With memberships across Markets, Banking and Asset Management our reach is truly global and represents some of the world's leading companies within Financial Sectors

- | | | |
|--------------------------|----------------------|----------------------|
| » Aegon Asset Management | » Danske Bank | » Morgan Stanley |
| » Amundi | » Deutsche Bank | » MUFG |
| » ANZ | » DWS | » NAB |
| » Atlas SP Partners | » Fannie Mae | » Natixis |
| » Baillie Gifford | » GAM Investments | » NatWest Markets |
| » Bentley Reid | » Goldman Sachs | » Ninety One |
| » Bank of America | » Golub Capital | » Nomura |
| » Barclays | » HSBC | » Northern Trust |
| » BlackRock | » ICBC | » RBC |
| » BMO | » Impax | » Santander |
| » BNP Paribas | » ING | » Scotiabank |
| » BNY | » Jefferies | » Shell |
| » BP | » JP Morgan | » SMBC |
| » Castelnau | » Lloyds | » Societe General |
| » Cerity Partners | » Lord, Abbett & Co. | » Standard Chartered |
| » CIBC | » LSEG | » State Street |
| » Citadel | » Macquarie | » TD Securities |
| » Citi | » M&G Investments | » UBS |
| » CLS | » Macquarie | » USAA |
| » Colter Lewis | » Man Group | » Wells Fargo |
| » Commerzbank | » Marex | » Westpac |
| » Credit Agricole | » Mizuho | |

Note - Principal banking non-participants: U.S. Banks: Morgan Stanley. European Banks: Credit Agricole

Executive Summary

The opportunity before you is not sponsorship in the conventional sense; it is an access proposition - appointment into a trusted circle.

For over 25 years, Armstrong Wolfe has built and curated a peer-led Chief Operating Officer community that is both discreet and influential - a platform defined not by scale alone, but by the depth and quality of its relationships.

Access to this COO constituency is earned, not bought. The proposition is sustained access to this executive community, providing the opportunity to build relevance, credibility and relationships through repeated engagement over time. **As an Industry Advisor, you would take its place at the table as a recognised peer and contributor:** offering insight, shaping debate, and helping frame the operational and technology agenda that matters most to in-business leaders across banking and asset management. **The strategic value lies in where the COO sits within the enterprise.** While the COO may not always be the ultimate signatory, they are the CEOs right hand and the operational conscience of the firm - with oversight across infrastructure, risk, transformation, technology, and cost.

They have visibility into every moving part of the organisation and influence across multiple budget holders and decision-makers. **In effect, they are one step removed from numerous signatories and frequently the most trusted internal advisor shaping enterprise priorities.** Return on investment, therefore, is realised not through transactional selling, but through sustained relationship capital. The value of the proposition is therefore founded on four connected elements: **access, trust, relevance and repetition.**

By serving as an Industry Advisor within the COO Exchange ecosystem, you would be positioned as an industry colleague - visible, credible, and aligned to the strategic challenges COOs face daily. **The engagement is insight-led, not sales-led; influence is established through thought leadership, mentorship, and contribution to peer dialogue.** Over time, this proximity and trust create earlier visibility of change agendas, stronger solution alignment, and access to opportunity born from relevance rather than pursuit.

The following proposed areas of engagement (1-9) outline how this position can be formalised and activated across the community platform, **reinforcing your standing as a long-term strategic partner to the global COO constituency.**

Areas of Engagement with Top-Line Benefits

1. iCOOC: International COO Community (Banking & Asset Management, UK-led)

Benefit: Direct access to a curated, senior COO and operations leadership community; trusted forum for insight-led engagement, early signal on market challenges, and sustained executive relationship-building.

2. Industry Advisor Appointment (Sector-Specific)

Benefit: Formal positioning of your expertise within the community, strengthening credibility as a thought partner and enabling early influence on COO agendas, solutions, technology priorities, and transformation themes.

3. WCOOC: Women in the COO Community

Benefit: Visible commitment to inclusivity programmes and initiatives at senior levels; brand advocacy through steering committee participation and leadership sponsorship, aligned to your company's values and talent agenda.

4. Media & Collateral: (COO Magazine, AW digital channels)

Benefit: Targeted brand positioning and narrative control within a highly relevant audience (e.g. c. 4,500 COO Magazine distribution), supporting awareness, authority, and campaign amplification.

5. COO Academy

Benefit: Opportunity to contribute technology-led learning modules and tutorials, positioning you as a practical enabler of COO capability and future operating models. A further module that you could lead could be Market Structure.

6. COO Exchange Platform

Benefit: Technology and business solutions advisory voice within a live peer-to-peer platform, enabling ongoing engagement, insight capture, and solution alignment with real COO challenges.

7. AW Interim & Global Alumni Network

Benefit: Access to Armstrong Wolfe's global interim and alumni network to support go-to-market strategy, SME bench strength, and rapid mobilisation of domain expertise where required.

8. Mentoring: (Banking and Asset Management COO Mandate)

Benefit: Strategic mentoring engagement aligned to the in-business banking and asset management COO leadership, reinforcing your long-term relationship focus and influence at the most senior operational levels.

9. The COO's Charity: GCF Bosnia

Benefit: Meaningful alignment with a recognised charitable initiative closely associated with the COO community, reinforcing your ESG and social impact commitments. Participation provides reputational capital at senior leadership level, relationship-building in a values-led setting, and visible support of a cause endorsed by respected industry figures and Patrons.

90% of our events are Member Hosted



COO Roundtable Dinner New York City. Hosted by:



Summary Overview

Our quarterly COO and Control Officer Forums are member-hosted and attended exclusively at Managing Director level. These roundtable sessions typically bring together around 20 member participants, alongside Armstrong Wolfe and Industry Advisors.

Our relationship management teams target 80% annual participation across our 70+ full and associate member companies. In 2026, 84 face-to-face, member-hosted roundtables are already scheduled.

These in-person forums enable highly effective communication and sustained engagement, further reinforced through our programmed and on-demand online meetings. In 2025 alone, this resulted in more than 75 online forums and discussions.

Member participation and the strength of the community are driven by repeated attendance. Alliance Partners benefit from the opportunity to meet executive stakeholders and key influencers three to four times per year.

This continuity is central to establishing meaningful and lasting professional connections.

In 2025, more than 350 Managing Directors attended face-to-face, member-hosted forums held in New York, Toronto, and London. Singapore and Hong Kong will be added to the itinerary in 2026. This connectivity is further complemented by online Cluster Calls and Symposiums.

Additional indirect visibility is provided through the quarterly distribution of COO Magazine to 4,500 community members, targeted Points of View shared with pre-defined member groups, and the deployment of surveys across the network.

Engagement Fees

The Alliance Partner engagement fee for Industry Advisor appointments and Alliance Partnership to iCOOC, with access to the 12-month iCOOC itinerary, media package, and before selection of any options (which are available upon demand throughout the 12 month period) is **GBP £180,000** (U.S. and Canada), **GBP £160,000** (UK / Europe) and **GBP £120,000** (Singapore and Hong Kong / APAC).

A global partnership is priced at **GBP £460,000**, with pre-agreed selected options provided without additional charge to reflect the Alliance Partner's investment and commitment to Armstrong Wolfe e.g. a 90-Day programme priced at **GBP £75,000** or WCOOC sponsor status priced at **GBP £100,000**.

Armstrong Wolfe Partnerships Package

	Engagement	Fixed Cost	Variables
iCOOC Channel Partnership and Client Access Engagement			
1	iCOOC Banking Regional Industry Advisor		See 5 below
	a. North America (NYC & Toronto)	£180,000	
	b. Europe (London)	£160,000	
	c. APAC (Singapore & Hong Kong)	£120,000	
2	iCOOC Banking Global Industry Advisor(s)	£420,000*	
3	iCOOC Asset Management Regional Industry Advisor	£90,000**	
4	iCOOC Asset Management 2-Region Industry Advisor	£150,000*	
*Includes WCOOC sponsorship and media programme **U.S.(NYC) and Europe (U.K.) only			
iCOOC Additional Programme Options			
	a. 90-Day Programme	£75,000	+ Expenses
	b. Executive Roundtable Member Forum - Dinner	£25,000	
	c. iCOOC Additional Programme Options	£20,000	
	d. Executive Access Engagement - Dinner	£20,000	
	e. Member Cluster Call	£7,500	
WCOOC Sponsorship			
5	WCOOC Sponsor & Global SteerCo Member	£100,000	None
6	WCOOC Sponsor & Regional SteerCo Member	£40,000	
7	Marketing and Media Channel Programme	£75,000	
8	WCOOC Sponsor & Global SteerCo Member (per quarter)	£25,000	
Alliance Partner 2026 pending engagement options			
10	COO Exchange Advisory Partner	To be confirmed	August 2026
11	COO Academy Content Partner	To be confirmed	

Core Offering Fee Schedule

	North America		Europe	APAC	
Region	Toronto	New York	London	Singapore	Hong Kong
Industry Advisor	Yes	Yes	Yes	Yes	Yes
iCOOC					
COO Quarterly	3	4	4	2	2
CCO Quarterly	-	4	4	2	2
Cross Divisional Risk	-	3		-	-
COO AM Quarterly	-	4	4	1	1
Rising Star Breakfasts	3	4	4	2	2
Symposiums	4		4	4	
Cluster Calls	4		4	4	
Spot-Dinners	Option - £17,500				
90-Day Programme	Option - £75,000				
WCOOC	-	3	4	1	
Media & Collateral	Core and Variable Programme				
Alumni Product Validation	2		-	2	
Community Mentoring	Yes	Yes	Yes	Yes	Yes
COO Charity	Optional				
COO Academy	Launch September 2026 - Alliance Partner options to be presented				
COO Exchange	Launch September 2026 - Alliance Partner options to be presented				
Core iCOOC & WCOOC Activities/Forums	33 + 3		27 + 4	22 + 2	
Fees	£180,000		£160,000	£120,000	
Expenses	Travel, accommodation, print				

Armstrong Wolfe

The Power of Collective Ambition

Section 1

Alliance Partner



ARMSTRONG WOLFE™

About Armstrong Wolfe

Connecting & Empowering the Financial Services COO Community

Through our flagship initiatives - the International COO Community (**iCOOC**) and Women in the COO Community (**WCOOC**) - we deliver exclusive corporate membership programs designed to foster collaboration, innovation, and leadership within this critical professional network

Today we have over 75 of the world's leading companies across Banking and Asset Management engaged, fostering collaboration, innovation, and opportunities for leadership within this critical and trusted professional network.

As your trusted partner, throughout 2026 we will facilitate high-quality, engaging discussions across our membership, enabling meaningful peer-to-peer exchanges in a confidential environment governed by the Chatham House Rule. These conversations are enriched by insights from our industry advisors, alliance partners, and a global network and alumni.

Our value lies in a unique ability to connect COOs across the financial services ecosystem, empowering them to share knowledge, navigate challenges, and drive meaningful change together.

Membership

As a member of the iCOOC community, you gain exclusive access to roundtable discussions and hosted events by your peers. Our discussions are designed to:

- » Deliver deep analysis and actionable insights
- » Explore key considerations and innovative solutions
- » Facilitate meaningful dialogue and debate across the COO community

Through iCOOC and our other forums, you can tap into a unique network of industry leaders, creating opportunities to collaborate on shared challenges and shape the future of the financial services industry.

As a member, you're not just part of a network - you're contributing to the development of effective, cross-industry solutions and driving meaningful change.

An Overview of our Programme

At the heart of our programme are round table discussions tailored for:

- » Chief Operating Officers (**COOs**)
- » Chief Control Officers (**CCOs**)
- » Operational Resilience and Non-Financial Risk
- » The Leaders of Tomorrow

Focused Formats for Immediate Impact: In addition to round table sessions, we provide bespoke formats to address specific challenges and opportunities:

- » **Cluster Calls:** Small, focused groups of 4–6 members collaborate on narrowly defined challenges or specialized topics.
- » **Broader Industry Debates:** Larger symposia bringing together a cross-section of industry professionals to explore topics of shared interest and broader significance

Areas of Debate



Engagement Principles & Event Protocols

Principles Of Engagement

1. Priority to Corporate Members

Armstrong Wolfe's (AW) obligations and priorities will always remain with its corporate members. The relationships AW maintains within the global and regional COO* community are deeply rooted in trust, established over many years.

2. Introduction of Third Parties

It is understood by AW's membership that any third party introduced by AW has been carefully vetted and, ideally, endorsed by a fellow member.

3. Trust and Respect in the COO Community

The trust established between AW and its COO community, along with its members, must always be respected. This trust forms the foundation for the opportunity AW presents to an alliance partner to engage with and through AW's membership.**

4. Alliance Partner's Role

Over a minimum engagement period of 90 days, the alliance partner is expected to integrate into AW's proven client engagement model, aiming to become an advisor and trusted voice within the iCOOC community, supported by AW's patronage.

5. No Sales Role for AW

AW will not sell, nor will it be perceived as selling, the alliance partner's products or solutions.

6. Introduction and Contact Facilitation

AW provides an opportunity for the alliance partner's voice to be heard and introduces them to community members. However, AW does not manage or manufacture follow-up meetings. Throughout the engagement,

AW will ensure that proper permissions are obtained for distributing contact details, facilitating potential direct communication between members and the alliance partner. These follow-up conversations will occur bilaterally and will not be directly facilitated by AW.

7. Collaborative Engagement for Business

Success: Successful alliance partner relationships with AW are based on the premise that AW's client is the business and marketing working in partnership itself. Both parties, working within a contractual framework, must collaborate and creatively explore business opportunities.

Any bespoke opportunities outside the initial contract will be framed and presented by AW for the alliance partner's consideration, with appropriate pricing for additional time and activity.

8. Marketing Support and Relationship

Management: AW may collaborate with the alliance partner's marketing function to support the relationship, but marketing will not take over the management of the relationship.

The primary relationship will always remain between AW and the Alliance Partner's executives, with AW interfacing and working with marketing as required.

* The COOs within iCOOC serve as the in-business, right-hand executives to the CEO. They are responsible for managing first-line strategy, transformation, regulatory management, controls, product development, sales, and trading business management. This role differs from the traditional COO of Operations and Technology.

** AW is not a conference company or a company managing a loosely configured network, it is the trusted partner and advisor to the global COO community of financial markets, banking, and asset management, and recognized as being the world's leading authority on the role of the COO.

Industry Advisor Appointment: Sector Specific

This opportunity is designed to seamlessly integrate an experienced industry advisor into the COO community over a fixed period, fostering a dynamic relationship with Chief Operating Officers (COOs) across sectors

Through participation in regular meetings, quarterly dinners, and bespoke events, the appointed advisor will build strong, trusted relationships and influence decision-making processes within their area of expertise.

This position not only allows the advisor to offer critical insights but also positions them to convert the COO into a client, leveraging this relationship to gain access to additional opportunities within the broader business network. The advisor's influence will extend into the COO's colleagues and contacts, helping unlock further business opportunities.

The overarching goal is to maximize the value of the advisor's expertise over a two-year engagement cycle. This extended timeline ensures that the advisor's time and efforts yield significant ROI through sustained interactions, strategic guidance, and long-term relationship-building.

The Advisor Role

As an appointed industry specialist, the advisor will be introduced to the International COO Community (iCOOC), a premier platform of executive leaders. In this capacity, the advisor will have the opportunity to contribute thought leadership, share specialized knowledge, and offer solutions to pressing challenges that members face in their respective industries.

The advisor's key responsibilities and areas of contribution will include:

- » **Expertise Provision:** Offer in-depth, specialized knowledge to businesses, addressing specific industry challenges and providing actionable insights.
- » **Strategic Guidance:** Advise on business strategy, market trends, growth opportunities, and transformations.
- » **Risk Management:** Help businesses identify potential risks and implement strategies to mitigate them.
- » **Networking:** Facilitate connections with key industry contacts, partners, and other influential figures to expand business opportunities.

- » **Operational Improvements:** Suggest strategies to enhance efficiency, performance, and operational effectiveness.
- » **Market Insights:** Share data-driven insights on competitor dynamics, consumer behaviour, and emerging market trends.
- » **Regulatory Compliance:** Ensure businesses are adhering to industry standards and regulatory requirements, safeguarding their operations from potential legal challenges.
- » **Mentorship:** Offer leadership coaching to executive teams, helping to develop and nurture future business leaders.

Community Advisory Access

The appointed advisor will gain exclusive access to the worldwide network of COOs in Corporate and Institutional Banking, with a special focus on Financial Markets and Asset Management. Within the iCOOC network, the advisor will engage with decision-makers and executives, helping shape industry strategies and providing solutions to common business challenges.

The advisor's role will be tailored to their expertise and the services or products offered by their company. They will engage with specific COO delegations, such as:

- » **Banking:** Focus on first-line strategy, execution, innovation, and regulatory management within COO or business risk management roles.
- » **Asset Management:** Direct involvement with COOs responsible for overseeing operational efficiency, strategy, and transformation initiatives.

Note: It's important to note that iCOOC banking members are business-centric COOs, not those responsible for operations and technology in a traditional sense.

Advisor Competency Requirements

The advisor must possess:

- » **Subject Matter Expertise:** Deep, industry-wide knowledge within a clearly defined area of competence.
- » **Relationship Management Skills:** Proven ability to build and maintain substantive, long-term relationships with senior executives and stakeholders.
- » **Presentation & Engagement Skills:** Strong communication abilities, with the capacity to engage diverse audiences and build trust.

Market Access & Networking Opportunities

As part of the engagement, the advisor will be introduced to a wide array of opportunities to connect with the iCOOC membership, including:

- » **Quarterly Roundtables:** Engaging in thought leadership sessions hosted by iCOOC members.
- » **On-line Cluster Calls:** Virtual forums designed to facilitate knowledge sharing and discussion on pressing industry topics.
- » **Online Forums:** Opportunities to engage with peers and industry leaders in real-time discussions.
- » **WCOOC Sponsorship & Visibility:** Increased visibility through sponsorship opportunities with iCOOC.

Additionally, over the 12-month regional engagement, the advisor will receive a minimum of 50 Managing Director introductions from companies within Armstrong Wolfe's COO universe.

Fee Structure and Additional Engagement Options

The fees for the 12-month engagements are noted on page 8 - payable on or before the contract start date.

Additional opportunities for deeper engagement include:

- » **90-Day 6-Bank Working Group:** £75,000 + VAT (plus final dinner costs).
- » **Targeted Executive COO Dinners for 6-8 Executives:** £17,500 + VAT (plus venue costs).
- » **Product Working Breakfasts:** £15,000 + VAT (plus venue costs).

Benefit Analysis

For the Advisor

- » **High-Level Access:** Gain direct access to a network of senior executives, including COOs at top corporations in banking, asset management, and other sectors.
- » **Influence & Thought Leadership:** Establish yourself as a thought leader in your field, shaping industry-wide discussions and providing invaluable insights.
- » **Long-Term ROI:** The 12-month engagement, with its recurring introductions and ongoing interactions, maximizes the opportunity for relationship-building and business development, ensuring a high return on both time and fees.
- » **New Business Development:** Position yourself to convert COOs into clients and leverage these relationships to gain introductions to new prospects, partners, and key stakeholders.

For the Company/Client

- » **Expert Strategic Guidance:** Leverage industry-specific insights and expertise to refine strategy, navigate challenges, and seize new growth opportunities.
- » **Network Expansion:** Connect with key industry players, potential partners, and high-level decision-makers within the COO network.
- » **Informed Risk Management:** Ensure your organization stays ahead of emerging risks and regulatory challenges with the advisor's expert input.
- » **Operational Efficiency:** Benefit from the advisor's suggestions on improving internal processes and driving operational excellence.

Summary

This appointment provides a unique, strategic opportunity for industry experts to engage with the C-suite of leading corporations through the iCOOC network. Over the course of a 12-month engagement, the advisor will be able to forge valuable relationships, offer strategic advice, and unlock new business opportunities.

The structured nature of the engagement ensures a sustained, high-value interaction, while the competency requirements ensure the advisor's expertise will have a lasting impact on the businesses they work with.

The opportunity to engage with COOs, offer insights on operational strategy, and contribute to industry-wide conversations makes this an ideal platform for those looking to expand their professional network, influence decision-making, and drive business growth.

8 Strategic Benefits of an Alliance Partnership

1. Exclusive Access to a Global, Closed COO Community

Secure privileged access to Armstrong Wolfe's uniquely curated global network of Chief Operating Officers - an invitation only forum trusted for its confidentiality, integrity and relevance.

2. Direct Insight into Real-Time Challenges and Priorities

Hear first-hand from COOs about the pressing challenges and strategic imperatives they face, gaining actionable intelligence at the precise moment it matters most.

3. Positioning as a Trusted Subject Matter Expert

Through this partnership and an appointed industry advisor to iCOOC we aim to secure a position for you as a trusted subject matter expert to the COO community in your field of specialism

4. Leveraged Media Exposure Through Premium Channels

Enhance your visibility and influence via Armstrong Wolfe's respected media platforms, including The COO Magazine, events and digital campaigns - positioning the alliance partner at the heart of industry dialogue.

5. Engagement at the Forefront of Technology, AI & Innovation

Secure a seat at the table where the application of AI and other transformative technologies is being actively debated and shaped, in alignment with the COO's evolving mandate.

6. Relationship Building with Key Industry Stakeholders

Forge direct, trust-based relationships with in-business COOs - those most responsible for operational performance, enterprise change, and cultural integrity across the industry.

7. Support of Inclusivity Through 'Women in the COO Community'

Contribute meaningfully to Armstrong Wolfe's flagship inclusivity initiative, demonstrating the alliance partner's commitment to gender equity by supporting and amplifying the voices of female leaders in the COO domain.

8. Giving Back: Supporting the COO Community's Charity, GCF Bosnia

Participate in fulfilling the dreams of children affected by war in Bosnia and Herzegovina by supporting the Global COO Foundation's charitable programme - reinforcing shared values and a human commitment beyond business.

iCOOC & WCOOC Engagement Model



Media and Content

Armstrong Wolfe has established a reputation for providing content rich, thought provoking and valued perspectives and insights curated specifically for the COO community

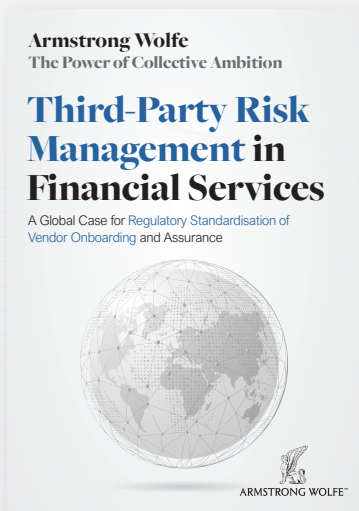
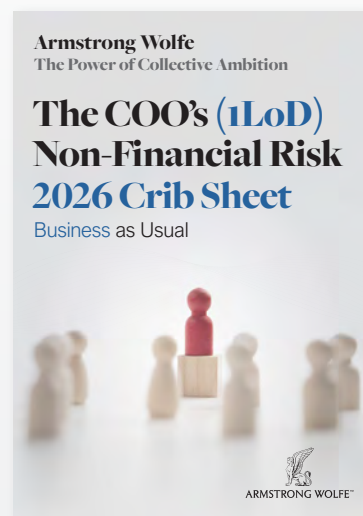
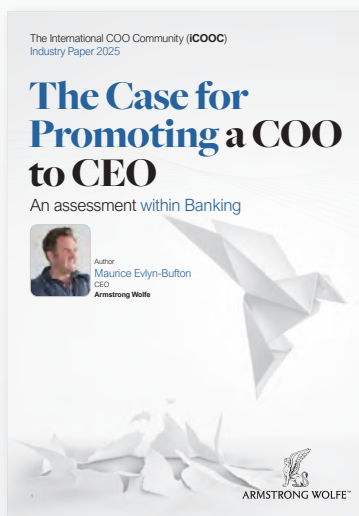
Distribution is to a managed COO universe more than 4,500 (January 2026) with sub-set groups targeted on a bespoke basis for content distribution, by region or mandate

All our published content sits behind a members-only gateway.

Members gain access to a curated library of articles, industry papers, and surveys, written exclusively for our global COO community.

By translating iCOOC debate and insight into practical strategy, we equip COOs and Chief Controls Officers to excel in their roles and navigate the complexities of today's financial landscape.

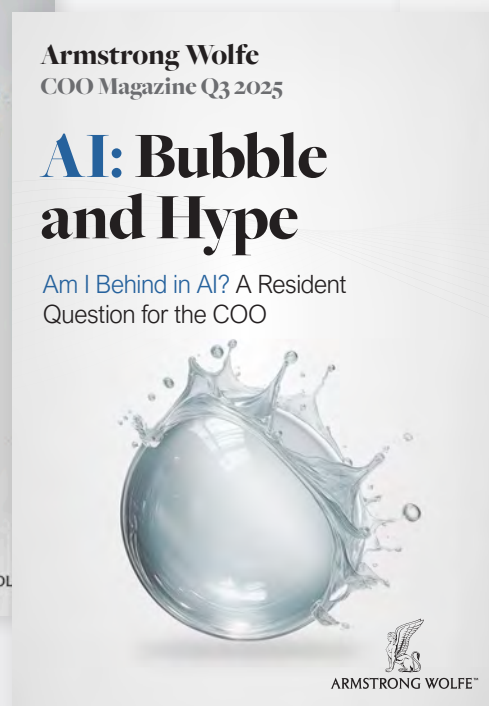
Alliance Partners have a foundation package, incorporated in global and/or regional agreements, with options for enhanced usage of Armstrong Wolfe's media channels (see below).



The COO Magazine

The only publication for Chief Operating Officers across the Financial Services Industry

Providing the latest news and views from industry leading experts, it's your essential guide to the Financial Services COO world. Distributed soft copy to Armstrong Wolfe's 4.500 COO universe and hard copy at each of the face to face round tables.



Standard Media & Content Package

The following is included in regional and/or global agreements, a baseline option for media partnerships including:

- » One POV feature in Quarterly COO Magazine
- » Half-page advertisement in each edition
- » One CEO Spotlight Interview distributed across channels
- » One sponsored survey (scope dependent)
- » Subject matter dependant, quoted on forum minutes

Incorporated within scope/fee(s) of regional or global agreements listed in page 8 - value of package: £80,000

1. Options available upon request:

1.1 Monthly Newsletter (Exclusive Industry Partner)

Armstrong Wolfe provides exclusive industry partner positioning within an agreed area of specialism. The newsletter is distributed monthly to Armstrong Wolfe's COO and C-suite audience e.g. Market Structure Insights, The AI Playbook.

Deliverables

- » Exclusive partner branding
- » Co-authored thought leadership
- » Logo placement in each edition
- » UTM and campaign performance reporting
- » Distribution 4,500

Investment

- » £6,000 per month
- » £66,000 per annum

1.2 Spotlight Interviews (Quarterly Magazine Feature)

The Alliance Partner will be featured in a premium Spotlight Interview within Armstrong Wolfe's Quarterly COO Magazine.

Deliverables

- » One interview per quarter (4 annually)
- » Two-page feature per edition
- » Executive leadership and strategy focus

Investment

- » £25,000 per instance
- » £100,000 per annum
- » Distribution 4,500

1.3 Content Distribution Channels (Included in regional/global agreements)

Partner content featured through Armstrong Wolfe's distribution channels, including articles and case studies.

Deliverables

- » Frequency agreed per quarter/year
- » Featured article or case study per send
- » Distribution to 4,500+ global C-suite executives

Investment

- » £10,000 per send
- » Annual total dependent on volume

1.4 Quarterly COO Magazine Placement

Advertising and thought leadership opportunities across four annual editions.

Deliverables

- » Half-page or full-page advertisement per edition
- » One thought leadership article per edition

Investment

- » Half-page ad: £10,000
- » Full-page ad: £15,000

1.5 Surveys (iCOOC Community Sponsorship)

Alliance Partner may sponsor a co-branded survey distributed to Armstrong Wolfe's COO community. Scope and execution require NDA and definition prior to pricing confirmation.

Deliverables

- » Lead sponsorship and branding
- » Commentary inclusion in findings
- » Co-branded report and chart pack

Investment

- » Minimum £20,000 per survey (scope dependent)

1.6 LinkedIn Distribution (Optional Add-On)

Optional amplification via Armstrong Wolfe and Maurice's LinkedIn channels.

Investment

- » AW LinkedIn post on Armstrong Wolfe's iCOOC member group: £1,500
- » Armstrong Wolfe CEOs LinkedIn post: £3,000

2. Investment & Payment Terms

2.1 Total Investment

Total investment is calculated annually based on selected services, term length, and optional add-ons.

2.2 Payment Terms

- » Minimum engagement: 24 months
- » Payments invoiced biannually (50% upon engagement, 50% after 6 months)
- » Payment due within 30 days of invoice
- » Add-ons invoiced separately as agreed

3. Agreement Term

Initial term of 24 months, renewing annually unless terminated with 30 days' written notice prior to renewal.

4. Confidentiality & Intellectual Property

Confidentiality

Both parties will maintain strict confidentiality of all proprietary information.

Intellectual Property

- » Each party retains ownership of its IP
- » Co-branded deliverables will be jointly owned

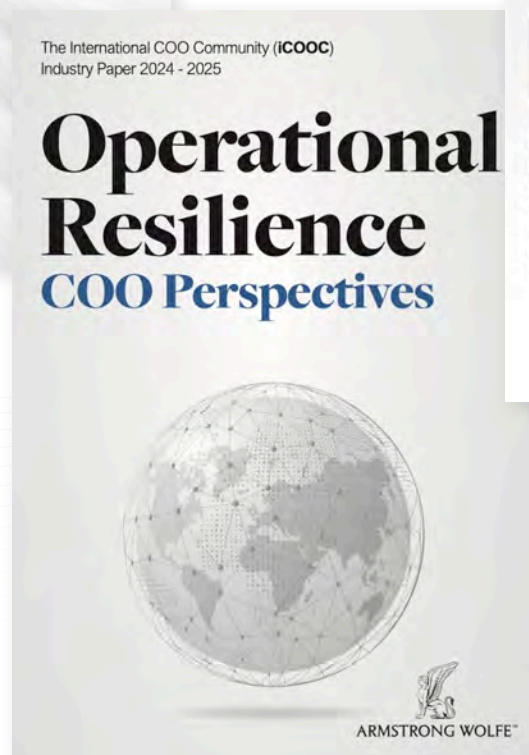
AW Global Alumni Network

Alumni: A Global Ecosystem

Armstrong Wolfe maintains a global alumni network of approximately 100 former COOs and Chief Controls Officers, available across permanent, interim, advisory, mentoring, and short-term specialist engagements

We engage this community as Industry Advisors (alumni), contributing to Armstrong Wolfe content, panels, and **alumni validation forums, where they stress-test go-to-market strategies for third-party companies and Alliance Partners.**

In addition, we provide a high-value interim and senior contract capability, complementary to established consultancies. For Alliance Partners, this alumni network represents a virtual bench - available at agreed fees for staff augmentation and product and market validation.



On-Demand Expertise for Lasting Impact

Armstrong Wolfe Interim (AWI) is a global network of former bankers and asset managers available for short- to long-term engagements. Managed by Armstrong Wolfe, our network consists of trusted alumni, including experienced COOs and business managers

Our proposition is practitioner-led, with subject matter experts (SMEs) who have proven success in delivery and execution, supported by years of experience in regional and global leadership roles. Globally distributed and mobile, our community supports short- to long-term project and programme management, consulting, advisory services, mentoring, and leadership training across financial services.

- » Operationalising regulation
- » Structuring and leading remediation
- » 1LoD Controls and Conduct
- » TOM design & implementation
- » Business restructuring
- » Turnaround: distressed projects and programs
- » Running multi-dimensional internal service provisions
- » Cost reviews and programs, design, and execution
- » Product and regional business management

Our alumni and global network

Those invited to join our network are either transitioning between permanent roles or have committed themselves to a second career in an advisory or consulting capacity. Joining the network is by application, invitation or referral, each applicant is interviewed, and references secured before appointment.

Post successful assessment, full time interims are offered individual iCOOC membership, allowing them to attend selected forums and symposiums, and receive AW articles and periodicals.

Members of the network can be offered an opportunity to be appointed an Armstrong Wolfe Business Advisor, giving them full membership rights in return for supporting the Company's activities, such as participating in forums as a panellist or in the provision of content.

This approach to managing and supporting our network ensures its members remain relevant and up to date on market demands, subjects, and dynamics. **Fees are 25% of annualised income paid upon engagement.**



Mentorship within the COO Community

Maurice Evlyn-Buften

Armstrong Wolfe's CEO, Maurice Evlyn-Buften, has worked directly with the global COO community since 1995. He is recognised as the global authority on the role of the banking and asset management COO and business management function

Alliance Partners benefit from his unique experience and strength of his network, where he has known many of the COO community for decades.

This helps the Alliance Partner understand the nuance of the COO marketplace, individuals within it, and maximise the chances of success. This interaction is built into regional and global agreements but is complimented by the options for spot-executive dinners, where Maurice on a very limited basis will leverage his patronage to set targeted, small peer group dinners, priced at £20,000.



A graduate of University College, Cardiff, in Law and History, Maurice was sponsored through college by the British Army. Following graduation, he attended the Royal Military Academy Sandhurst, where he was commissioned into the Gloucestershire Regiment (28th/61st of Foot).

Since leaving military service, Maurice has dedicated his career to advancing the understanding of the Chief Operating Officer function within financial services. In 2012, he founded Armstrong Wolfe, built on the principle of the power of collective ambition within the COO community.

In 2015 he hosted the industry's first Chief Control Officer forum; in 2016 he established Women in the COO Community (WCOOC) to inspire tomorrow's female leadership; and in 2020, responding to the need for connectivity triggered by the pandemic, he launched the International COO Community (iCOOC).

Together, these pillars provide COOs with a global platform to address market-wide, non-proprietary challenges.

Today, Armstrong Wolfe is viewed as the trusted partner of the banking and asset management COO communities. iCOOC's corporate membership includes most of the principal global banks and asset managers, and the organisation is widely recognised as the world's leading authority on the role of the COO and business management.

Maurice is a prolific writer and the editor of Armstrong Wolfe's thought leadership and content. He has authored three books: two examining the role and evolution of the COO and Chief Control Officer, and one recounting his and his comrades' experiences serving on UN duty in Bosnia during 1994-1995.

His weekly missive, This Week That Thought, has a readership of over 10,000.

Intertwined with his business interests, and in honour of the four young soldiers from his battalion who were killed during that deployment, Maurice established the charity GCF Bosnia. Since 2012, the charity has raised over USD \$400,000 / GBP £300,000 - primarily through contributions from the global COO community - and has supported the rebuilding of a school in the Bosnian town of Goražde.

Outside of work, his personal interests extend to mountaineering and hill walking (always with his dogs at his side), history, writing poetry, and dedicating time to his four boys.

On a select basis, Maurice works 1-2-1 with COOs looking to advance their careers

- » helping them understand how to translate and best represent the diversity of their experiences
- » advising them on the path to reinvention and optionality
- » preparing them for the interview process and specific steps in the selection process
- » directing them on how to manage and realise value from their alumni
- » making select introductions to executives within his network

Engaged on a 12-month basis, Maurice will:

- » help you develop and master how to write up and represent yourself, be this your resume, CV, your LinkedIn profile or to be best prepared for and perform at interview
- » set and help manage your 12-month career strategy, aimed at defining and securing this next step

Initially 2 x 60-minute sessions in month one, thereafter 1 x 60-minute call each month

- » Maurice will always be at the end of the phone as and when you need to talk
- » interview preparation and practice to maximise the chances of success

A 12-month program cost: GBP £7,500 paid in two payments, 50% before engagement and by day one of month seven.

If you are interested in engaging with Maurice and/or would like to learn more, please contact Will Parry via email at: w.parry@armstrongwolfe.com

Publications by Maurice Evlyn-Bufton

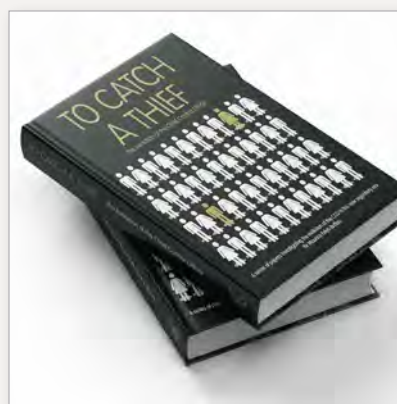


No Place to Hide

No Place to Hide was published in 2017.

There is no definitive answer to the question 'what does a chief operating officer, the COO, actually do?' Every COO's role is different, and more so in banking. It is to understand this exclusivity that Maurice Evlyn-Bufton has written the series of papers that are brought together in this book.

If you are an established COO, aspiring to be one, seeking to hire one, or are generally interested in the subject of executive management and leadership, this book offers an informed analysis of one of the most important and yet largely misunderstood leadership roles within banking today.



To Catch a Thief

To Catch a Thief is the sequel to Maurice's first book, **No Place to Hide**, released following the Conduct and Culture, Purpose over Profit 2021 Summit.

With contributing chapters from various firms - including ForcePoint, Ivey Business School, EY, Pall Mall Risk Reduction and FTI Consulting- and individuals, this book is an in-depth exploration of the CCO role and its challenges in the new regulatory era.

Mentorship within the COO Community

Nick Scott

Chief Operating Officer, Armstrong Wolfe



Nick Scott is a highly accomplished global Chief Operating Officer and senior operations executive, bringing more than 30 years of experience delivering strategic transformation, operational excellence, and technology-enabled change across the international financial services sector.

Having held senior leadership roles at some of the world's most respected institutions - including Bank of New York (BNY), Deutsche Bank, BNP Paribas, and HSBC - Nick has consistently delivered significant business solutions across Investment Banking, Transaction Banking, and Asset Services on a global scale.

Nick has built a strong reputation for leading complex, high-impact transformation programmes, re-engineering operating models, enhancing client service quality, driving efficiency and cost optimisation, and strengthening risk and control frameworks. His work has supported institutions in reducing unit costs, mitigating operational risk, and delivering sustainable performance improvement across large-scale operations.

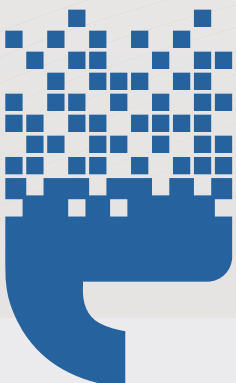
A former member of senior management teams spanning Product, Technology Management, and Operations, Nick has held a number of global and regional Executive Committee-level roles, with responsibility for budgets exceeding €250 million.

Widely recognised as a visionary and inspirational leader, Nick has successfully managed and motivated global teams of more than 3,000 employees, repeatedly building high-performing cultures focused on service excellence, execution discipline, and continuous improvement.

In addition to his operational leadership, Nick is a highly respected mentor and executive coach, with a proven ability to develop senior talent, support COO succession, and guide leadership teams through transformation, governance, and change. This combination of strategic delivery, people leadership, and mentoring capability makes him uniquely positioned to support both Armstrong Wolfe's advisory clients and its international COO community.

Nick has been closely engaged with Armstrong Wolfe since its establishment in 2012, both as a client and as an active participant in its leadership network. His professional relationship with Armstrong Wolfe's CEO, Maurice Evlyn-Buften, spans more than three decades, providing deep continuity, trust, and shared sector insight.

Nick's extensive financial services expertise, combined with his long-standing connection to Armstrong Wolfe's mission and community, makes his appointment as Chief Operating Officer a seamless and highly strategic fit - strengthening Armstrong Wolfe's position as a global advisory partner and trusted COO leadership platform.



"Throughout my career, and particularly while holding executive roles within financial markets, banking, asset servicing and custody operations, I have worked closely with third-party vendors. Whether they have been technology companies, solutions providers, or advisory firms, I have a proven track record of working effectively with professional service providers and building relationships based on trust, respect, and mutual benefit. This experience is invaluable in my role as COO at Armstrong Wolfe, where I work closely with our alliance partners to deliver value to our iCOOC members and to our Alliance Partners."

Armstrong Wolfe

The Power of Collective Ambition

Section 2

Alliance Partner Options

In addition to the options available to Alliance Partners, outlined within Section 1 and bespoke forums and dinners, Section 2 outlines:

- » WCOOC
- » 90-Day Programme
- » The COO Academy
- » The COO Exchange

The COO Academy and Exchange are added as both will be launched within the timeframe of a 2026 - 2027 Armstrong Wolfe Alliance Partner agreement, affording opportunities to be involved at inception.



ARMSTRONG WOLFE™

Option 1: WCOOC Sponsorship Opportunity

Women in the COO Community (WCOOC)

2026 marks the tenth anniversary of the Women in the COO Community (WCOOC). Over the past decade, iCOOC members have hosted more than 50 in-person events, welcoming over 4,000 rising leaders to curated networking and content-rich evenings, alongside a similar number attending online symposiums.

WCOOC is supported by three regional Steering Committees across New York, London, Singapore and Hong Kong, comprising senior COOs from the buy and sell side with balanced gender representation. A Global SteerCo of eleven long-standing executive supporters will guide the 2026 programme.

To support continued growth and investment, Armstrong Wolfe is introducing a limited Alliance Partner sponsorship opportunity for 2026.

Alliance Partner benefits include:

- » A seat on the Global and/or Regional SteerCo(s), providing direct engagement with senior COO leadership
- » Meaningful connectivity with an established global COO network
- » The opportunity to host WCOOC events, demonstrating visible commitment to a recognised global inclusivity initiative
- » Strategic access to rising leaders and future decision-makers within the COO community

Investment:

- » Global Sponsorship (Global + all three Regional SteerCo): **£100,000**
- » Regional Sponsorship: **£40,000**
- » Limited to two Alliance Partner sponsors



WCOOC: Women in the COO Community

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 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

- » **Inspire Tomorrow's Female Leaders:** Empower women in financial services to embrace ambition without limits.
- » **Foster Inclusivity & Purpose:** Promote initiatives that champion inclusivity, purpose-driven leadership, and male allyship to build a culture of belonging across the COO community.
- » **Promote cross-industry Dialogue:** Create space for networking, learning and collaboration.
- » **Educate Peers:** Highlight business management and the COO role as aspirational career paths.

Steering Group and Ambassadorship

The Steering and Ambassador Committees are formed from global banks supporting WCOOC and its inclusion 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

Governance Charters Global & Regional

Regional Steer Co Group Members

Role

Provide regional insight and leadership to support WCOOC engagement and activities locally.

Meeting Cadence

In person - quarterly, member hosted.

Commitments

- » Attend and actively contribute to quarterly steering group meetings.
- » Host or co-host a WCOOC event in your region annually.

Responsibilities

- » Strategy: Provide strategic input and regional insight to shape the direction and priorities of WCOOC.
- » Program: Shape the programme's content and focus based on industry trends and insights from the community.
- » Engagement: Contribute to event planning and promotion, driving participation and meaningful engagement across member firms.
- » Values: Champion WCOOC's values and objectives, acting as an ambassador within your organisation and wider network by fostering inclusion, mentorship, and collaboration.



WCOOC Global Steering Group



Penny Tunbridge
Former Global COO
Group Integration Office
UBS
Global Chair



Laura Ahto
Former CEO EMEA/APAC
& Global COO Asset
Servicing
BNY
Ad Centrum Chair



Sietske Kalse
Global COO Rates
Citi



Jamie Hamilton
Group Chief
Controls Officer
Barclays



Darryll Hendricks
Group COO Americas
UBS



Mandy DeFilippo
Americas CEO
Standard Chartered Bank



Christina Petrou
Chief Operating Officer
TD Securities



Tracy Watkinson
Chief Operating Officer
Kennedys

WCOOC Global Steering Group



Nancy Wisniewski
Chief Operating Officer
CIB Americas
Natixis



Julia Emanuele
COO Crude Trading
& Origination
BP



Noemi Zibuts
Head of Markets
Controls, MD
Citi



Jason Brus
Global Equities
COO/COS/FO Risk
Nomura



Summer Hinton Lang
Former International CEO
BMO Capital Markets



Virginia Airey
COO UK & Ireland
Deutsche Bank

Option 2: 90 Day Client Engagement Programme

Our Alliance Partner engagements include a unique client engagement experience through our **90 day multi-faceted client enrichment programme**

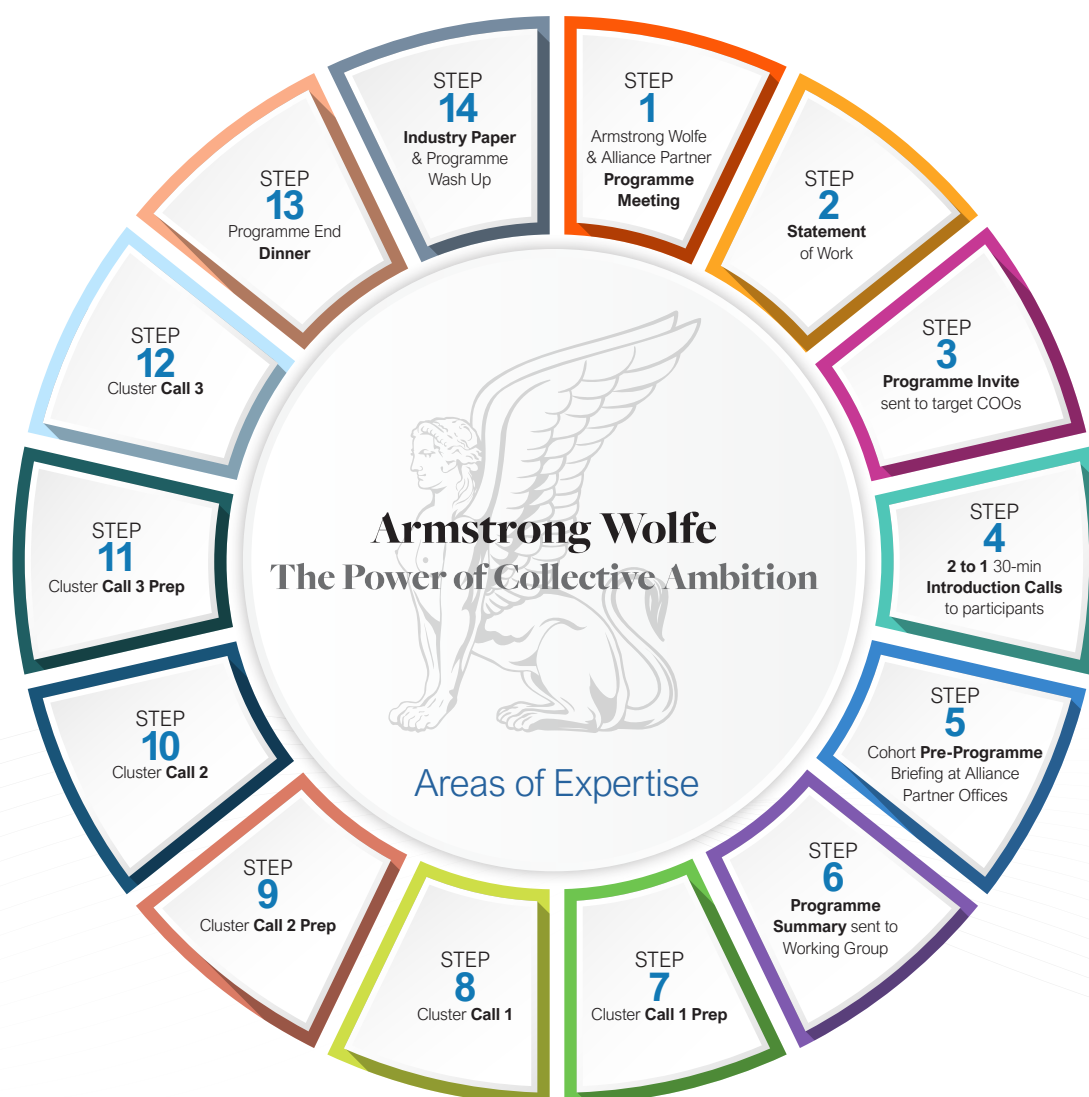
Senior executives from Alliance Partners have the opportunity to:

- » **Participate in iCOOC roundtables** to share insights and collaborate with industry leaders.
- » **Host or sponsor events on the iCOOC calendar**, showcasing their expertise and enhancing their brand visibility.

All interactions are conducted under Chatham House Rule, ensuring a private and trusted environment for meaningful, candid discussions.

Alliance Partners play a critical role in enhancing dialogue and debate across the COO community. They provide:

- » **In-depth analysis** and actionable insights
- » **Considerations and solutions** that address shared challenges
- » **Expertise that complements** the cross-industry discussions facilitated by iCOOC and other forums



Example 90 Day Client Engagement Programme

The COO's Challenge: Driving transformation without direct control

Or as one COO noted:

| *"How best to manage frictionless transformation"*

The discussion will be held in clusters of 4 to 6 COOs online (3 x 60-minute debates over 90 days concluding with a roundtable dinner and the provision of an industry paper upon conclusions); the aim is to share perspectives on the governance and management of change from the seat of the in-business COO

Why?

This programme has been prompted by several COOs from within iCOOC's membership stating this challenge is particularly acute when considering front to back perspectives and change programmes running horizontally across their vertical or regional axis of accountability.

This direct accountability and/or responsibility can be very limited, whilst the COO retains visibility of all change in the business front to back but without ownership [but feels the impact of this change].

This challenge can be exacerbated for a regional COO, where there are invariably nuanced, specific influences such as regulatory demands in their location, when a change programme is global; as one regional COO stated:

| *"You can be left feeling like a spectator to change within your sphere of responsibility."*

Programme Outline

Positioning the COOs of iCOOC

The COOs within iCOOC serve as the in-business, right-hand executives to the CEO. They are responsible for managing first-line strategy, transformation, regulatory management, controls, product development, sales, and trading business management and in-business innovation and change. This role differs from the/a COO running Operations and Technology.

However, iCOOC COOs hold de facto accountability delegated from the CEO for transformation and change and budgetary management across the organization, front-to-back. While they do not directly own most non-revenue-generating functions, they remain responsible for overseeing and aligning these functions within the broader strategic framework.

Programme Summary

- » **A Cluster:** 6 banks (Markets and/ Banking) attending 3 x COO 60-minute on-line Cluster Calls (date), and an end of quarter roundtable dinner to hear and debate the findings/recommendations made by Technology Company; drawn from the cluster calls.
- » **COO Cluster Participants:** 6 banks (COO [global or regional] + working group delegate), Armstrong Wolfe (CEO + project manager); Technology Company (executive lead + SMEs as required + business analyst for minute taking).

This work complemented by the establishment of a working group of VP/associate director/band 5 delegated attendees by the 6 COOs; early management level: all female, aligned to Armstrong Wolfe's DEI initiative, Women in the COO Community (WCOOC).

This working group will present its findings and a consequent co-branded 6-bank Technology Company - Armstrong Wolfe industry paper to the 6 COOs one week before the dinner: to be presented and discussed at the dinner by the COO and the delegated members of the VP working group.

- » **3 Clusters will be established:** one each for North America, Europe, and APAC

Execution

Follows is an outline of how we will bring Technology Company into the conversation, as an informed advisor to the International COO Community (iCOOC), whilst simultaneously framing the challenges for the in-business COO:

- » **Programme of Debate:** The COO's Challenge: driving transformation without direct control (managing frictionless transformation)
- » **An iCOOC debate:** sharing perspectives on the governance and management of change

Problem Framing for COO

The COO's challenge is to drive transformation without direct ownership or control over the resources driving it. This often puts them in a difficult position where they need to influence change, hold accountability, but not always have the direct levers of power or the budgetary control to ensure it happens.

By focusing on the COO's ability to shape and guide transformation, especially in the context of broader company-wide initiatives, the COO is a crucial enabler of transformation even without direct responsibility for every aspect.

Transformation Programme

Identifying and understanding the key work streams across a bank-wide transformation journey is central to this conversation of defining how the COO best affects change.

The work streams within each bank will almost certainly be reflected singularly or by the whole.

Technology Company Role

The introduction of pre-selected and recommended Technology Company as a strategic partner to bring value through their insights into transformation challenges, especially given their experience with other large financial institutions. This Technology Company (TBA) should be seen as a critical ally in driving the transformation agenda, particularly in the areas of digitization and data, which are key to current and future transformation.

3 x COO Cluster Calls

This series of calls will help deepen the conversation, gain insights, and prepare for a COO roundtable dinner at the end of Q1 (target list of 6 banks). The calls will focus on how COOs in similar roles navigate transformation without direct ownership and control, but still ensure successful outcomes.

Working Group rising managers

The above activity will run in parallel to establishing a working group made up of rising talent from the 6 banks, being delegated COOs attendees by the participating in the cluster calls; this on-line working group will be administered by Armstrong Wolfe with the dialogue led by Technology Company.

This group will be asked to identify key challenges to success in transformation projects (particularly those related to data and digital adoption) and provide insights that will inform the COO conversation.

The working group members will attend the quarter end dinner with their COOs, to collectively present their insights to the COOs at the dinner, which will add a different and inclusive dimension and credibility.

Action Plan

Executive Mandate Debate: Frame the executive mandate debate around the tension between influence and control. A COO must influence change across functions but cannot always dictate the pace or outcomes. This tension can be discussed in detail during the cluster calls.

Technology Company Involvement

Emphasize that Technology Company is well-positioned to help bridge the gap between technology delivery and strategic transformation goals. Highlight its deep understanding of the industry and experience in working with organisations facing similar challenges.

Working Group Design

The working group could focus on practical barriers that hinder transformation, such as:

- » AI adoption
- » Data silos and integration challenges
- » Managing change resistance
- » Aligning cross-functional teams
- » Digitization vs. legacy systems

The working group's findings should directly feed into the COO roundtable discussions, providing actionable insights.

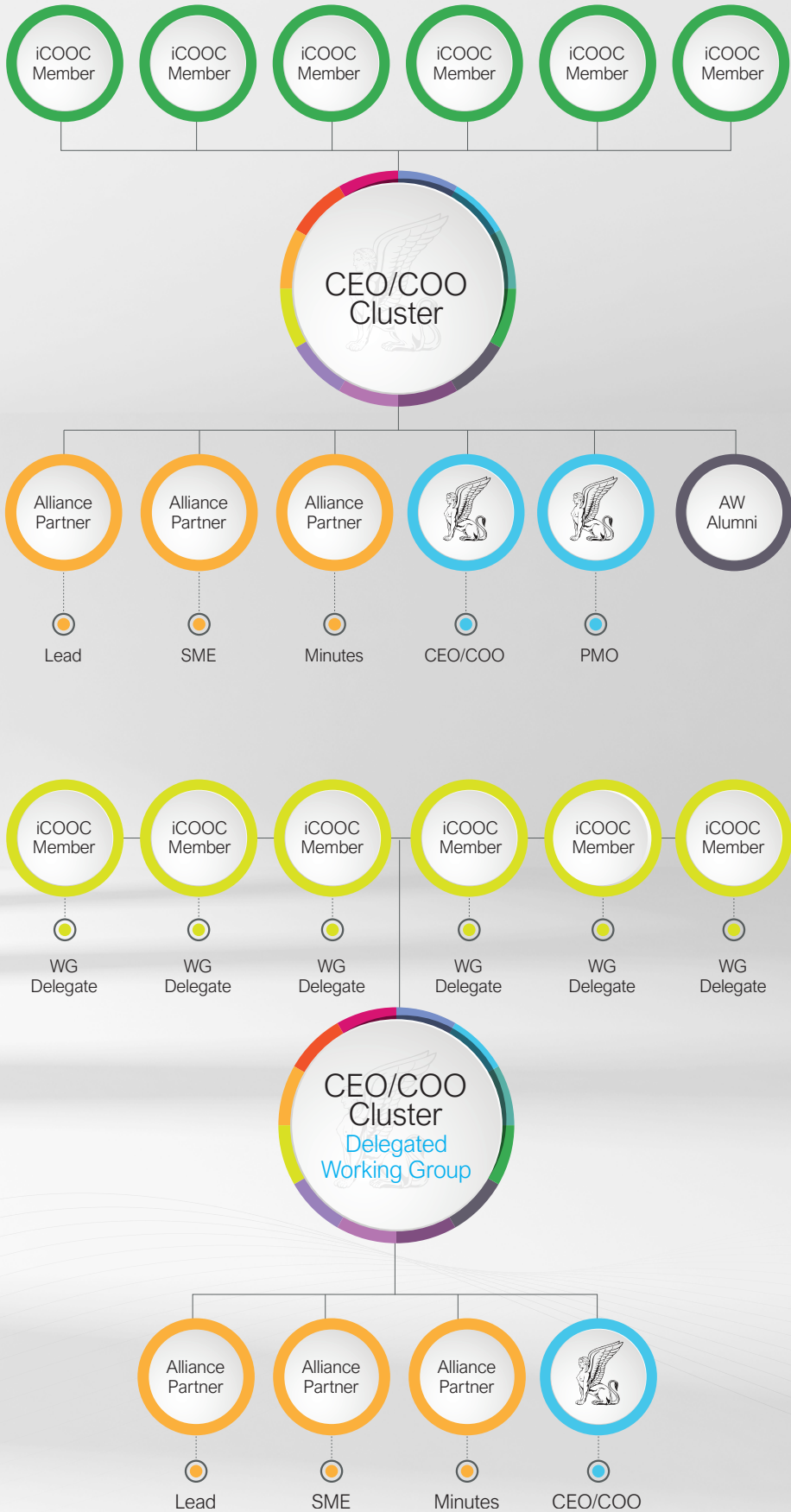
Key point summary

- » **Core Message:** The COO's role in transformation is to enable and influence change, not necessarily control it, and this is a delicate balance that requires support from trusted partners like Technology Company.
- » **Technology Company role:** Introduced as a strategic partner that understands the technology and data challenges that can derail or accelerate transformation.
- » **Operationalising the Idea:** Break down each cluster member's transformation programme into specific work-streams and use this to structure the cluster calls and roundtable discussions.

Cluster Call Structure



90-Day Working Group Structures and Participation



Option 3: iCOOC-Led Market Validation & Advisory Programme

What this is.

A structured 4-6 weeks executive alumni validation and market enablement engagement designed to help innovators and start-ups pressure-test, refine, and de-risk their go-to-market strategy with real operating leaders from the financial services industry.

Delivered through Armstrong Wolfe's trusted international COO community, the programme ensures that a product or solution is credible, buyable, and deployable inside the complex and regulated enterprise environments.

Who it is for

- » CEOs, Founders and C-suite Executives preparing to scale into enterprise markets in the financial services sector.
- » CEOs, CAOs, COOs, CCOs, CROs and C-suite Executives seeking buyer-credible positioning.
- » B2B SaaS, AI, RegTech, FinTech, OpsTech vendors including emerging technology companies specializing in disruptive innovations in this era.
- » Organisations seeking design-partner quality insights.

The problem we solve

Many products/solutions fail to scale not because the technology is weak, but because –

- » The problem is not a true enterprise priority.
- » The value narrative does not survive COO, risk, or procurement scrutiny.
- » Deployment and governance realities are underestimated.

This business engagement programme investigates and addresses those risks before significant commercial investment is made.

How the programme works (4-6 weeks)

1. Framing & Hypothesis Setting

Define target buyer roles, priority use cases, and assumptions to validate.

2. COO-Level Validation

Facilitated validation with senior operating executives in the industry, focusing on –

- » Operational pain points.
- » Adoption and deployment frictions.
- » Regulatory, risk, and procurement considerations.
- » Buying logic and sponsorship.

3. Market Enablement & Commercial Readiness

Synthesis into –

- » Refined COO-level value narrative.
- » Validated and rejected use cases.
- » Objection handling and risk considerations.
- » Enterprise readiness gaps.
- » Guidance on pricing, packaging, and next-step pilots.

What you get

- » Honest feedback from real operating executives from the financial services industry.
- » A validated enterprise GTM narrative.
- » Clear insights into adoption blockers and enablers.
- » Decision-grade outputs for boards, investors, and sales teams.

This is not a sales or lead-generation exercise. It is a commercial readiness and de-risking engagement with Armstrong Wolfe's extensive network.

Pricing & commercial structure

- » Fixed fee: £18,000 + VAT
- » 4-6 week engagement.
- » Clearly defined scope and deliverables.

Why Armstrong Wolfe

Armstrong Wolfe operates as a trusted convenor and advisory platform for senior COOs and operational leaders. We partner with the banking and asset management COOs globally to provide a trusted platform fostering open dialogue, information exchange and collaborative insights to address shared, market-wide, non-proprietary challenges to strengthen the long-term resilience of the market & stability of the industry.

- » Safe, closed executive environments.
- » Real operating experience.
- » Group validation dynamics.
- » Actionable commercial outcomes.

Outcome

You leave knowing whether your proposition resonates at the COO level, what will block or accelerate adoption, and how to position your product/solution to be taken seriously by the enterprise buyers.

Option 4: COO Academy

The COO Academy Mission

To professionalise the COO function by creating an industry recognised standard of capability, regulator-aligned, globally consistent, and evidenced through formal accreditation, so that COO practitioners can demonstrate verified competencies in governance, risk, regulation, products, transformation, and leadership across business lines, regions, and legal entities.

Purpose

The COO Academy initiative was formulated because COOs are critical to operational resilience and strategic execution, yet the function remains hindered by inconsistent role definitions, an absence of a common competency framework, rising regulatory complexity in this era, and comparatively weak development pathways than other professions.

Accordingly, the Academy's purpose is to standardise and strengthen the capability of COOs by

- i. delivering a structured, tiered curriculum on Business Management and COO function starting from VP, Director to Managing Director, and,
- ii. embedding continuous professional development so that the professional capability is maintained as regulations, technology and operating-model expectations evolve continuously.

In parallel, and as the core "professionalisation step" (implied in the paper through certificates, CPD, promotion linkage) the Academy's purpose is to move the COO role towards a recognised profession by evolving training outputs into formal accreditation (analogous in concept to established professional bodies), enabling firms to evidence competencies with confidence and enabling individuals to evidence professional status and progression in a consistent, credible way in the industry.

The Challenge: COOs play a pivotal role in ensuring operational resilience, regulatory compliance and strategic execution

Attracting and Developing Talent

Financial services face persistent and ever complex challenges that COOs must meet.

Despite this the industry has no continual or uniformed investment in training that is specifically designed to develop business management staff; and regardless of its long-standing importance it remains a non-recognised profession.

Accreditation will not be a quick fix, but as a first step, Armstrong Wolfe's investment in the COO Academy will initially focus on entry level to year three of business management.

Why?

The COO Academy recognises the challenges for entry level business managers.

These are talent spotted employees, rising stars, that have established a reputation of excellence, and invariably have career experience limited to a vertical area of expertise, such as finance, risk, or operations. When moving from the vertical into the horizontal role of business management this exposes them to knowledge gaps and enhanced behavioural requirements:

1. Lack of Standardisation and Role Clarity

- » COO responsibilities vary significantly across business lines, regions, and legal entities.
- » This inconsistency can create gaps, overlaps, and inefficiencies, making it harder to deliver operational excellence.
- » Absence of a common competency framework undermines professionalism and accountability.

2. Rising Regulatory Complexity and Risk

- » Increasing obligations related to Consumer Duty, DORA, EU AI Act, ESG regulations, and operational resilience requirements.
- » COOs often lack structured training to navigate these frameworks, exposing firms to compliance risk and regulatory scrutiny.
- » Emerging mandates around AI governance, data ethics, and privacy add further complexity.

3. Skills Gaps and Weak Leadership Pipeline

Many COOs have strong operational backgrounds, but most do not receive targeted training to enhance their capabilities in role:

- » Leadership and stakeholder management.
- » Training in key behaviours invaluable to success in role as a business manager and throughout a COO career e.g. networking, influencing, conflict resolution, presentation skills.
- » Change management, digital transformation, and innovation expertise.
- » Meaningful knowledge of emerging technologies like AI, cloud, and blockchain.

There is invariably no formal development path within business management, impacting succession planning, talent retention, and future readiness.

The result: Operational and leadership inefficiencies, heightened risk, and missed opportunities for innovation and growth.

The Solution

COO Academy: Bridging The Capability Gap

The COO Academy provides a structured, tiered learning program designed to standardise and strengthen COO Capability.

The programme:

- » Establishes a common competency framework across business lines, regions, and legal entities.
- » Defines clear roles and responsibilities to highlighting gaps and overlaps.
- » Provides structured learning paths from VP and early management to Managing Director, ensuring consistency and professionalism.

The COO Academy enables participants to:

- » Build Expertise in Regulation, Risk, and Technology.
- » Deep dive into regulatory requirements.
- » Develop functional expertise in market, credit, and operational risk, and compliance.
- » Gain digital transformation skills with cloud, blockchain and AI, with AI Governance & Responsible Technology at its core:
 - Foundations of ethical AI and global regulatory frameworks.
 - Operational AI risk management and model validation.
 - Data ethics, privacy, and bias detection.

Developing Leadership and Driving Innovation:

- » Enhances professional skills: influence, planning, public speaking, stakeholder management.
- » Fosters strategic thinking and change leadership:
 - Innovation and agile methodologies for COO functions.
 - Driving operational change and resilience.
- » Prepares COOs for future trends:
 - Generative AI.
 - Emerging global standards and best practices.

We're not just educating COOs - we're helping them safeguard their institutions and drive growth.

The How?

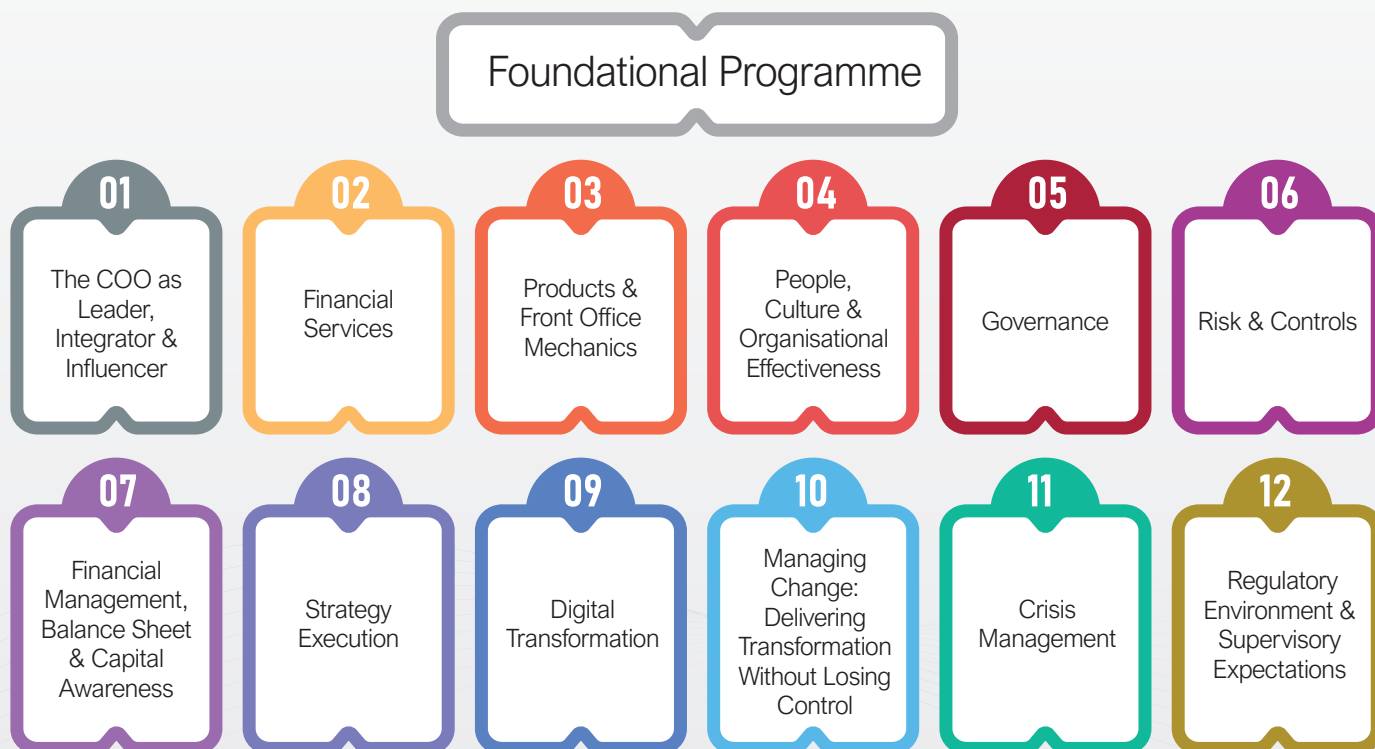
The COO Academy's foundational year is 2026, with a single focus on the design and delivery of a 12 month programme at entry level into business management.

Annual Commitment & Certification

14 days in classroom training • 12 hours on-line • 12 hours 1-2-1 coaching



Training Modules

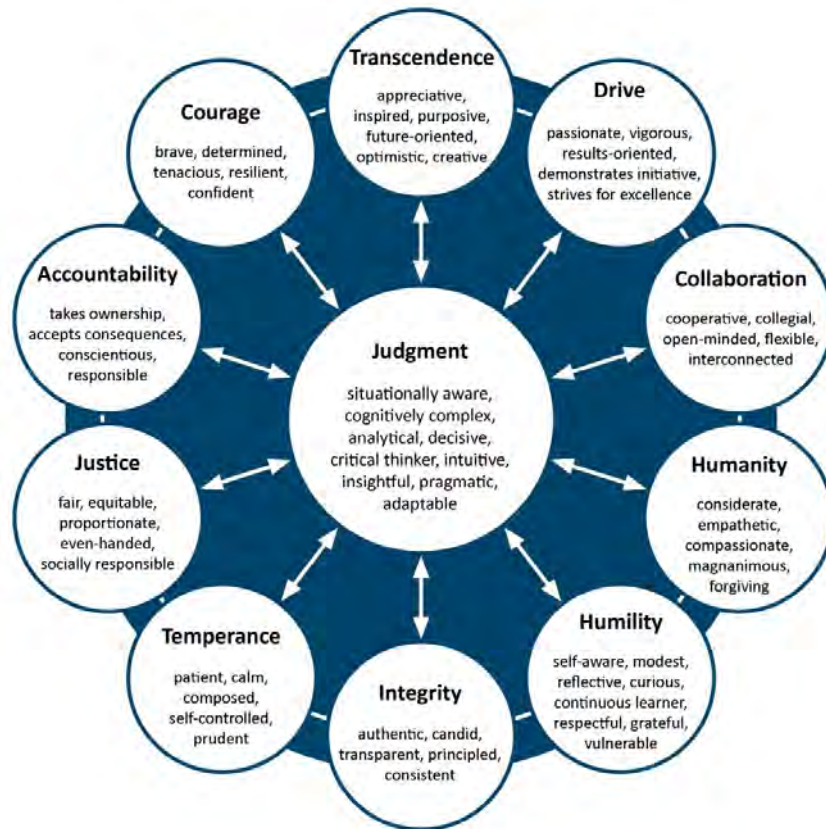


Behavioural & Leadership Training Principles

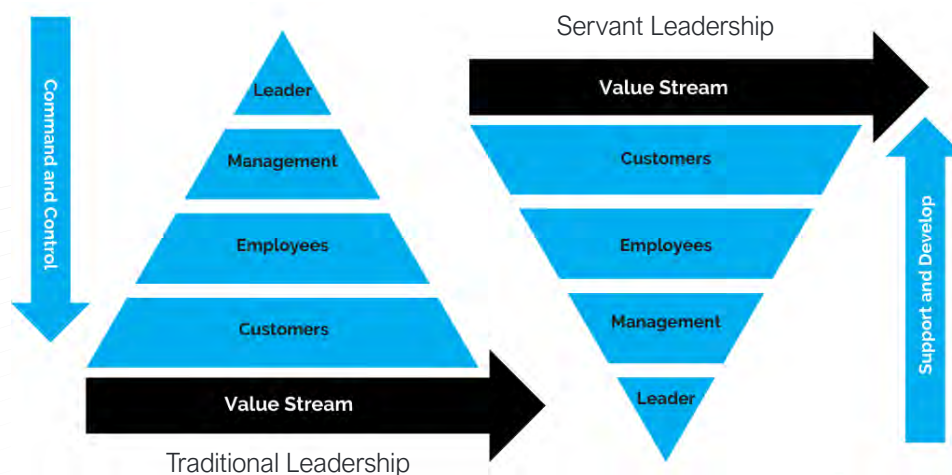
Day 1 and 2 will be foundational days of the course, embedding the principles of Leader Character and Servant Leadership into the role of the business manager

These will be taken throughout the teachings of The COO Academy at all levels.

Leader Character



Servant Leadership



Why Leader Character and Servant Leadership

Leader Character and Servant Leadership are two well-established ideas in leadership thinking and they are often discussed together, sometimes as complementary models

Yet the relationship between them is more precise than that. Leader Character is the enabling foundation that allows servant leadership to be expressed authentically and effectively.

Character development strengthens the individual leader. It provides the internal balance, judgement, and moral clarity required to recognise what is needed in a given situation and to respond appropriately. When that foundation is strong, servant leadership behaviours - serving others, empowering people, and building community - emerge naturally as expressions of the leader's character rather than as techniques to be applied.

Without that foundation, servant leadership risks becoming performative: a set of behaviours that can be mimicked in language and style but lack authenticity.

In short, character does not compete with servant leadership; it enables it.

The Foundation: Leader Character

Leader Character focuses on the internal qualities that shape a leader's judgement, decisions, and behaviour. A widely recognised framework comes from research conducted at the Ivey Business School and the Ian O. Ihnatowycz Institute for Leadership.

This framework identifies several interrelated dimensions of character, including integrity, humility, accountability, courage, justice, temperance, humanity, collaboration,

drive, and judgement.

These are not abstract virtues. They are practical capabilities that shape how leaders behave, particularly under pressure. When decisions are difficult, when information is incomplete, and when competing interests must be balanced, character determines whether leaders act with clarity and consistency.

Character also complements the other essential components of leadership: competence and commitment. Competence provides the ability to perform; commitment provides the motivation to act. Character ensures that both are applied wisely and ethically.

Importantly, strong character can produce effective leadership even without conscious exposure to leadership frameworks. A person who consistently demonstrates integrity, humility, and sound judgement may lead exceptionally well without ever describing themselves as a servant leader.

Character shapes behaviour whether or not the individual labels it as leadership.



The Expression: Servant Leadership

Servant Leadership focuses on how leaders relate to and develop the people around them. The concept was popularised by Robert K. Greenleaf, who argued that the most effective leaders begin with a desire to serve.

Rather than prioritising authority or status, servant leaders focus on enabling others to succeed. Their leadership is expressed through behaviours such as listening, empathy, empowerment, and stewardship. The emphasis is on helping people grow, perform, and thrive.

A similar philosophy can be seen in the leadership ethos of the Royal Military Academy Sandhurst, whose motto, “Serve to Lead,” captures the idea that leadership is fundamentally about responsibility for others.

In this sense, servant leadership provides a practical expression of leadership in action - a way in which leaders translate their values into behaviours that support and develop those around them.

Foundation and Expression

The relationship between character and servant leadership can be understood as foundation and expression. Character provides the internal strength and balance that guide decision-making. Servant leadership provides the outward behaviours through which those qualities are experienced by others.

For example:

- » **Humility** enables a leader to listen genuinely rather than defensively.
- » **Integrity** ensures that acts of service are sincere rather than strategic.
- » **Courage** allows leaders to advocate for their teams when it matters most.

When these character strengths are present, servant leadership behaviours arise naturally. Without them, those same behaviours can be imitated - but they are often perceived as inauthentic.

This distinction is important. Modern leadership language can sometimes encourage leaders to adopt behaviours associated with particular models. Yet behaviour alone does not create trust. Trust is built when actions are consistent with character.

For this reason, servant leadership that is not grounded in character risks becoming superficial. Conversely, character that is not expressed through service may appear distant or overly authoritative. **The most effective leaders combine both.**

COO Academy Modules

Markets & Products

Module 1 - Financial Services & Capital Markets

Objective: Build a foundational understanding of how capital markets operate.

Topics Covered:

- » The role of Financial Services and Capital Markets
- » Exchanges, OTC markets, clearing, and CCPs
- » Trade lifecycle from execution to settlement
- » Impacts of T+1 reforms, digital assets, and tokenisation

Module 2 - Markets, Products & Front Office Mechanics

Objective: Understand the commercial and operational aspects of trading businesses.

Topics Covered:

- » Overview of key asset classes: Rates, FX, Credit, Equities, Commodities
- » Trade types
- » Basic P&L mechanics and risk sensitivities (DV01, the greeks)
- » Operational implications of product activity and supervision requirements

Risk & Governance

Module 3 - Governance

Objective: Introduce governance structures and their role in operational effectiveness.

Topics Covered:

- » Legal entity formats
- » Board, ExCo, and committee structures
- » Three Lines of Defence and accountability frameworks
- » Policy, procedure, and decision-making models
- » Embedding governance into daily operations

Module 4 - Risk & Controls

Objective: Understand risk management principles and control frameworks relevant to COOs.

Topics Covered:

- » Enterprise risk categories: including operational, conduct, technology/cyber, market, credit, liquidity
- » Trade lifecycle and electronic trading controls
- » Third-party risk oversight
- » Basic issue management and remediation processes

Module 5 - Financial Management, Balance Sheet & Capital Awareness

Objective: Connect operational activity to financial and capital implications.

Topics Covered:

- » Cost transparency and productivity metrics
- » Balance sheet usage, RWA drivers, and funding fundamentals
- » Basic principles of capital allocation and regulatory constraints

Strategy & Transformation

Module 6 - Strategy Execution

Objective: Explore how strategy translates into operational structures.

Topics Covered:

- » Components of an operating model: people, process, technology, data, governance
- » Aligning operational priorities with organisational objectives
- » Centralised vs federated models and location considerations
- » Monitoring effectiveness and progress

Module 7 - Digital Transformation in Capital Markets

Objective: Understand the role of technology, data, and AI in operations.

Topics Covered:

- » Automation, workflow management, and digital tools
- » Enterprise data strategy and real-time management information
- » AI governance basics and data quality principles
- » Cloud adoption and operational implications

Module 8 - Managing Change: Delivering Transformation Without Losing Control

Objective: Learn how change can be implemented safely in a regulated environment.

Topics Covered:

- » Drivers of change: regulatory, strategic, and operational
- » Change governance and accountability
- » Managing resistance and cultural considerations
- » Embedding change into day-to-day operations and sustaining improvements

Crisis Management & Regulation

Module 9 - Crisis Management

Objective: Understand how to respond effectively to crises in capital markets operations.

Topics Covered:

- » Common crisis scenarios: market shocks, system outages, cyber incidents, liquidity stress, and conduct issues
- » Escalation pathways and coordination across Front Office, Risk, Technology, and support functions
- » Communication protocols during crises with regulators, clients, and internal teams
- » Crisis scenario simulations
- » Post-crisis review

Module 10 - Regulatory Environment & Supervisory Expectations

Objective: Build awareness of the regulatory landscape for capital markets operations.

Topics Covered:

- » Key regulatory frameworks and supervisory expectations
- » Documentation, audit readiness, and reporting
- » Coordinating with regulators during routine and exceptional events
- » Maintaining operational compliance



People & Leadership

Module 11 - The COO as Leader, Integrator & Influencer

Purpose: Develop practical leadership and collaboration skills for COOs.

Key Takeaways:

- » Effective presence and influencing skills with stakeholders
- » Decision-making under uncertainty and ambiguity
- » Coaching and supporting high-performing teams
- » Facilitating collaboration across Front Office, Operations, Risk, and Technology

Module 12 - People, Culture & Organisational Effectiveness

Objective: Understand the role of culture, organisational structure, and incentives in operational performance.

Topics Covered:

- » Organisational design and critical role identification
- » Span of control, layering, and succession considerations
- » Behavioural risk oversight and cultural metrics
- » Tone-from-the-top principles and sustaining operational discipline

Fees

Each cohort will be 30 pupils, with a commitment from their line managers for participation in the certification programme.

Release from daily duties - one day monthly off-site, and two hours on-line, with the additional two-day course induction - an annual commitment of 14 days off-site and 24 hours online.

Programme fee: GBP £10,000 + VAT

One day module participation: GBP £950 + VAT

The COO Academy **Steering Committee**



Chair

David Long

Former Group COO Credit Suisse
Armstrong Wolfe Advisor



Maurice Evlyn-Buften

CEO
Armstrong Wolfe



Henri Perusset

CCO & Senior Partner
Nicer Group



Ted MacDonald

Technical Director FMSB
Armstrong Wolfe Advisor



Julia Bunyatov

Head of iCOOC North America
and Global Head WCOOC
Armstrong Wolfe



Laura Ahto

Former CEO EMEA/APAC
and Global COO Asset
Servicing
BNY
Armstrong Wolfe Advisor



Georgina Philippou

Former FCA COO and
FCA Senior Adviser Equality
Armstrong Wolfe Advisor



Cormac Donohoe

Former Head of Markets
Citibank Europe
Armstrong Wolfe Advisor

The COO Academy **Steering Committee**



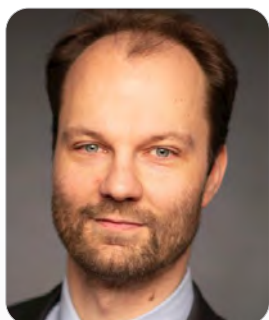
Penny Cagan

Former Americas Head
of Operational Risk, UBS
Armstrong Wolfe Advisor



Roderick Manzie

Chief Operating Officer
Castelnau Group Limited



Michael Nirschl

Chief Information Officer
Morgan Stanley
Investment Management



Marc Welling

Director
ING



Dan Ridler

Managing Director
FS Consulting
Armstrong Wolfe Advisor



Alan Demers

Former Chief Compliance Officer
Global Technology
JP Morgan Chase



Glenn Berry

Vice Chair
Coastal Academies Trust

Option 4: The COO Exchange

Our mission is to unite the geographically dispersed and diverse community of asset management COOs on a trusted virtual platform

Drawing on over 25 years of experience in working with COO communities across the worldwide financial services sector, we aim to create a collaborative environment where knowledge, insights, and innovation are shared

Asset management COOs, whether from bank-owned or independent firms, face a unique blend of challenges related to non-financial risk, operational resilience, culture, conduct, regulation and transformation.

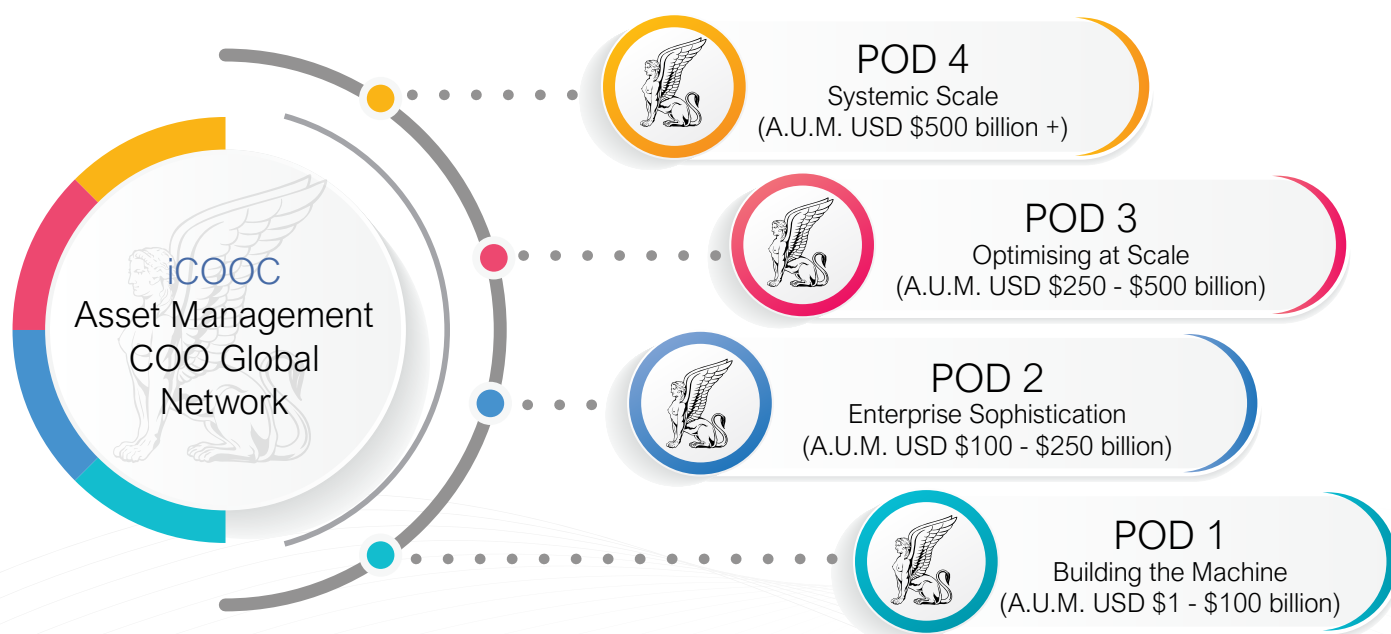
Despite the diversity of their individual mandates and the variance in size due to assets under management, they are united by the complexity of market-wide, global, and non-proprietary challenges.

Through this initiative, we will leverage our cross-sector expertise from both the buy and sell sides to support COOs in navigating an increasingly complex and ever-evolving economic environment.

By fostering cooperation and collaboration, we aim to create a platform where collective thought leads to individual benefit, helping members meet the demands of a rapidly changing world.

This document outlines our vision, strategy, and the unique value proposition that Armstrong Wolfe brings to the global asset management COO community.

Asset Management iCOOC Digital Universe



Key Functionality & Member Experience

A 'LinkedIn' for Financial Services Leadership

An exclusive, invite-only platform purpose-built and curated for financial services COOs, where members can truly connect, collaborate, discover, learn and engage with their peers in a trusted, premium environment.

Connect & Network

Build meaningful relationships with verified C-suite professionals across the financial services ecosystem.

- » Advanced member directory with detailed profiles
- » Smart matching based on expertise and interests
- » Private messaging and secure communications
- » Regional and sector-specific networking groups
- » Executive introduction and referral system

Collaborate & Share

Work together on industry challenges, share best practices, and leverage collective expertise.

- » Private discussion forums by topic and region
- » Collaborative project spaces and working groups
- » Document sharing and resource libraries
- » Peer-to-peer mentoring and advisory circles
- » Anonymous benchmarking and surveys

Discover & Explore

Stay ahead of industry trends, discover new opportunities, and access exclusive market insights.

- » Curated industry news and trend analysis
- » Exclusive research reports and whitepapers
- » Member-generated content and case studies
- » Career opportunities and executive search
- » Technology and vendor recommendations

Learn & Develop

Access premium educational content, expert webinars, and professional development resources.

- » Exclusive webinars with industry thought leaders
- » Virtual roundtables and expert panels
- » Professional development courses and certifications
- » Armstrong Wolfe's proven training programs
- » Peer learning sessions and knowledge exchanges



COO Exchange Sponsorship Proposal for Alliance Partners

Objective

We are seeking collaboration from our Alliance Partners to support in developing contents for the industry and co-populate the digital platform as 'Industry Advisor' as this will serve as the primary platform for the International COO Community (iCOOC), connecting COOs in asset management and banking internationally.

Partnership Scope

The selected Alliance Partner will benefit from all the advantages outlined in the proposal (below), with the additional privilege of being an 'Industry Advisor' on the platform for Armstrong Wolfe's global digital offering.

Scope & Benefits

In return for the sponsorship fees, the Alliance Partner will be able to secure Industry Advisory status for the agreed certain number of the years. This includes the following benefits.

1. Online Community Engagement and Membership Privileges

Complementary Membership:

- » Any of the Alliance Partner's clients can access digital community membership free of charge.
- » Additionally, 6 free memberships per pod for 12 months.
- » A 50% discount on membership fees for the subsequent year.

Content Contribution:

- » Ability to provide and distribute content on the digital platform.
- » Rights to initiate and participate in member debates.

2. Online Branding and Visibility

- » **Event Collateral Branding:** Branding as an iCOOC Community/Cluster.
- » **Sponsor on all event materials:** Such as invitations, event programs and place cards.
- » **Post-Event Recognition:** Opportunity for quotes or features within post-event reports, such as AW750 (Minutes) and AW Points of View (POV).

Publication Opportunities:

- » 1 full article and 1 half-page advertisement per issue in the quarterly AW COO Magazine.
- » Additional opportunities for thought leadership pieces aligned with debates attended.

3. WCOOC (Women in the COO Community) Events:

- » Host 2 events per year (1 in London, 1 in NYC) at the Alliance Partner's office locations.
- » Panel sessions on innovation and technology, featuring female executive technology leaders.

4. Strategic Access and Support

Industry Thought Leadership:

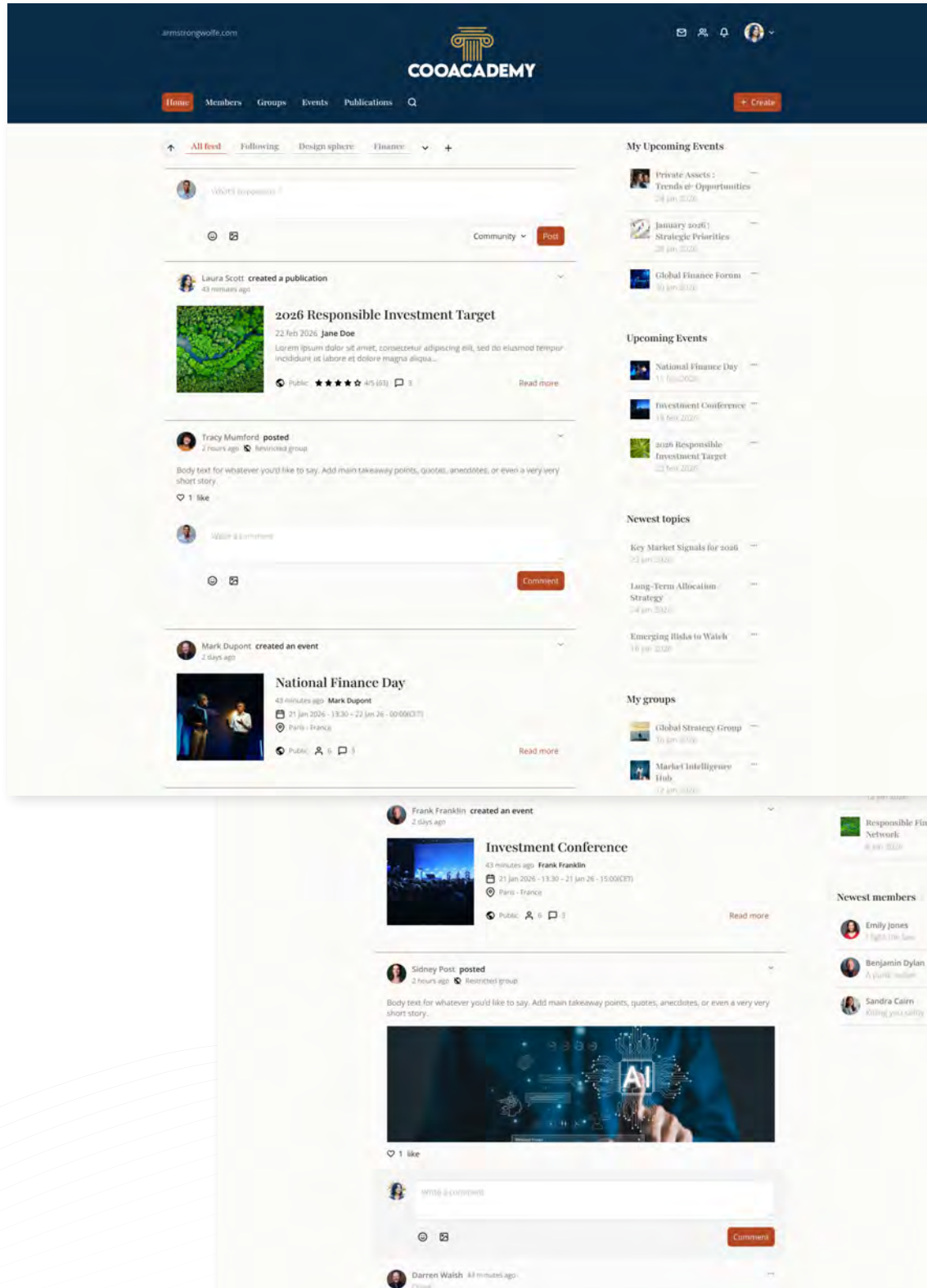
- » Access to Armstrong Wolfe's Advisors and Alumni for product appraisals and validations.

5. Discounted Professional Engagement:

- » 15% engagement mark-up when working with Armstrong Wolfe Interim (AWi) resources (compared to the standard 25%).

COO Exchange Portal Development in partnership with:

Amundi



Armstrong Wolfe

The Power of Collective Ambition

Section 3

The COOs **Charity**

GBP £400,000 raised since 2012



GCFBOSNIA
FOR THE CHILDREN OF GORAŽDE

GCF Bosnia: The COOs Charity

Goražde Children's Foundation Bosnia

Since its inception in 2012 the charity has received over GBP£400,000 in donations from the global COO community

Our Mission

To honour the legacy of British soldiers who served in Bosnia and to support the children and community of Goražde through education, cultural exchange, and infrastructure development.

Who We Are

Founded in 2013 by British veterans of the Bosnian War, the Goražde Children's Foundation (GCF) began as a tribute to those who served and sacrificed during the conflict. Inspired by the gratitude of local schoolchildren who performed for visiting veterans, GCF evolved into a beacon of hope, fostering lasting connections between the U.K. and Goražde.

Our Impact

GCF has transformed the educational landscape of Goražde through initiatives like:

- » **School Refurbishments:** Revitalized classrooms and facilities, including new flooring, an all-weather sports playground, and modern chemistry equipment.
- » **Cultural and Educational Programs:** Hosted annual art and creative writing competitions, with prizes such as educational trips to London. Workshops are led by esteemed professionals, like Fellows of the Royal Literary Society.
- » **Memorial Projects:** Established a marble memorial to honour six British soldiers who gave their lives during the conflict.
- » **Community Engagement:** Organized the annual GCF100 Sarajevo to Goražde charity cycle ride, fostering international solidarity and raising vital funds.

Our Vision for 2026

We aim to:

- » **Refurbish the School Gymnasium:** Estimated cost: £80,000-£100,000.
- » **Establish a Local NGO Office:** This multi-purpose space will include a cycle repair and coffee shop, serving as a hub for community engagement and promoting Goražde as a cycling destination.
- » **Launch Hill 72 Educational Park and Museum:** Transform the memorial site into a learning space commemorating the 72 British soldiers who lost their lives and celebrating the U.N.'s role in Bosnia. This initiative aims to attract dignitaries and tourists alike.

How You Can Help

GCF's continued success depends on generous contributions from individuals and organizations. Here's how you can support:

- » **Corporate Sponsorship:** Fund specific projects or sponsor events like the GCF100 cycle ride.
- » **Individual Donations:** Contribute via our Just Giving pages.
- » **Partnerships:** Collaborate with us to enhance educational and cultural exchange programs.

Join Us in Making a Difference

Your support ensures a brighter future for the children of Goražde while honouring a shared history of service and sacrifice.

Visit us at gcfbosnia.org or contribute directly via [Just Giving \(justgiving.com/charity/gcf-bosnia\)](https://justgiving.com/charity/gcf-bosnia) Together, we can create a legacy of hope and opportunity.

Goražde Charity Ride 2026

Wednesday 20th - Sunday 24th May 2026

Come and join us in our efforts to raise a further £100,000 to further renovate and re-equip the school gymnasium, which the local community have asked be renamed as the Queen Elizabeth II Sports Hall

Your organisation can be one of a select number for whom GCF Bosnia UK are fortunately in the position of being able to offer Corporate Team Sponsorships at the GCF100 event.

Corporate Cycle Team sponsorship will allow a company to nominate riders to represent their organisation, and contributions will cover:

- » Your representative's cost of entry
- » A charitable donation to GCF Bosnia
- » All internal airport - hotel transfers
- » Accommodation package with hotel and ski lodge premises in Sarajevo and Goražde

In return for this, we will be pleased to:

- » Place your organisation and it's corporate emblem to feature prominently as a part of all Armstrong Wolfe marketing for the GCF100 ride, at more than 100 planned events internationally, over the next 12 months.

- » Company logo to be prominently displayed at the entrance to the new sports hall when it is renamed in honour of our former monarch and head of the British Forces, Queen Elizabeth II
- » Advertise the support from your company to this worthwhile cause, with our partnership group, the iCOOC, WCOOC and other connected parties, veterans groups in each of the next four 'COO Magazine' periodicals, published by Armstrong Wolfe
- » Opportunity to obtain priority VIP tickets for the annual GCF Charity Dinner where we will be pleased to make personal introductions to our guests of honour and other, like-minded sponsors.

If you would like further information or to register your interest, please email: info@gcfbosnia.org



GCF Bosnia: Patron & Trustees

Patrons



HRH Prince Richard
Duke of Gloucester



Osman Topčagić
UK Ambassador of Bosnia
and Herzegovina

Trustees



Maurice Evlyn-Buhton
Armstrong Wolfe



Andrew Murfin
HSBC



Nick Scott
Armstrong Wolfe



GCFBOSNIA
FOR THE **CHILDREN OF GORAŽDE**



"I'm excited to take this opportunity to visit, meet wonderful people and try and add a bit of value if possible."

Alex Townsend
JP Morgan



"I am excited to be joining others to contribute to this remarkable charity - and am looking forward to challenging ourselves for a great cause."

Alan Leigh
Bank of America



"I'm riding the GCF100 because service matters. My military background, the passion of my JPM teammates, and Maurice's inspiration make supporting the Bosnia school an easy 'yes'."

Marc Smith
JP Morgan



"I'm taking part in the cycle ride to challenge myself, support a meaningful cause, and gain a deeper understanding of the work GCF Bosnia does."

Finlay Hunter
Armstrong Wolfe



"Bosnia is a place with a powerful history of resilience, and it felt right to support a ride that reflects those same values. We're here to support the riders, honour the cause, and help turn every mile into meaningful change through fundraising."

Claire & Dave Mawson



"I visited Gorazde, a few years after the war and was struck by the resilience and hospitality of the people. I'm glad for the opportunity to go back again and maybe help a little"

Dan Caldwell
JP Morgan



GCFBOSNIA.ORG

Annex A: 2026 Programme

Events 2026

Please note: [This programme may be subject to change based on market events](#)

January 2026

Key

Sell Side
 Buy Side
 Buy / Sell Side
 WCOOC & Ad Centrum

Date	Event	Location
21st January	Leaders of Tomorrow London Markets	Online
22nd January	Leaders of Tomorrow London 1LoD	Online
28th January	London Asset Management Pod 1 & 2 Breakfast	London
28th January	Q1 SMF24	Online
30th January	Buy/Sell APAC & EMEA	Online

February 2026

Date	Event	Location
2nd February	Q1 Asset Management	New York
3rd February	Q1 New York Chief Operating Officer Session	New York
4th February	Q1 New York Markets Business Risk & Controls Session	New York
5th February	Q1 Women in the COO Community North America	New York
6th February	Online Buy/Sell NA & EMEA	Online
10th February	Q1 London Markets Business Risk and Controls Session	London
11th February	Q1 London Chief Operating Officer Session	London
13th February	Algo Trading	Online
17th February	Women in the COO Community APAC	Online
23rd February	Ad Centrum Cluster Call	Online
25th February	London Asset Management Pod 3 & 4 Session	London
26th February	Women in the COO Community	London

March 2026

Key

 Sell Side  Buy Side  Buy / Sell Side  WCOOC & Ad Centrum

Date	Event	Location
11th March	London AI Show and Tell	London
18th March	New York AI Show and Tell	New York
25th March	London Business Risk Officer Session	London

April 2026

Date	Event	Location
15th April	Hong Kong Chief Operating Officer Dinner	Hong Kong
16th April	Hong Kong Markets Business Risk and Controls Session	Hong Kong
17th April	Women in the COO Community APAC	Online
20th April	Singapore Markets Business Risk and Controls Session	Singapore
21st April	Singapore Chief Operating Officer Dinner	Singapore
22nd April	Women in the COO Community Session APAC	Singapore
28th April	GCF Bosnia Charity Gala	London
29th April	Q2 SMF24 Session	London
30th April	Women in the COO Community Session EMEA	London

May 2026

Date	Event	Location
6th May	London Commodities Conference	London
8th May	Online Buy/Sell Side Symposium EMEA / APAC	Online
13th May	London Asset Management Pod 3 & 4 Session	London
15th May	Algo Trading Online Session	Online
19th May	London 1LoD Leaders of Tomorrow Breakfast	London

June 2026

Key

Sell Side
 Buy Side
 Buy / Sell Side
 WCOOC & Ad Centrum

Date	Event	Location
1st June	New York Q2 Markets Business Risk and Controls Session	New York
2nd June	New York Q2 Chief Operating Officer Session	New York
3rd June	New York Asset Management Session	New York
4th June	Women in the COO Community North America	New York
10th June	Q2 London Commodities Session	London
12th June	Women in the COO Community APAC	Online
16th June	London Leaders of Tomorrow Markets Session	London
17th June	Q2 London Chief Operating Officer Session	London
18th June	London AI Show and Tell Session	London
18th June	Women in the COO Community EMEA	London
19th June	Online Buy/Sell Side Symposium EMEA / NA	Online
23rd June	London Q2 Markets Business Risk and Controls Session	London
30th June	London Asset Management Pod 3 & 4	London

July 2026

Date	Event	Location
1st July	Q3 London SMF24	London
2nd July	London Business Risk Officer Dinner	London
13th July	New York Leaders of Tomorrow 1LoD Session	New York
14th July	New York AI Show and Tell	New York
15th July	New York Leaders of Tomorrow Markets Session	New York
16th July	New York Debate	New York

August 2026 No Events

September 2026

Key

 Sell Side  Buy Side  Buy / Sell Side  WCOOC & Ad Centrum

Date	Event	Location
4th September	Women in the COO Community APAC	Online
4th September	Algo Trading	Online
7th September	Q3 New York Markets Business Risk and Controls Session	New York
8th September	Q3 New York Chief Operating Officer Dinner	New York
9th September	New York Asset Management	New York
10th September	Women in the COO Community North America	New York
10th September	Women in the COO Community EMEA	London
15th September	London AI Show and Tell Session	London
16th September	Q3 London Chief Operating Officer Session	London
18th September	Online Buy/Sell Side Symposium	Online
22nd September	Q3 London Asset Management Pod 1 & 2 Session	London
23rd September	Q3 London Markets Business Risk and Controls Session	London
24th September	Q3 London Asset Management Pod 3 & 4 Session	London
25th September	Online Buy/Sell side symposium EMEA & APAC	Online
29th September	London Leaders of Tomorrow Session	Online
30th September	London Leaders of Tomorrow Markets Session	Online

October 2026

Date	Event	Location
7th October	London AI Show and Tell Session	London
8th October	Q3 London SMF24	London
14th October	London Debate	London
19th October	Hong Kong Chief Operating Officer Dinner	Hong Kong
20th October	Women in the COO Community Session APAC	Hong Kong
21st October	Singapore Chief Operating Officer Session	Singapore
22nd October	Singapore Markets Business Risk and Controls Session	Singapore

November 2026

Key

Sell Side
 Buy Side
 Buy / Sell Side
 WCOOC & Ad Centrum

Date	Event	Location
5th November	London Business Risk Officer Session	London
11th November	London AI Show and Tell Session	London
12th November	Women in the COO Community APAC	Online
16th November	New York Asset Management Session	New York
17th November	New York Markets Business Risk and Controls Session	New York
18th November	New York Chief Operating Officer Session	New York
19th November	Women in the COO Community North America	New York
24th November	London Asset Management Pod 1 & 2	London
25th November	London Leaders of Tomorrow Markets Breakfast	London
25th November	Q4 London Commodities Dinner	London
26th November	Business Risk Controls Breakfast	London
26th November	Women in the COO Community EMEA	London
30th November	Online Buy/Sell Side Symposium EMEA & APAC	Online

December 2026

Date	Event	Location
1st December	London Asset Management Pod 3 & 4 Session	London
2nd December	London Markets Business Risk and Controls Session	London
3rd December	Q4 London Chief Operating Officer Session	London
4th December	Online Buy/Sell Side symposium EMEA & NA	Online
9th December	Algo Trading Session	Online

Annex B: 2026 Member Endorsements

Chief Operating Officers

"The true value lies in the peer-to-peer exchange, the openness and candour of the discussions, and the powerful network you gain access to."

Chief Operating Officer, Global Bank

"Armstrong Wolfe gives me something no consultancy can: a room of peers who will tell you what's really happening, right now, across the market - with no agenda attached."

Chief Operating Officer, Global Asset Manager

"The Cluster Calls alone justify membership. In 60 minutes, I get real-time validation on decisions that would otherwise take weeks of internal debate."

Chief Operating Officer, Tier 1 Investment Bank

"Industry bodies are important for policy, but Armstrong Wolfe is where we solve the practical operational challenges of running a modern financial services business."

Group COO, International Commercial Bank

"The granularity and openness of the member led conversations is uniquely refreshing. What sits in my in-tray invariably sits in my peers - where accessing collective thought on our common challenges is an invaluable resource in a rapidly changing environment."

**Head of Transformation, COO's Office
Mid-cap Asset Management Company**

Chief Control Officers / First Line of Defence Leaders

"The value is the confidentiality and honesty. Armstrong Wolfe is the only forum where control leaders can openly compare approaches without fear or commercial noise."

Chief Control Officer, Global Markets Division

"The peer network has become my first call when new regulatory expectations land. The speed of insight from others in the same role is unmatched."

CIB Chief Control Officer, Global Investment Bank

"iCOOC and The COO Academy and the combined focus on professional development are game changers. It's not just networking - it's building the next generation of credible first line control leadership."

**Head of Business Management & Controls,
Global Bank**

"I have participated, and hosted Armstrong Wolfe's industry efforts since iCOOC's inception in 2016. My permanence at their table of debate is testament to the value I have derived from membership, and in more recent years this value being extended to my team at regional and global level. I would summarise this as follows:

- *Invaluable resource made of up sophisticated industry participants with a common goal of improving the control environment for their respective institutions and the industry*
- *Provides access to peers operating in the same operational and regulatory environment, managing similar issues and risks*
- *Provides access to an open dialog, free from conflicts and sales pressure*
- *Most efficient and effective way to obtain industry benchmarking for common problems*

I would advocate membership for any leader within the First Line of Defence."

Chief Control Officer, Markets U.S.Global Bank

Annex C: Member Hosted Forums

80% of iCOOC roundtable forums and 100% of WCOOC events are hosted by our members

Uniquely positioning them as truly member-driven. By serving our members and being hosted by our members, iCOOC and WCOOC operate for the collective benefit of the industry



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

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