

Certifications, Mandatory Training and planned Chartered Status

- o [E4] I conducted two certifications in 2020 including Azure Fundamentals certifications and Google Cloud Business Essentials certificate.
- o [E4] I completed Certified Scrum Master in 20-14
- o [E4] I keep up with all mandatory training at all firms I've worked in.
- o [E4] I am planning to get Chartered Engineer status
- o [E4] I am planning to get Chartered Banker status

Lloyds Banking Group

Head of Cloud Oversight and Head of Risk across Technology Change

- o [B2] I manage a team of 10 resources including 1 graduate, 4 managers and 4 senior managers. This team is responsible for overseeing Technology Change and Cloud Transformation activities within the bank. This team observes what is happening in the business, compares this to best practice and issues positive reinforcement of the good things happening and recommendations and actions to address the areas for improvement. I have been in this role since February 2020. This role involves working with her team, her peers and her leadership to develop half yearly plans, resource these plans and then track delivery and call out and manage issues as and when they arise. The positive reinforcement, recommendations and actions are landed with the business which includes managers, senior managers, directors and senior c-suite leaders from the Group Chief Information Office and Group Transformation. Some of I's work and the work of her team is also presented to the CEO and the board.
- o [D2] I work effectively with various stakeholders including the ten members of my team, my peers which are head of functions, my leadership including the directors, head of department and Chief Risk Officer, my stakeholders who are Director and C-Suite level, The CIO and the head of Transformation.
- o [E1] As a part of overseeing the Cloud Transformation programme, together with my team, I analysed regulations from the PRA and FCA on cloud and checked that the banks response to the regulation was sufficient and compliant.
- o [C2] I always accept responsibility for the team and all the work they do. This involves always having sight of the work being completed by the team and accepting when stakeholders decide to escalate beyond my team to me and sometimes above me to my director.
- o [C3] For all work I've led as Head of Technology Change and Cloud Risk at Lloyds Banking Group, I have been responsible for working with the team to develop a plan, get the plan bought into and then deliver against the plan. This involved running workshops with the team to understand risks and brainstorm the oversight work we would like to do over the next 6 months. We would then prioritise this oversight into a plan which can be delivered by the available capacity of the team. The plan is then shared with my peer head of function leads, stakeholders and leadership. I would then be responsible for all of the opinions and oversight as a part of this plan including representing the opinions with senior stakeholders and forums when needed.
- o [D1] As programme manager and now head of function, I am responsible for communications with the colleagues being reviewed or oversighted, my team of ten, my leadership, the C-Suite of the firm and the Board. These communications include the plans we devise and then execute against and summarised views of our opinions.
- o [C3] I am responsible for managing all cloud oversight at the bank including setting and delivering the cloud oversight strategy and plan of £300m plus budget of delivery. This involves working with the team to consider the risks associated with cloud delivery, determine the oversight and opinions we should do to manage those risks, consider how much our team can get done in a 6-month period and then build the plan together. We then monitor the plan to make sure that we are continuously improving the way in which we plan and manage ourselves.

Leader within Women ConnecTech

- o I am responsible for the Women in Technology Lunch and Learns with internal and external speakers.
- o [D3] I lead and manages fortnightly lunch and learns for the engineering, women in technology and conduct compliance and operational risk communities. I have hosted external speakers including Big Technology leaders such as Google, Facebook and Microsoft. I have hosted internal leaders including head of

infrastructure and the Chief Information Officer. I have also led some lunch and learns herself on the topic of technology procurement and cloud.

- o [D3] I am responsible for choosing speakers who can broaden the knowledge of both women in technology and the operational risk team.
- o [D3] In 2020 in response to George Floyd, I ran a Black Women in Technology event / Lunch and Learn which will be repeated in late April due to its success.

Leader compliant with Health and Safety requirements

- o [E1] I have complied with all codes of conduct at every firm I've worked in including EY company code of conduct, DB Code of conduct, DB change methodology, LBG code of conduct, LBG Change methodology, LBG oversight methodology
- o [E2] I make sure the exits are known at the start of big meetings.
- o [E2] I always comply with fire wardens during fire drills.

Conferences and Roundtables

- o [E4] I regularly participate in round tables to understand what's going on in technology and at our peer banks and organisations
- o [E4] I regularly speak at conferences in panels and keynotes
- o [E5] I have delivered three keynotes on Artificial Intelligence, Machine Learning and Alternative Data and the ethics of these technologies including the uneven redistribution of wealth from AI and ML and the privacy concerns of Alternative data.
- o [E3] I delivered a keynote on Sustainable Business Strategy talking about the why, what and how of a sustainable business strategy including considering sustainability from the 19 dimensions of the UN sustainability dimensions.

I have been on the Conference Advisory Board of the following Conferences:

- o CEFPRO Non-Financial Risk Advisory Board 2020
- o Waters Europe 2019
- o Waters European Financial Information Summit 2018

I was a conference speaker on the following occasions:

2021

- o 24th March – Oprisk Global: Fireside chat: 'IT and systems resilience: maintaining operations in the new norm of remote working'
- o 23 March 4th Future branches Asia summit 2021
- o 23 March – ESRM UK Virtual Confex – Keynote: 'Sustainable Business Strategy: Building back better'
- o 4th Feb – Transform Finance – Big Tech Event – Keynote: 'Cloud Computing Reaches for the Sky – Rationale, Challenges and Get Rights'
- o 2nd February – CEFPRO Fintech Leaders Convention and Awards – Keynote: 'AI and Machine Learning – Governance and validation of AI models to understand outputs'
- o 28th Jan – Kinfos Events – 'AI and ML for Anti-Money Laundering'

2020

- o Risk Minds International – Keynote: 'The technology Risk of Open Banking: How we can safeguard the customer's trust.'
- o IoT Security Summit – Panel: 'Utilizing disruptive technologies to enhance IoT Security Operations: How 5G, AI, Blockchain and Edge will improve your processes'
- o DX Connect – Panel: 'How is automation driving partnerships and innovation in financial services?'
- o Risk.Net OpRisk Webinar Series – Panel: 'From a crisis to the new norm in banking: how the pandemic has influenced products, services and operational risk'
- o NewStatesman – Virtual Fintech Summit – Keynote: 'Risk challenges in the evolving financial landscape'
- o Oprisk Europe – Panel: 'Technology's role within operational resilience transformation'

- o Technova AI in financial services – Panel: ‘Managing the machines: ensuring transparency and explainability within AI’
 - o Fintech Connect presents: DX Connect – Keynote: ‘Digital transformation and the cloud’
 - o NPF Webinars: Financial Technology – The strategy ahead. Panel: ‘Darwin’s survival strategy: New Business Model adaption and continuity’
 - o NPF Webinars - Financial Technology – The Strategy Ahead – Fireside Chat: ‘Resilient Strategic Planning’
 - o Reply Webinar – Panel: ‘Outsourcing: The warning bells have started to ring’
 - o Reply Webinar – Panel: ‘UK Financial Institutions dealing with outsourcing and third-party providers – what next?’
 - o Risk.net. Panel: ‘From crisis to the new normal in banking. How pandemic has influenced products, services and operational risk ‘
 - o CEFPRO Virtual Non-Financial Risk Summit - Panel: ‘RESILIENCE: Reviewing increased resilience requirements globally and inclusion for business continuity and disaster recovery for future crisis’
 - o Virtual Roundtables Live: Information Technology Webinar - Moderator: ‘The impact on AI and Automation on the ‘New Normal’
 - o Digital Transformation in Banking Summit – Keynote: ‘The rise of cloud computing and challenges in implementing cloud for digital transformation’
- 2019
- o Future Finance Live - Keynote: Banking and the Cloud – From the perspective of Security, Risk and Compliance
 - o Waters Europe - Roundtable: ‘Cloud – leveraging scalability and flexibility’
 - o Waters Europe - Panel: ‘Women in technology and data’
 - o Op Risk Europe - Risk.net – Keynote: ‘Keeping up with cloud adoption; Obstacles and opportunities’ and ‘Appropriately identifying and managing risks’
 - o Advanced Analytics and AI Summit – Keynote: ‘Advanced Analytics and AI in the Cloud’
- 2018
- o FindataAI - AI & RPA For Results in Financial Data – Panel: ‘DATA LAKES, CLOUDS, OCEANS & MARSHES: A Figment of Imagination or An Effective Business Tool?’
 - o Intelligent Automation in Banking Summit 2018 – Panel: ‘IA Current state of play, latest trends, key drivers, implications, major challenges, business opportunities with AI and RPA, how banks can successfully plan and implement an effective AI & Machine Learning program and more...’
 - o European Financial Information Summit – Panel: ‘AI, analytics and alternative data sets- generating new business opportunities’
 - o European Financial Information Summit – Roundtable: Diversity
 - o Women on Silicon Roundabout – Keynote: ‘Technology Procurement’
- 2017
- o European Financial Information Summit – Roundtable: ‘Data Quality and Data Adoption’

DB

Women in Technology Leader

- o [D3] In 2018 I started and led the Women in Technology group at Deutsche Bank which started with 5 of us and grew from a handful in London to 500 across 15 countries.
- o I was responsible for growing the Women in Technology organisation from 100 to 500 and beyond.
- o I was responsible for co-ordinating a working group of 30 women who volunteer to support, manage and grow the network
- o I was the vice-chairperson on the women in technology committee, responsible for setting strategic direction and operating processes.

Global Head of Cloud Security, Risk and Compliance

- o [C1] I have worked as a programme manager since 2011 which has involved determining the strategy and approach, understanding the delivery requirements from an audit point of view, adopting those requirements and delivering against plan with weekly status updates.

- o [E1] I analysed cloud regulations and delivered actions to ensure DB was compliant.
- o [B2] I managed a team of 7 managing Cloud Security, Risk and Compliance at Deutsche Bank in 2019. I worked with the team and stakeholders to estimate budget and resource requirements and then deliver against these estimates.
- o I was responsible for co-ordinating security, risk and compliance including setting 2-year plans, tracking these plans and managing delivery
- o I supported Security and Risk to perform analysis over the programme and target state and identify actions to close any gaps.

Global Head of Anti-Financial Crime Analytics Technology

- o [B2] I managed a team of 150 people to deliver a Data Analytics Programme, Anti Financial Crime Investigator Programme and Data Sourcing Programme within Anti-Financial Crime department in 2018. Worked with the team and stakeholders to estimate budget and resource requirements and then deliver against these estimates.
- o [A2] I developed the Data Analytics 2-year roadmap for Deutsche Bank Anti-Financial Crime Analytics. This involved understanding leading practice technology in the data analytics industry and then working with stakeholders to prioritise the delivery of these technologies. Technologies included: Data indexing and search, resource caging, performance analysis and tuning, logging and monitoring.
- o I managed two teams of combined size of 70 team members: Analytics team delivering 27 capabilities globally across 10 stakeholder groups. Plus, an Investigator programme delivering 6 requirements across 7 use cases and 5 global teams.
- o I built and then managed the analytics programme budget is 18m to 20m EURO cash from 2017 to 2020. This involved working with the team to estimate the budget in November, get stakeholder buy in to that budget against rigorous challenge from senior stakeholders and then track delivery against this budget including highly scrutinised 'mark to market' senior leadership team meetings each month.
- o I built and then managed the investigator programme budget is 17m to 19m EURO cash from 2019 to 2020. This involved working with the team to estimate the budget in November, get stakeholder buy in to that budget against rigorous challenge from senior stakeholders and then track delivery against this budget including highly scrutinised 'mark to market' senior leadership team meetings each month.

Global Head of People Change for Data Quality Rollout

- o [B2] I managed a team of 5 to deliver a people change programme for Data Quality and Deutsche Bank in 2017. Worked with the team and stakeholders to estimate budget and resource requirements and then deliver against these estimates. To start with, I had to come up with a plan and set of processes to roll out the change to the 90,000 colleagues at Deutsche Bank. I then had to work out the resource requirements and hire the resources to deliver this work. Once the team were in place it was my responsibility to lead and manage all aspects of the roll out which included progressively meeting over 100 Managing Directors and giving them actions to roll out the data quality processes with their teams.

Global Head of Money Markets Data Sourcing and Delivery

- o [B2] I managed an annual budget of 2m Euro and a team of 60 people across 13 different locations delivering people process and system change to support finance, risk and regulatory (Federal Reserve) reporting for Money Markets. For this project I had to develop a plan with the project managers working for me. We then had to test that the plan would be sufficient and got stakeholder buy in for the plan. Accompanying the plan, it was my responsibility to work out the required budget to deliver the plan and get stakeholder sign off of this. Once the plan and budget were approved by stakeholder, it was my responsibility to deliver the plan by leading the 60 people in the team and carefully track and manage the budget. These 60 people were from various teams within the Chief Data Office.
- o [D3] I have worked with many diverse teams. At DB I was one of only two white people in a team of 8.

Billing Programme Director

- o [B2] I was the Programme Director for a GBP£10m Billing system implementation and process transformation for the wholesale banking division of one of the big 4 UK banks. Involved managing project scope, budget, schedule and over 70 stakeholders. Direct people management responsibility for 10 PMs and BAs. Worked with the team and stakeholders to estimate budget and resource requirements and then deliver against these estimates.
- o [A1] I built the initial roadmap for the full roadmap, followed by a team of 100 for 2.5 years. This was done by working with the business analysts and architects to understand all of the issues, challenges and differences between the old systems and the new systems. Once all of the issues, challenges and differences were fully fleshed out and listed, there were approximately 90 points of varying size and complexity. With the lead Architect, I then sat down with him and asked him which of the 90 points needed to be done in which order. By doing this we were able to work out the dependencies with the 90 points and could structure the roadmap into 3 major releases based around when the points needed to be built out onto the platform and when we would be able to migrate from the old platform to the new platform.
- o [A1] Once the overall roadmap was built, from a technical point of view, it was then my responsibility to deliver the technical changes with the correct accompanying documentation. This documentation was very important to make sure that all stakeholders knew why we were doing what we were doing, what it was that we were doing and how we were going to do it. By getting many stakeholders to read and understand these documents, we decreased the risk of something going wrong.
- o [A1] With the roadmap and documentation confirmed, we could then have a good estimate of the required resources and associated budget. This budget was drawn up with description of scope and assumptions and was agreed by stakeholders. Once agreed, it was tracked and managed by me.

Leader focused on Health and Safety

- o [E2] At IBM and EY I was always keen to have a contract / statement of work or letter of authorisation in place before her team landed on the client site. This is because without it, if open of the team hurts themselves on client site, the firm is liable and exposed.

Project Manager for Cost Reduction at a Global Insurer

- o For a cost reduction project where I's team delivered AUD\$20m of annualised benefits, I's role was to develop a plan and then managed the implementation of that plan. This project was of an AUD\$4b revenue insurance company. The high-level plan was simple because our job was not technical, but more people related.
- o For this role we achieved the AUD\$20m annualised benefits by making 200 people of a 500 person IT department redundant. It was my role to understand the current organisation, work with the department leaders to determine which 200 people should be made redundant, create new job descriptions for everyone in the department, create a new organisation structure for the department and then work with HR and Industrial relations to create a communications strategy so that we could make the 200 people redundant. Once the communications strategy was completed and approved by the relevant stakeholders, it was my job to ensure it was executed in one day.

Business Analyst delivering IT Strategies for various organisations.

- o [A2] I used Gartner best practice on IT Strategy to develop multiple IT Strategies for more than three organisations. When building these strategies, we would use the Gartner Best Practice to understand the current state of the organisation and then complete the strategy using the headings and sub-headings from the Gartner best practice. By doing this we had confidence that our IT strategy covered everything that could and should be expected from an IT Strategy.

Pension Fund Change Review using Issue Based Problem Solving

- o [B1] I performed multiple transformation programme reviews using 'issue-based problem solving' whereby I consider all the things that could be going wrong with the programme, check if they're going wrong and then work out what the root cause is so that I can provide recommendations and actions which will resolve the initial problem or issue. Specifically, this was done for SuperPartners in 2009 and 2010, for the

Department of Transport in 2009 and for Lloyds Banking Group and their cloud transformation programmes in 2020 and 2021.

EY Global Business Transformation Manager

o [B2] I managed a team of 30 to deliver the EY Business Transformation Methodology and Training programme over a one-year period. Worked with the team and stakeholders to estimate budget and resource requirements and then deliver against these estimates. For this role I had to understand the high-level Business Transformation Methodology used at a Major European Energy Company and then work out at a high the task which was to adapt the methodology used for the energy company so that it was improved and aligned to what would become an EY Transformation Methodology. To do this, we had many colleagues who wanted to help. We created an organisation structure which covered the mythology so that we could give parts of the methodology to the teams for them to adapt into an EY format and standard. Once we structured the organisation, we put people in the roles where we could and then asked for volunteers to take up the blank organisation structures.

Business Development 'Bid Manager'

o I was the bid manager on an AUD\$3m internal audit contract to assess bushfire risk in schools and children's services. This work was won and once won; I went on to Project Manage the delivery. Bid managers are responsible for developing a bid plan, getting resources to deliver the bid plan, drafting the commercial documentation and ultimately getting it all bought into and signed.

o I was the bid manager for sell on work with Lloyds Banking Group Transaction banking change management worth £3m each year for 3 years

General Delivery

o [D2] In Ernst and Young, I worked effectively with clients and continuously had high utilisation meaning that I was always working client site and my contract was always being renewed.

Training Leader

o I trained new joiners in the basics of consulting including stakeholder management, team dynamics, feedback, issue-based problem solving and story boarding.

IBM

Project Manager for a Channel Strategy Project

o [B2] I managed a team of 5 to deliver to scope, time and budget a digital transformation programme to a large retail in Australia called Myer. Worked with the team and stakeholders to estimate budget and resource requirements and then deliver against these estimates.

Business Analyst for a Merchandising Process Transformation

o I managed the process redesign of a merchandising business process and the delivery and communication of the new process to over 300 people in the merchandise business (buyers and planners). This involved taking best practice from another retailer and adapting it for the retailer we were supporting. Adapting the new processes was done with leading class colleagues from the retailer who could confirm whether or not the new processes would work and make them relevant to the retailer when needed.

Training Leader

o I presented consulting 101 courses to all new starters in the IBM consulting division from Graduate to Director. This involved completing the training in the first place, then completing a train the trainer course and then delivering the training.

Business Analyst for a Retail Point of Sale software selection

- o I was the lead business analyst on a retail point of sale software selection project, this involved managing the requirements for the point-of-sale software and then assessing the vendors against these requirements from a qualitative and quantitative point of view.

PMO for a Retail Outsourcing Programme

- o I was the project management office leader for a Retail Outsourcing programme. When I left the programme, I was replaced by 3 people.

I founded and managed the graduate programme at IBM Australia called 'Fresh!'

- o I called out that the graduate programme at IBM could be improved and was very kindly given an opportunity to address this issue by the then head of Sales, Ginny Rometty. Note Ginny Rometty is now the CEO of IBM.

- o Once being appointed as the person to address the improvements to the graduate programme, I created a 'problem solving' group whereby problems were collected from the Partners and Directors at IBM, worked on by an appropriately sized team of IBM graduates over an appropriate amount of time, the results of the work were then presented back to the Partner or Director who had identified the problem.

- o This programme became a 'top talent' programme for graduates as only the top talent was keen on working on work above and beyond their day job.

Developer, Tester, Designer for a Documentum Software Integration programme.

- o I's first job at Lloyds was as a tester, developer and designer on a Documentum Software integration programme for the tax department of a big 4 company.