



**WOMEN IN BANKING AND FINANCE LTD (WIBF)
PRESIDENT CANDIDATE INFORMATION PACK**



**CELEBRATING
40 YEARS
OF WIBF**

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SECTION 1: BACKGROUND

WOMEN IN BANKING & FINANCE, THE JOURNEY SO FAR

Women in Banking and Finance offers its members access to a broad network of female talent and perspectives across UK financial services, and opportunities for honest conversations and active interventions which help bridge the gaps in business networks and strategies left by traditional perspectives.

We are the only UK-wide network of our type, with longstanding branches in London, Edinburgh, Glasgow and Bristol, and we recently established chapters in Birmingham (2017) and Manchester (2019).

We have 35 institutional members, 1,873 individual members, over 100 volunteers, 5 paid part-time staff and held 91 events in 2019.

Some key achievements in 2019 include the launch of our new branch in Manchester; the growth of our institutional and individual memberships; reviewing and updating our Strategic Objectives to include Thought Leadership and Communities & Networking areas of focus; co-hosting our first Women in Finance Summit with City & Financial; launching our Job Board to connect opportunity and talent within our sector; holding our most successful Awards for Achievement yet with more nominations than ever, and with Mark Carney, Governor of the Bank of England, as our keynote speaker; growing our amazing volunteers who lead WIBF; and changing our constitution to allow men as members. 2020 is our 40th Anniversary.



OUR MODEL & VALUE PROPOSITION

**DELIVERING VALUE FOR OUR INDIVIDUAL AND INSTITUTIONAL MEMBERS IS
AT THE HEART OF EVERYTHING WE DO AS AN ORGANISATION**

WHO WE ARE

WIBF has championed women in financial services for 40 years. We are a not-for-profit, volunteer-led network, connecting individual members and institutions across the industry and the UK, with branches in Birmingham, Bristol, Edinburgh, Glasgow, London and Manchester. We seek opportunities to challenge and inspire as a thought-leader, in collaboration with our partners and members (both male and female), to help deliver tangible change in financial services. Our success is built on a belief in 4 core values:

- Volunteering
- Inspiring
- Action-Orientation
- Independence

WHAT WE DO

WE CONNECT our members to a wide network of thought-leaders, business leaders and women at all stages of their careers.

WE CHALLENGE the industry to adopt new ideas and address structural barriers.

WE INSPIRE our wider community to believe in change.

OUR MISSION

Our mission is to bring a gender lens to UK Financial Services by connecting, challenging and inspiring our network to unlock the full potential of financial services for all.

KEY ACTIVITIES

Our 5 core initiatives and services for members and our wider audience are:

- Communities & Networking
- Mentoring & Development
- Awards for Achievement
- Thought Leadership
- WIBF Jobs

OPERATING COSTS

Operations Function
Marketing & Communications
Treasury
Annual Awards Luncheon
Networking & Events
WIBF Jobs Platform

REVENUE STREAMS

Individual Membership Fees
Institutional Membership Fees
Annual Awards Luncheon
Events

DISTRIBUTION CHANNELS

Our distribution channels are a means to connect, communicate and engage with our audience:

the individuals and institutions who are committed to increasing the visibility and participation of women in financial services.

WIBF Event Programmes:

- Personal Excellence Programme
- Distinguished Speakers
- Hot Topics
- Spotlight Supper
- Branch Networking Events
- Institutional Member Breakfasts
- Annual Awards For Achievement
- Annual General Meeting

WIBF Communities:

- Future Leaders
- Branch Networks
- Awards Alumni
- Women on Boards
- Men as Allies

WIBF Marketing Channels:

- Website
- Email Marketing
- Newsletters
- Social Media
- PR
- Partnerships
- Conferences
- Speaker Opportunities

WIBF White-Label Channels:

- WIBF Jobs Platform
- WIBF Mentoring Platform

SECTION 2: LOOKING FORWARD

BANKING & FINANCE IN 2020

In 2019, WIBF continued its rapid growth in terms of individual members, institutional partners and audience. As part of our 5-year strategy review, we focused on scaling up as an organisation and updating our message about the purpose of a cross-industry, gender-focused network in 2020.

WIBF has realigned its external messaging to focus on ‘Scaling up the Gender Lens’, and this will drive and inform our programmes, initiatives and activities going forwards.

WHAT DO WE MEAN BY A ‘GENDER LENS’?

Gender Lens investing is the practice of investing for financial return while also considering the benefits to women, through improving both economic opportunities and social well-being for girls and women. The term was coined around 2009 and became an increasingly popular practice in the mid-2010s.

By applying a Gender Lens to everyday business, companies can capitalise on untapped potential and drive gender equality in their own organisations as well as the communities they serve. It is part of a global shift in business culture led by investors, regulators and international organisations like the UN, who seek to encourage the allocation of capital to businesses which focus on sustainability and social good, alongside profit. WIBF believes that by bringing a Gender Lens to UK Financial Services, we can play a crucial role in delivering the change in culture, products and processes necessary to deliver this new sustainable finance agenda.



With the launch of the Women in Finance Charter by the Treasury in 2016, the gender balance in some UK Financial Services firms is already shifting significantly as they grow increasingly confident in the use of granular data to build gendered insights into employee and customer behaviour. We believe the UK’s new Stewardship Code, published in late 2019, will lead to accelerated change in the investment industry.

We believe that by including a broader group in the conversation, we will help to connect the dots that link gender equality, business performance, and the social and economic purpose of the financial services industry – not to mention have a lot of fun with a lot of incredible people.

We seek opportunities to challenge and provoke as a thought-leader alongside increasing government collaboration, to help deliver tangible change in the industry.



WIBF IS TRANSFORMATIVE:

Doing business with a gender lens is part of a global shift led by investors and regulators seeking to encourage organisations to focus on sustainability and social good, alongside profit. By joining WIBF our members help us to bring a gender lens to UK financial services, facilitated through our 5 core initiatives:

MENTORING & DEVELOPMENT

We inspire our members to achieve their full career potential, bolstering female contribution to the industry.

COMMUNITIES & NETWORKING

We provoke conversations and offer access to a wide range of perspectives across UK financial services.

THOUGHT LEADERSHIP

We challenge the gender-related gaps and opportunities in talent management and business strategy.

WIBF JOBS

We connect women to organisations committed to supporting diversity and showcase under-utilised talent.

AWARDS FOR ACHIEVEMENT

We celebrate the achievements of women in financial services, as well as the organisations they work for.

THE FUTURE

WIBF needs to develop a long-term plan to support its new mission and provide continuity of leadership and strategy across the organisation. The key strategic and technical issues include:

- Does WIBF take over/merge with another gender network i.e. 100 Women in Finance, City Women's Club etc
- We used to have a branch in Ireland. Given the solid regional footprint of WIBF in the UK, is it time to look to expand along the lines of a global footprint?
- WIBF has doubled in the number of individual and institutional members in the last 2 years and has broken new ground in terms of brand recognition and impact in the financial services sector. The Awards for Achievement, despite considerable competition from many for profit competitors, has grown in size and impact. One of the challenges for a new President is addressing how we scale to meet our growth and members' expectations, while maintaining our strategic focus, brand and integrity as an organisation.
- Individual Membership engagement strategy. Our recent individual membership survey demonstrated that our members want more from WIBF but online engagement is currently low and offline event capacity is limited. Do we need to invest in technology to deliver the connections and online experience that a modern networking organisation can offer?
- Does the role move from a voluntary to a paid role given the level of responsibility and time commitment?
- Do we need to develop new revenue lines?
- Do we need to split the role with a Vice President or as a job share given the increased size and profile of WIBF?
- The potential historical VAT liability has been accounted for but is still outstanding.

Our new President will be joining a vibrant, dedicated team of staff and volunteers and will be expected to build on achievements to create a successful and sustainable future for Women in Baking & Finance.



SECTION 3: MESSAGE FROM THE PRESIDENT

MESSAGE FROM THE PRESIDENT VIVIENNE ARTZ



Women in Banking & Finance (“WIBF”) is at a hugely exciting juncture in its 40-year history. In this time, it has gone through multiple transformations, evolving from its origins as a forum for the small number of women in the industry to share experiences to its place today as a thought partner for the leading financial institutions.

Previous Presidents took responsibility for professionalising the network and building strong scalable foundations. It has been a privilege and a pleasure to be President of such an extraordinary organisation and be able to solidify our brand and bring us to the table of the gender discussions with Government, Regulators and industry leaders.

WIBF has been on an inspiring journey with its members for forty years. It is unique amongst organisations focussed on equality of opportunity for women in that while it is a not-for-profit and volunteer led organisation, it has a nationwide footprint which continues to grow and expand; its individual members range from those at the start of their career to those at the peak of their career; its institutional members span the range of financial institutions both in terms of size and across retail and investment banking, to asset management, insurance, infrastructure and advisory.

We have re-focussed our activities in recent years to embrace an action oriented approach to all that we do, so that we consciously apply a gender lens to our sector and connect, challenge and inspire our members to be agents of change and disruptors for gender equality.

I have personally enjoyed having the opportunity to lead such a unique, dynamic and extraordinary organisation for over three years, and to collaborate with the amazing volunteers who help to lead WIBF and our members who are working together to make the financial services sector an inclusive place for businesses, individuals and our customers and partners.

It will be with great pride that I hand the responsibility and privilege of leading this amazing network to the next President, and I hope that she will delight and thrive in the extraordinary impact WIBF has made and continues to make in our sector and for our members.

SECTION 4: PRESIDENT ROLE DESCRIPTION & KEY RESPONSIBILITIES

Role	President & CEO of Women in Banking & Finance Limited
Contractual Status	Voluntary role, 3-year term
Hours	<ul style="list-style-type: none"> • Average of five to twelve hours per week of calls, meeting and events • In addition, two to five hours per week for preparation and administration • The time commitment is higher in the lead up to significant events • Discuss the possibility of a job share or appointing a vice-president
Location	<ul style="list-style-type: none"> • Majority of the meetings and events for President role are based in London • There will also be an expectation to travel to branches around the UK
How to apply	<p>We have engaged Sapphire Partners to support us with this recruitment process. Please send your CV and covering letter to WIBFPresident@sapphirepartners.co.uk by 17th May 2020, outlining how you demonstrate the required skills and experience and how you would help WIBF deliver on its new mission during your term. If you would like to discuss this opportunity further, you can also contact Melanie Seymour via email at melanie.seymour@wibf.org.uk</p>
Candidate Selection	<ul style="list-style-type: none"> • Interview candidates will be informed by email by late May • First stage interview will be in early June and may be via video conference • Second stage to meet current President, Vivienne Artz, to discuss role and may be via video conference • Final Interview will be In July/August • Candidates will be informed of the final decision by early September

PRESIDENT PROFILE

To lead the WIBF network as President, to be the face and voice of WIBF and its individual and institutional members, connecting, challenging and inspiring each of them to be gender role models and champions for gender equality of opportunity in the financial services sector. We believe that gender is a business issue, not a women's issue.

FUNCTION & RESPONSIBILITIES

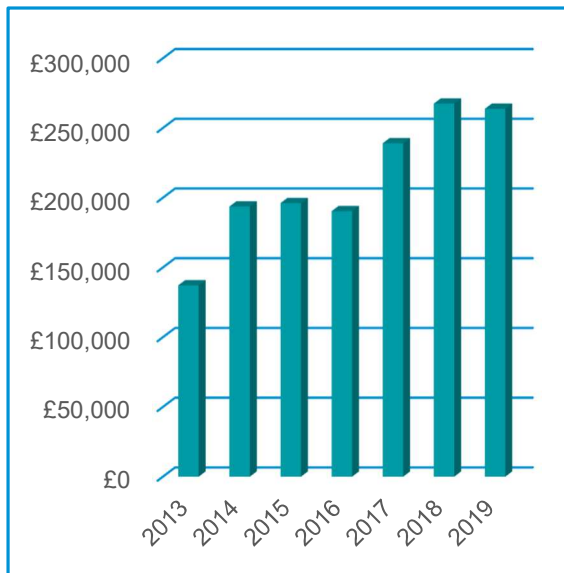
- CEO of Women in Banking & Finance Limited (company limited by guarantee) – statutory obligations as part of the Executive Board (which includes CFO and Head of Governance)
- Attract, retain and manage members of the Management Board
- Attract and engage with the Patrons and the Advisory Board
- Set and lead the strategic direction of WIBF
- Agree the budget and overall responsibility for financial accountability
- Host and speak at the Annual Awards for Achievement and Shortlist dinner
- Speaking on behalf of WIBF and as a SME at conferences and events and with the press
- Overall responsibility for the effective functioning of the five strategic areas of focus
 1. WIBF Jobs
 2. Awards for Achievement
 3. Mentoring & Development
 4. Communities & Networking and
 5. Thought Leadership)
- Must be well connected and willing and able to develop a broad and effective network across government, academia, consultancy, public and private sector to advance the aims of WIBF
- Actively develop, communicate, support and advocate for the WIBF network and brand

KEY SKILLS, EXPERIENCE AND COMPETENCIES

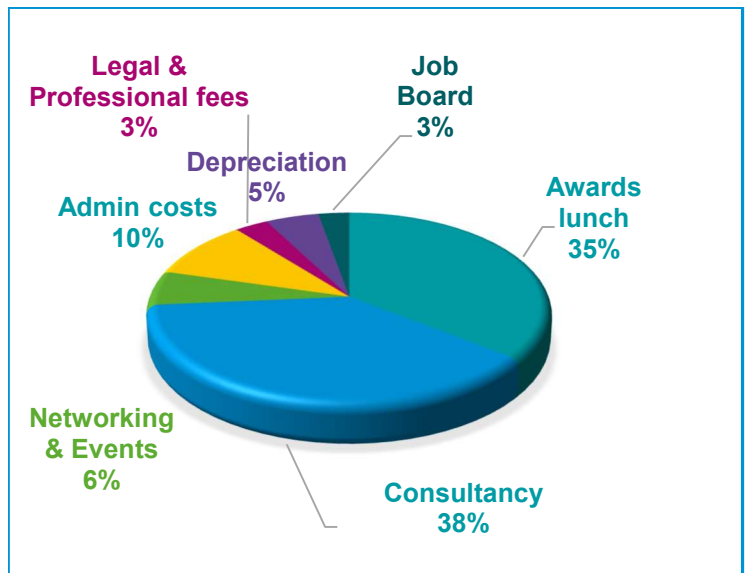
- Collaborative and inclusive leadership
- Strategic and innovative thinker
- Excellent communication and management skills
- Capable and effective public speaker
- Must be able to develop a strategy, devise an action plan and execute
- This is a role for a “doer” rather than a “thinker” or “talker”
- Deep knowledge of gender related issues within UK Financial Services is essential
- Able to manage “in” and “out” both volunteers and members where necessary
- Evident enthusiasm and commitment to the mission and values of WIBF, being a former member WIBF is desirable but not essential
- Must be adaptable and flexible to be able to assess opportunities and challenges as they arise, and to address them in a timely and effective way
- A people person who is able to engage with individual and institutional members from entry level members to CEO's, government officials and other senior leaders

SECTION 5: OVERVIEW OF FINANCIALS

WIBF TURNOVER (2019)



COSTS (2019)



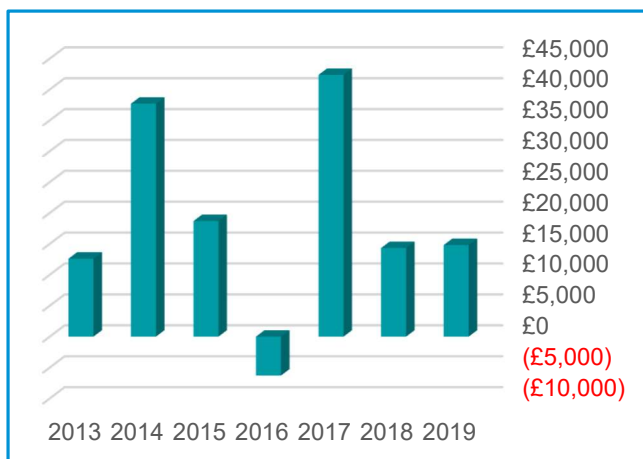
34

**CORPORATE
PARTNERS**

2,190

**INDIVIDUAL
MEMBERS**

SURPLUS



£14,805

PROFIT (GROSS OF TAX)

HEALTHY PROFIT PRODUCED BY:

- Continued focus on controlling costs
- Growing institutional and individual membership base
- Steady from last year

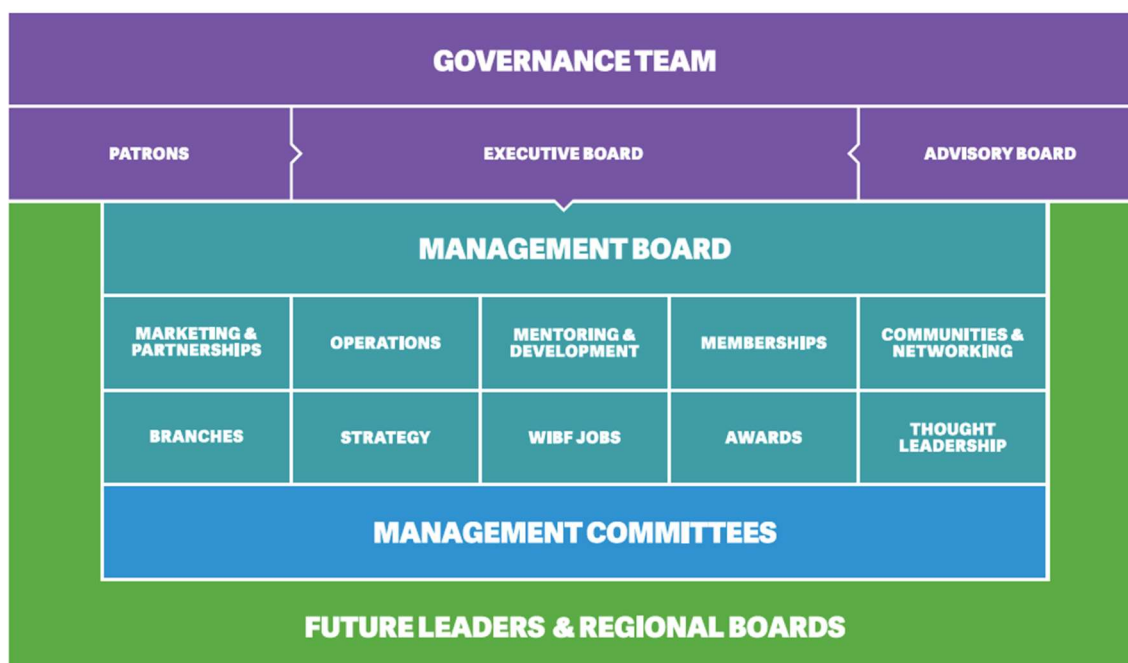
FOCUS ON:

- Opening 2 new branches in Birmingham & Manchester
- Work on the Job Board
- Prepare for our 40th Anniversary year



SECTION 6: OVERVIEW OF PEOPLE

STRUCTURE & GOVERNANCE



PATRONS



HEATHER MELVILLE OBE, Director and Head of Client Experience at PWC. Previously Director for Strategic Partnerships and Head of Business Inclusion Initiatives for RBS, was recognised in the Financial Times 2016 & 2017 inaugural Upstanding 100 Executive BAME Leaders Power List and was named the winner of WeAreTheCity 2016, Top 5 Rising Star champion for Diversity. Heather was awarded the prestigious Women in Banking & Finance Award for achievement under “Champion for Women” and in 2012 was awarded the World of Difference 100 award (TIAW) recognising Heather as one of the top 100 Women worldwide who have made a difference to the economic empowerment of women.

Outside of the financial industry, having completed an executive coaching programme, Heather is a Career Coach and Mentor advising young people who are striving to be tomorrows Entrepreneurs. She represents RBS as a Non-Executive Director for Enterprise Enfield a business consultancy funded by the Government to help small businesses.



MICHAEL COLE-FONTAYN, Chairman, AFME. Michael previously spent 35 years with BNY Mellon, the last 7 years serving as Chairman of BNY Mellon Europe, Middle East and Africa. In that role Michael was responsible for BNY Mellon's governance culture in Europe, Middle East and Africa (EMEA) and led regional strategy development, execution and the delivery of enterprise initiatives in the region. Michael joined BNY Mellon over 35 years ago, starting initially as a credit and risk analyst. Michael was then appointed as a

corporate finance banker to special industry clients, including Securities, Oil and Gas and Telecoms between 1986 and 1993. Michael then joined the Depositary Receipts (DR) division where he continued to work on many DR equity capital raising transactions, including numerous privatisations and equity offerings around the world. Michael ran BNY Mellon's Issuer Services Group in Hong Kong for seven years from 1993-2000, before serving as CEO of the company's global Depositary Receipts business. He was BNY Mellon's EMEA Chairman since 2011.



BARONESS SHRITI VADERA, Incoming NED to Prudential Plc Board. Currently Chairman of Santander UK, Senior Independent Director of BHP Billiton and formerly Non-Executive Director of AstraZeneca. Since the UK's EU referendum, she has been chair of the European Financial Services Chairmen's Advisory Committee - a group of 15 Chairman and CEOs from the UK based financial services industry which is a sounding board on Brexit. Prior to joining

Santander in 2015 she advised the G20 from 2009 - 2010 and advised governments, banks and investors on the Eurozone crisis, banking sector, debt restructuring and markets from 2010 to 2014.

She was a Minister in the UK Government from 2007 to 2009, in the Cabinet Office, the Business Department and the International Development Department. She led the UK Government's response to the financial crisis and was a key architect of its pioneering bank recapitalisation plan in October 2008.



IRIS BOHNET, The Albert Pratt Professor of Business and Government, and is the Academic Dean of Harvard Kennedy School. She is a behavioral economist, combining insights from economics and psychology to improve decision-making in organizations and society, often with a gender or cross-cultural perspective.

Bohnet is the co-director of the [Women and Public Policy Program](#) and the faculty chair of the executive program "Global

Leadership and Public Policy for the 21st Century" for the World Economic Forum's Young Global Leaders.

She serves on the boards or advisory boards of Credit Suisse Group, Applied, Edge, genEquality, We Shape Tech, and the UK Government's Equalities Office as well as numerous academic journals. She was named one of the Most Influential People in Gender Policy by apolitical in 2018, a Leading Thinker of Victoria, Australia, 2016-2019, and has received an honorary degree from the University of Lucerne, Switzerland, in 2016.



SUE DAWE, leads EY's Financial Services Practice in Scotland and the Regions and is the Managing Partner for the Edinburgh office. She has been with EY for 31 years. She is a member of EY's UK Financial Services Leadership team and a member of the EY UK LLP Board.

Sue's career focus has been on the audit of wealth and asset managers and funds, working closely with most of the top UK asset managers and third-part administrators. Previous roles include global

co-leader of Wealth and Asset Management (WAM) Assurance and Head of UK WAM Assurance.

Sue is on Scotland's Financial Services Advisory Board (FiSAB) and is on the board of Scottish Financial Enterprise (SFE). Sue is also a member of the Institute of Chartered Accountants of Scotland and has a degree in Accountancy and Finance from Heriot Watt University.

EXECUTIVE BOARD MEMBERS



CRISTINA CHIMENTI, Chief Finance Officer and Strategy Board Member. Involved with WIBF Glasgow almost since launch in 2009, Cristina became chair in 2011. She manages the board, governance, strategy, membership development and event management, supported by the Glasgow board. Under her leadership and with the Edinburgh team, WIBF Scotland has grown individual members by about 11%, was shortlisted for an Association of Scottish Businesswomen Award in 2015 and attracted additional corporate

members.



ELAINE MEYRICK, Director of Governance and Bristol Board Member.

She is a partner in the Corporate Team at Thrings Solicitors. Elaine's expertise includes dynamic start-up companies and is experienced with helping new businesses to secure investment. She brings her knowledge of this exciting area to all her corporate and commercial work, which involves high-profile company mergers, acquisitions and commercial contracts.

Elaine was awarded "Junior Lawyer of the Year" (South West Region) 2012-2013.