

INTRODUCTION

Our latest version of TA Today includes an interview with Tracy Clarke, former CEO of Standard Chartered across Europe and the Americas, where we discuss what makes an effective leader in today's market and the cruciality of authenticity when seeking out the leaders of tomorrow.

Also included are the top industry moves from 2021 and the latest news from Leathwaite.



DISTINCTIVE LEADERS:

THE VALUE OF BEING AN AUTHENTIC LEADER WITH TRACY CLARKE



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KEY SIGNATURE C-SUITE EXECUTIVE HIRES ACROSS ALL CORPORATE FUNCTIONS



THE INSIGHT:

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THE DISTINCTIVE LEADERS SERIES

The value of being an authentic leader with Tracy Clarke



[Tracy Clarke](#) is an international financial services heavyweight, and the embodiment of authentic leadership. Her remarkable career journey has taken her from starting out as a teller in a Nottingham branch of Standard Chartered Bank, to Group Head of HR, then CEO for Europe and Americas. She is now Non-Executive Director for several major organizations across a variety of sectors.

Tracy is living proof that embracing what makes you “you” can accelerate your career, open doors and shape your future as a distinctive leader. We talk to Tracy about how she came to be where she is today, what makes a good leader and why female leaders performed especially well during the pandemic. Tracy also gives the leaders of tomorrow some sound advice: it’s okay not to have everything mapped out and your future success need not be defined by your higher education or lack thereof - it’s about your talent, and how you apply that talent.

The Interview

In your recent Management Today article “what makes a great leader “you mentioned that you have been reflecting on how leaders such as Jacinda Ardern have really excelled during the pandemic. Why do you think female leaders in particular have performed so well and what could the corporate world learn from them?

I did a bit of research before I wrote that article and I found a really interesting piece that talks about the typically and traditionally female traits of leadership, and male traits of leadership. It doesn’t mean that any leader, male or female, can’t deploy all those traits and I think to me that’s what makes great leadership - knowing which styles of leadership to apply in any given situation. I think particularly during Covid, and as an example Jacinda Ardern during any form of crisis be it the earthquakes or the terrible terrorist attack, these female traits of leadership around listening, around empathy, around warmth and that natural nurturing style are traits of leadership that have worked really well because in a crisis that’s what people need. They need to be listened to, they need to be understood, they need their perspectives heard and besides, everybody has their own crisis. I personally found that as CEO of Europe and America during the difficult year that was 2020, I really needed to dial up all of those traits because I felt they were so important and they’re what thousands of people working with us really needed at that time.

I love that message – that leaders don’t have to be stereotyped as being a man or a woman - and the fact that you can combine those leadership skills is absolutely the lesson here. In the same article, you say authenticity is essential, which requires courage and emotional intelligence. Can you explain to us what authentic leadership looks like to you and how to achieve it?

I think authentic leadership comes from a place of having real confidence and understanding of your own strengths and as a consequence of that, an acknowledgement of what makes you who are you. Then comes a willingness to bring all of that to work and to the way in which you lead. I also think authenticity is about acknowledging that you’re YOU, and that you don’t have to emulate anybody else as people will see through that anyway. If you bring your authenticity to the way you lead, it makes you very human as a leader and generally people like that – they admire it and they can relate to it. For me, I know the followship that I’ve had in my various leadership roles has come from my leadership style being genuinely authentic. I am the same person at home as I am at work and I try to bring all my talents and experience to bear at home as much as I do at work, and in the same way.

THE DISTINCTIVE LEADERS SERIES

The value of being an authentic leader with Tracy Clarke (continued)

In thinking about female leaders today and how far we've come, what are the challenges that female leaders continue to face and how can those be addressed in the future?

I will say two things. One is that within the corporate world, within the financial services industry across all sectors, I think there's been incredible progress in recognizing female talent and promoting female talent- we've seen this in boards also. But clearly there's still a long way to go and at the heart of that is the remaining unconscious bias. For example, you asked me earlier if HRDs can become CEOs, now I am sure there is a lot of unconscious or even conscious bias out there within the CEO world whereby they would not even consider that, and I think those are the things that we still need to acknowledge and change.

On the other side, I know a lot of women, hugely talented women, put constraints on themselves either through sheer lack of confidence or through that traditional reluctance to give up that maternal role if there are children involved. Or it is a lack of belief that you can do both things well. You can be a great CEO or a super leader, and you can also be a great mum/ wife/parent...but there is a lack of belief that that it is doable. I have spent my whole career trying to convince super talented females that you can do both.

What would you say are the top 3 characteristics of a distinctive leader?

Well to answer this I must go back to authenticity. Distinctive leaders are those individuals that recognize what makes them who they are and use that strength as a means to lead. If leaders do that, that's what makes them distinctive so there isn't something out there that defines it per say. Rather distinctive becomes about what makes you different. I think for me that's the most powerful realization I had early on about how can I be a great leader - understanding that I needed to focus on what distinguishes me from everybody else and really bringing that to the fore of everything I did.

At Leathwaite, our purpose to create meaningful change through exceptional people. What one meaningful change would you like to see in your industry?

Let's focus on financial services where I have spent most of my career. I think there is some real enlightened great leadership in the industry now. I think the reputation and standing of the financial services industry is still suffering from its past, namely the financial crisis, but those perceptions are not in time with reality. I think during Covid a number of financial institutions have done fabulous, amazing work to support the economy and really support the Covid relief efforts. I would just love people like Jan Fraser and Bill Winters to really use their own leadership styles combined with their ability to leverage the great work of the industry over the last 12-24 months to see a change in public recognition of the industry and its significance across the UK, Europe and the rest of the world.

DISTINCTIVE LEADERS

[CLICK HERE TO LISTEN TO THE
EPISODE WITH TRACY](#)



THE MOVES:

A SUMMARY OF KEY 2021 GLOBAL EXECUTIVE APPOINTMENTS BY FUNCTION

We have collated the moves for you below from across the industry, several of these include moves made by Leathwaite.

Commercial

- **Carol Grunberg** has joined Citigroup as Head of Strategic Partnerships and innovation for Citi's treasury and trade solutions (TTS) division in its Institutional Clients Group. Up to now, Grunberg has been vice president of money management experience at Northwestern Mutual.
- **Lili Tomovich** has joined Barclays US Consumer Bank as its new Chief Marketing Officer. In this role, Tomovich will oversee brand, customer experience and lifecycle management, marketing technology, product marketing, marketing communications, and customer and market research. She will report to Denny Nealon, CEO of Barclays US Consumer Bank, and join the consumer bank's executive committee.
- **Irina Chuchkina** has joined Thunes, the Singapore-based fintech company, and leader in global cross-border payments, as Chief Marketing Officer and **Babul Balakrishnan** as Head of Customer Care. Both executive hires will be based in Singapore and support Thunes' global growth strategy.
- **Aman Narain** has joined HSBC Commercial Banking as Global Head of Platforms. Based out of Singapore Aman will report to Exco and have responsibility for new products and innovation, initially focused on the Asian market and then to be rolled out globally.
- **Gabriella Fitzgerald** joined Western Union as President, Americas Region. Gabriella will lead Western Union's business in the region, driving the company's market development and growth across all products, channels and customer segments. She will join the Executive Team and will report directly to Western Union CEO Hikmet Ersek.
- **Naveed Anwar** joined Citi's trade and treasury solutions business as Global Head of Digital. At Capital One, Anwar

built and oversaw the API, file & data platforms and managed the card company's strategic partnerships and integrations organisation.

- **Colin O'Flaherty** has joined Barclaycard Payments to head up its growing small business customer offering. He will take up the newly created position of Managing Director, Head of Small Business, and will play an integral part in scaling the businesses and accelerating the alignment of Payments across the wider Bank.
- **Mary Hines Droesch** has joined Bank of America from Citigroup where she will oversee the strategy, design, development and management of lending and deposit products in BofA's retail, preferred and small-business client segment. Droesch, who joined the Charlotte, North Carolina, firm this week, will also supervise banking products in BofA's wealth management unit and will work closely with its enterprise payments and digital teams. She will report to Dean Athanasia, president of regional banking.
- **Atul Choudrie** has joined Monese as Managing Director of its push into banking-as-a-service (BaaS). Choudrie joined Monese in 2019 and made chief commercial officer in 2020 to help it establish its cloud-based transactional BaaS platform, which launched last month, and Monese's strategic partnership with Investec and other partnerships, including PayPal, Mastercard and Avios. Choudrie will also continue as CCO at Monese.
- **Karen Bowes** formerly of Capital One in Mclean, VA where she was Managing Vice President for HR, Commercial Bank has joined Barclays as CHRO of Consumer Banking and Payments with a reporting to CEO, Consumer & Payments, Ashok Vaswani.

Compliance

- **Rafael Lopez** Lorenzo becomes Chief Compliance Officer at Credit Suisse. He was previously Global Head of Group Internal Audit and replaces Thomas Grotzer.

- **Benjamin Melnicki** joins Robinhood Crypto as Chief Compliance Officer from Grayscale Investments where he was Chief Compliance Officer.
- **Amy Littman** becomes Head of Global Compliance and Operational Risk at Bank of America Merrill Lynch. She was previously Deputy General Counsel for Global HR, CAO Group, Corporate Services, Business Operations and Internal Enterprise Investigations.
- **Nita Patel** joins Credit Suisse as Chief Compliance Officer, International, UK & EMEA from Goldman Sachs where she was Head of Asset Management Compliance for EMEA and APAC.
- **Adam Singer** joins Hong Kong Exchanges & Clearing as Chief Compliance Officer from JP Morgan where he was Head of Core Compliance and Operational Risk, APAC.
- **Jerry Mauricio** becomes Chief Compliance Officer at Freddie Mac. He was previously Head of Capital Markets, Consumer and Charter Compliance.
- **Devi Shanmugham** joins Tradeweb as Global Head of Compliance from Bloomberg where she was Chief Compliance Officer, Bloomberg Swap Execution Facility.
- **Marie von der Groeben** joins Deutsche Telekom as Chief Compliance Officer from Traton where she was Head of GRC Compliance.
- **Tony Brown** joins IFX Payments as Head of Compliance and MLRO from PayPerform where he was Chief Risk Officer and MLRO.

Finance

- **Phil Berlinski**, former COO Global Markets Equities at Goldman Sachs is appointed Group Treasurer.
- **Dennis Coleman**, co-Head of the Global Financing Group at Goldman Sachs, is appointed CFO following the retirement of Stephen Scherr.



- **Alastair Borthwick**, former President of Global Commercial Banking at Bank of America is appointed CFO.
- **James Davies** is appointed CFO at Monzo. He joins from Domestic & General where he was CFO of the Household Repair and Insurance group.
- **Nadine Ahn** is elevated to CFO with Royal Bank of Canada. She was formerly Head of Investor Relations and RBC Capital Markets Finance.
- **Farhan Faruqi** becomes CFO at ANZ. He was formerly Group Executive, International.
- **Brian West** joined Boeing as CFO from Refinitiv where he served as CFO.
- **Frederic Fischer** joined MS Amlin Insurance SE as CFO from AXA where he served as CFO of Corporate Solutions.
- **Clare Bousfield** becomes Managing Director of M&G's retail and savings business. She was formerly M&G CFO.
- **Sara Furber** joined FactSet as CFO from IEX where she served as CFO.
- **Andrew Peeler** joined Equiniti as CFO from Bupa ANZ where he served as CFO.
- **Jarrod Phillips** was appointed CFO at Ares Management. He was Formerly Chief Accounting Officer.
- **John Mollard** became acting CFO at Lockheed Martin. He was formerly Corporate Treasurer.
- **Kelvin Tran** became CFO of TD Bank Group. He was formerly Vice President of Enterprise Finance.
- **Paul Brooking** joined Freertrade as CFO from Revolut where he was Deputy CFO.

Financial Crime

- **Simon Kingsbury** becomes Head of Financial Crime for Barclays UK. He was previously Head of Central Compliance at Danske Bank.
- **Nadia Rahman** becomes Head of Financial Crime, Corporate Banking and Payments at Barclays. She was previously EMEA Head Financial Crimes Advisory, Corporate Investment Bank and Commercial Bank at J.P. Morgan.

- **Peter Hazlewood** joins Prudential plc as Group Chief Security Officer. He was previously Group Financial Crime Risk Director at Aviva.
- **David Howes** is appointed Global Head of Financial Crime Compliance, Conduct, and Compliance Framework at Standard Chartered Bank. Prior to this, he was Global Co-Head of Financial Crime Compliance at Standard Chartered Bank.
- **Patricia Sullivan** becomes Head of Financial Crime Business Control and Oversight for the Investment and Corporate Bank at Deutsche Bank. She was previously Global Co-Head of Financial Crime Compliance at Standard Chartered Bank.
- **Marcus Wogart** joins NatWest as Group Head Financial Crime Risk. He was previously Chief Compliance Officer, Global Wealth and Personal Banking at HSBC.
- **Satnam Lehal** is appointed Deputy Chief Compliance Officer and Head of Financial Crime Compliance at Danske Bank. He was previously Head of Financial Crime Compliance at Danske Bank.
- **Joseph Salama** becomes Global Head of Anti-Financial Crimes and AMLO at Deutsche Bank. He was previously General Counsel, Americas at Deutsche Bank.
- **Eric Kringle** becomes Managing Director, Head of Transaction Monitoring, Americas at Deutsche Bank. He was previously Acting Global Head of Anti-Financial Crime Monitoring and Screening at Deutsche Bank.
- **Heather Baird** is appointed Head of Compliance Programs and Policy at Diem Networks. Prior to this she was Global Chief Operating Officer, Financial Crime Compliance at Credit Suisse.
- **Richard Daniels** joins Santander UK as Head of Economic Crime. He was previously Head of Group Financial Crime Prevention at Nordea.

Human Resources & TA

- **Sergio Ezama** joins Netflix as Chief Talent Officer. Sergio was previously Chief Talent Officer PepsiCo and CHRO Global Groups and Functions.
- **Christine Graeff** has been promoted internally to CHRO at Credit Suisse.

- **Monica Rancati** joins UniCredit as Head of HR for the EMEA region. Monica joins from Temenos where she was Chief People Officer.
- **Kate Hamilton** joins IQW as Chief People officer for the EMEA region. Kate was previously the Head of International HR for Guy Carpenter.
- **Leona Loh** joins Workday as Senior TA Partner in the APAC region. Leona previously worked for Lumen Technologies where she was the Region TA Manager for APAC and Japan.
- **Mun Kit Chong** has joins Nomura as Executive Director, Head of HR operations for Asia (ex Japan). Mun Kit was previously Director, Global Lead Recruiting Operations for UBS.
- **Arnold A. Dhanesar** Joins the Heineken Company as Global Head of Talent, Culture & Leadership. Arnold was previously the Group Chief Talent & Learning Officer for Zurich Insurance Company Ltd.
- **Natalie Leone** joined Centerbridge Partners, L.P as Managing Director of Portfolio Talent. Natalie previously worked for Blackrock Americas as Global Head of HR Business Partners.
- **Matt Jahansouz** joins Citadel as Chief People Officer in the Americas. Matt joins from WeWork, where he was the Chief People Officer.
- **Supriya Jha** joins SAP as Chief Diversity Officer in the Americas. Supriya was previously the Global Head of Diversity and Belonging at Nasdaq.
- **David Reay** joins TikTok as the Global People Director. David previously worked as the International Head of Talent for Sony Music Entertainment.
- **Christina Sanders** joins Esprit as the Chief HR Officer in the APAC region. Christina joins from Adidas where she was the Global Head of Talent Management.

Legal

- **Carolyn Gibson** joins Pay.UK as head of Corporate Governance.
- **Jo Baker** joins DLA Piper from Clyde & Co at the Global Head of Lateral Partner hires.



- **Kate Graham** joins Aviva as Director of Governance from PwC where she was a partner.
- **Paul McCullagh** moved from Barclays where he was EU Company Secretary, moved to Monza as Group Director of Corporate Governance.
- **Rachel Thompson** becomes General Counsel at Bridgepoint, replacing Charlie Barter.
- **Lauren Mogensen** becomes Global General Counsel at Bank of America Merrill Lynch, replacing David Leitch. She was previously Global Head of Compliance and Operational Risk.
- **Danielle Gray** joins Walgreens Boots Alliances at Global Chief Legal Officer from Blue Cross and Blue Shield of North Carolina where she was Chief Legal and Administrative Officer and Corporate Secretary.
- **Andy Yoston** becomes General Counsel at Vodafone UK, replacing Helen Lamprell.
- **Evie Bruce** is appointed as Group General Counsel at Macquarie. She will join from King & Wood Mallesons where she is Australian Managing Partner.
- **Brent McIntosh** joins Citi as General Counsel and Corporate Secretary. He was previously Secretary for International Affairs at the US Department of the Treasury.
- **Erik Atkisson** joins Eiger BioPharmaceuticals as General Counsel and Chief Compliance Officer from Cytokinetics where he was Chief Compliance Officer, Legal Counsel and Privacy Officer.
- **Isabelle Deschamps** joins Rio Tinto as Chief Legal Officer from Akzo Nobel where she was General Counsel.
- **Eva Sanchez** joins GSR as Chief Legal Officer from AQR Capital Management where she was General Counsel and Head of Compliance, International.
- **Jennifer Cattier** joins SK Capital Partners as General Counsel and Chief Compliance Officer from Neuberger Berman where she was General Counsel, Almanac.
- **Lucy Redding** joins Mazars in the Midlands as a Corporate Tax Partner, from PwC where she was a Partner.
- **Jason Collins** joins DLA Piper as a Tax Disputes and Investigations Partner from Pinsent Masons.
- **Melissa Kuster** joins DLA Piper as a Transfer Pricing Director from EY.
- **Shaub Kunwar** joins Smith & Williamson as an R&D Tax Partner from KPMG.
- **Majid Hussein** joins Smith & Williamson as a Private Client Tax Partner from BDO.
- **Peita Menon** from White & Case to Vinson & Elkins (Corporate Tax Partner).
- **Paul McCartney** joins Apollo as Head of International Tax from EY where he was an international tax Partner.
- Sainsbury's appoints **David Peach** as head of tax. Peach joins the company from Fortive Corporation.
- Brit Insurance appoints **Aarti Leadbetter**, formerly of Lloyd's, as head of tax.
- **Josephine Jacobs** joins The Olayan Group as European Tax Director from abrdn (Aberdeen Standard Investments).
- **Alex Hume** joins Arcus Infrastructure Partners as Head of Tax from PwC.
- **Jeffery Christmann** has been promoted to BNY Mellon's Global Head of Fund Tax Services in New York.
- **Martina Sradj** appointed as Head of Tax Insurance DACH for Howden M&A, coming from Eversheds, Germany.
- **Ece Akser** R&D Tax Director, moved from Cooper Parry to BDO.

Tax

- **Helen Lethaby** joins Latham & Watkins from Freshfields Bruckhaus Deringer as a Corporate Tax Partner.



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The Global HR Survey is back for 2022

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