



THE 2015
IFC POWER
WOMEN TOP
200



Julia Warrander
Affinity Private Wealth

THE 2015 IFC POWER WOMEN TOP200

The success of the Citywealth IFC Power Woman Top 200 list in 2014 encouraged us to step up our game. Not only are we honouring 200 of the most powerful women in government, private wealth, education, private client advisory and philanthropy across the international financial centres (IFCs), we are also bringing you their thoughts on hot topics, such as quotas for women, inspirational role models and charitable giving.

This year we seek to define our Power Woman. What qualities does she possess? Our research compiled from more than fifty interviews with board level women from organisations such as UBS to Deloitte reveals they have the following characteristics:

Citywealth Power Women collectively have a new style of management called Synergetic Leadership which makes them the go-to choice as leaders for the Millennial workforce. They have charisma, 'no grey ethics', integrity, "we leadership", are result orientated, they push themselves, show kindness, strive for excellence, give back to their communities, are non-judgmental, they motivate in both up and down cycles, are inventive and innovative but most of all they have a collaborative style which resonates with the modern workforce.

Listed alphabetically by jurisdiction and last name, the list has been compiled from a number of sources. Part of the research was generated by last year's list and the 2015 edition of the Citywealth Leaders List. This was combined with recommendations from leading figures in the financial service industry and from a call for submissions sent to the editor.

The list focuses on influencers as well as professionals and celebrates powerful women from diverse backgrounds. It recognises women of achievement who are trailblazers in their field, helping to promote business excellence in their home jurisdiction and consolidating the reputations of the financial services industry globally.

We would like to thank those of you who contributed to the research and are inviting you to take a look at our 2015 IFC Power Women Top 200.



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BAHAMAS

**Aliya Allen**

CEO and executive director,
Bahamas Financial Services Board

What charity do you support?

Hands for Hunger, because it is an aberration that we still have families who suffer from hunger or are entirely undernourished. Even in a relatively wealthy country like The Bahamas, lack of access to the building blocks of basic nutrition is a problem in urban areas.

What is the biggest mandate you have worked on?

My proudest moment was the work done to launch The Bahamas Investment Condominium (ICON), a contractual arrangement designed to mirror the features of the onshore Brazilian condominium as a fund structure and targeted at Brazilian investors. It is the first of its kind in the common law world and it was a project that required exercising legal, drafting, consensus building, strategy, and business development skills. Very rarely does one get to do all these things at once.

What do you think about quotas for women?

The Bahamas is a matriarchal society and our financial services industry is dominated by women in many ways. However, at board level and senior positions, there are still challenges. On a global level I realise that there is a different paradigm and I believe in encouraging more diversity on boards. I do not believe that mandatory quotas are the way to achieve this. Instead, we should focus on the core issues that take women out of the running for such positions, whether internal or external, including lack of adequate support, and policies that inadvertently punish women for having children. Also, I do not think that it is only a question of the underrepresentation of women; boards could stand to be more representative

of society's makeup in general. ■

Testimonial:

"Aliya has travelled the globe representing The Bahamas, and we are proud to have her as an ambassador for the financial services industry of our country. She is well known in the international financial services industry and highly considered by global industry leaders."

**Pamela Klonaris**

consultant attorney,
Delaney Partners

What charity do you support?

Hands for Hunger, because it is an aberration that we still have families who suffer from hunger or are entirely undernourished. Even in a relatively wealthy country like The Bahamas, lack of access to the building blocks of basic nutrition is a problem in urban areas.

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**Michela E. Ellis**

associate,
Graham Thompson

Shira Newbold

managing director,
Intertrust

**Heather L. Thompson**

partner,
Higgs & Johnson

**Tanya Hanna**

partner,
Graham Thompson

**Judith A. Whitehead**

managing partner,
Graham Thompson

**The Honourable
Glenys Hanna Martin, MP**

Minister of transport and aviation,
The Government of the Bahamas

BARBADOS



Tara Frater
senior associate,
Lex Caribbean

What charity do you support?

I support the Barbados International Business Association, a charity that improves the public healthcare system in Barbados. I think access to quality healthcare for all, irrespective of means, should be a human right.

What has been your most impressive case?

I established a Barbados trust for and on behalf of a financial institution to secure its interests against borrowers who had fraudulently sought to undermine my client's security through various unlawful means. The structure incorporated a Barbados legal entity which owned a Chinese entity that held commercial real estate in China valued at approximately US\$350 million.

Who influenced you the most or is a mentor to you?

Christopher J. McKenzie, a partner at O'Neal Webster, with whom I previously trained whilst we were both at Walkers. He deeply challenged me to grow professionally and as a result, I am a more driven and thorough lawyer. ■

Testimonial:

I have found Tara's advice to be well researched and well written, with clear and accessible conclusions. Based on this personal experience, as a client and my personal knowledge of Tara, I am happy to recommend her as an excellent private client attorney.

BELGIUM



Saskia Lust
partner,
Loyens & Loeff



Caroline Foulger
non-executive director,
Hiscox



Simone Nudelholz
Avocat à la Cour de cassation,
Liedekerke Wolters
Waelbroeck Kirkpatrick



Freya Giffen
managing director,
Codan Trust Company

BERMUDA



Helen Cooper
director,
Conyers Dill & Pearman



Linda Longworth
managing director,
Hamilton Trust Company

What charity do you support?

Two charities closest to my heart are The Bermuda Cancer and Health Centre and the Patients Assistance League Services (PALS). I support these particular charities because I lost my sister to ovarian cancer at the age of fifty-one. Early detection is key and quality palliative care is essential.

What was the biggest mandate you worked on?

It was securing a piece of business for the firm involving several trusts and companies in a rather complicated



Kimberley Durrant
UK representative for the
Government of Bermuda

structure for a UHNW family worth over \$20 billion.

Who influenced you the most or is a mentor to you?

My mother was a key figure in my life and has left an indelible impression on me. She was a strong woman of great influence because of her stability, work ethic and independent spirit.

What do you think about quotas for women?

Quotas are one of the most efficient tools available to create a more level playing field for women and men. ■

Testimonial:

"Linda is an extremely capable and skilled professional."



Fozeia Rana-Fahy
director,
MJM Barristers and Attorneys



Vanessa Schrum
partner, head of private client & trusts,
Appleby (Bermuda)

What charity do you support?

I support a number of charities with a focus on youth and education. They include the Bermuda Debate Society as a judge for the interschool debate tournaments. I also sit on two educational scholarship committees. Our team was recently involved in establishing the

Endeavour sailing charity providing sailing and STEM training for Bermuda's youth as part of the 2017 America's Cup initiative.

What is the biggest case you have worked on?

Providing Bermuda law advice and director services to a private trust company structure with total assets over US \$1billion. The settlors and beneficiaries of the trusts had taxation issues across several jurisdictions.

Who influenced you the most or is a mentor to you?

Monica Jones, my former boss and former partner at Appleby, Bermuda. Monica hired me as a newly qualified attorney, mentored and groomed me for leadership and I later took over the role as head of our private client and trusts team. We continue to meet regularly.

What do you think about quotas for women?

Unfortunately quotas for women are still probably quite necessary given the lack of women in top management jobs and CEO positions. The world is changing gradually and more and more women are entering the legal, accounting and other wealth management professions and qualifying for top jobs, so I believe and hope that in due course the need for these sorts of quotas will be a thing of the past. ■

Testimonial:

"Vanessa is professional, prompt, courteous and pleasure to work with."



Michelle Wolfe
managing director,
Meritus Trust Company

What charity do you support?

Operation Smiles which helps families and specifically the children around the world who are born with a cleft lip

or a cleft palate in need of access to safe surgery. I also support Bermuda's local charities such as SCARS (Saving Children and Revealing Secrets) and our local public schools for students in need of school supplies.

Who influenced you the most or is a mentor to you?

My biggest influence was my father James Wolfe. As for mentors, they have been David Harris, previous chairman of Rothschild, and Chris Fish, previous chairman of Coutts.

What do you think about quotas for women?

I believe quotas can help when executed in a way that recognises a woman's merit and contribution. Women can bring in fresh ideas and a different perspective from their male counterparts. They may even become role models for other women who are striving in their field. The pitfall is that people might feel a woman was hired to fill a quota, especially if she was not as qualified as a male applicant. That causes resentment and in the end the woman may garner less respect from her colleagues. ■

Testimonial:

"Michelle is one of those larger than life characters full of energy, passion and smiles, who goes through life making things better for those around her. She is an incredibly hard-working professional who not only runs a very successful business, but devotes much of her free time to help in our business community in Bermuda. Michelle is highly respected both locally and in the global private client industry."

BRITISH VIRGIN ISLANDS



Arabella di Iorio
partner, head of litigation,
Maples and Calder



Sheila George
managing partner,
head of private client,
Harneys

What do you think about quotas for women?

I think there is no longer the need for quotas where I practice as women lawyers are proven and accepted as equal to men. There are of course few exceptions but I think for the most part the BVI is a level playing field in this regard. ■

Testimonial:

"Vanessa King not only serves her firm with distinction, she makes an equal stellar contribution to the British Virgin Islands financial services industry."



Vanessa King
partner, head of commercial department,
O'Neal Webster

What charity do you support?

I sit on the board of trustees of the BVI Red Cross and have been a BVI Red Cross volunteer for many years. I support the work of the Red Cross, as I believe in its nonjudgmental approach to charity. Red Cross is allowed on the battlefield and in conflict zones because of its basic principle of seeing and assisting need without taking sides. I believe that's how charity should be – nonjudgmental.

What is the biggest deal you have worked on?

The biggest deal I have worked on this year was valued at £500 million. It was a loan granted to a BVI entity, which was being secured by interest owned by two BVI entities in BVI companies and in holdings in three different countries. The matter was extremely time sensitive and had to be worked on in different time zones. The signatories were also in different jurisdictions.

Who influenced you the most or is a mentor to you?

My mother. She believes in education especially for a woman, but she also believes in a full and well-lived life and that's what I try to achieve.



Rachael McDonald
managing partner,
Mourant Ozannes

What charity do you support?

Cancer Research because I have had several family members pass away from cancer and more recently two friends diagnosed with forms of cancer. I also have a sponsor child, Paul, in Kenya through Child Fund International and have sponsored him and his village in Kenya for ten years. I wanted to be able to make a positive impact on a child's life that would give them a better chance at life whatever it was that they wanted to achieve.

What is the biggest deal you have worked on?

In 2013, I acted as BVI counsel for Rosneft who was the purchaser of TNK-BP from a Russian consortium or oligarchs and also BP, the oil company, which was valued at \$55 billion. It was and still is the largest M&A transaction seen in the BVI to date.

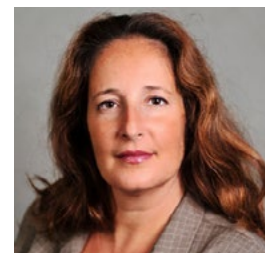
Who influenced you the most or is a mentor to you?

A partner I worked for when I first started as a lawyer who instilled in me a good work ethic, showed me that treating people fairly and with respect is the only way to work, and to have high

expectations, for those around you and in particular for yourself.

What do you think about quotas for women?

In of themselves, I do not like quotas as I am a great believer in meritocracy. However, I believe that women do need alternative support systems than men given current mind sets. If businesses are not forced, at least initially, to understand and cater for the specific support required by females, the gender imbalance at senior levels in businesses is not likely to be properly addressed in the near future. A quota system can bypass the need to change mind sets, will offer women the opportunity to demonstrate capability on the job, and will provide positive role models for other young women, showing that reaching senior levels in business is achievable. Ultimately, we should be looking to do away with the need for a quota system, but in the meantime it would be an effective way of getting balance and equality in the boardroom, in senior roles, sooner rather than later. ■



Cora S. Miller
counsel,
Conyers Dill & Pearman



Sharon Mungall
senior associate,
Carey Olsen

What charity do you support?

In the UK, I support Kidney Research and Tommy's. The first because my father suffers from renal failure and the latter for

personal reasons. In the BVI, there are a number of local charities, such as VISAR, which is a search and rescue organisation, and the Humane Society that promotes animal welfare, to whom I provide donations. We are also in the process of raising money for a young girl on island who requires urgent spinal surgery. Again, this is close to my heart due to my father having spina bifida, which is a condition where the spine does not develop properly.

What is the biggest deal you have worked on?

I am working on a real estate finance transaction with a top international law firm where our client is providing financing of £1 billion to a large real estate group. This includes over twenty-five BVI companies all holding real estate in the UK. I am also working on the provisional liquidation of two BVI companies where sums of approx. \$1 billion are due to creditors by one of the BVI companies.

Who influenced you the most or is a mentor to you?

I work for two fantastic partners, Clinton Hempel and Ben Mays, who are both great mentors. Clinton is the head of the corporate and finance team as well as managing partner of the BVI office and Ben is the head of insolvency and litigation. Both are exceptionally supportive but at the same time are happy to leave me to run my own transactions, knowing that I can always call on their expertise as and when required. I continue to learn from them on a daily basis.

What do you think about quotas for women?

The partners who I work for have always given me the opportunity for promotion. All of those partners have been male and I don't think I have been either favoured or held back because of my gender. I don't think any woman would want to be offered a senior position because of a quota, I am quite sure we would all prefer to be there on our own merits and hard work. ■

Testimonial:

"Sharon balances a keen understanding of BVI corporate issues with a deep knowledge of insolvency law and a high degree of technical precision. This means that her clients can be assured that they don't just have structures that are fit for purpose, but that they are properly protected in the event of default, disaster or downturn. As Sharon continues to develop her role and reputation in the BVI, it is clear that she will increasingly be a formidable asset to both Carey Olsen and the jurisdiction."



Willa Tavernier
partner, property and
business practice
O'Neal Webster

What charity do you support?

I support Family Support Network here in the BVI which provides support for victims of domestic abuse, including relocation, housing, clothing, appliances and food, as well as meeting the cost of medication of indigent HIV/AIDS patients. I also support St. Jude's Children's Hospital in Memphis, Tennessee, USA. St. Jude's provide free care and accommodation to childhood cancer patients. As a mother of two young healthy boys it is heartrending to imagine dealing with a child's potentially terminal illness. The services provided by St. Jude make care possible for parents who would otherwise be unable to afford it.

What is the biggest mandate you have worked on?

One of the biggest was full and final settlement of cross-border disputes in the Virgin Islands and the USA. The company received financing from the bank which also enhanced the bank's security both in the present and future. We reviewed and advised on the effect in the Virgin Islands of the US Bankruptcy Court Order, the Mediation Settlement Agreement, and the Loan Agreement between the parties. The total value of this transaction was \$40 million.

Who influenced you the most or is a mentor to you?

My greatest professional influence and mentor has been Justice Paul Webster QC. He set an example in the way he treated all clients and colleagues with respect. He also provided guidance where necessary and pushed me out on my own when he thought I was ready as a litigator, even when I did not have as much confidence as he did.

What do you think about quotas for women?

I don't personally support quotas for women. No one likes being forced into relationships, even employment ones. Also, quotas may encourage mediocrity. I think a lot can be achieved through robust anti-discrimination laws, voluntary programs that firms can buy in to, and the creation and maintenance of strong networks by and for professional women. In the Virgin Islands, I am a member of the Women's Offshore Network, which brings together women in the offshore financial industry right across the professional profile, from secretaries to lawyers, accountants, trust professionals and business owners. Beginning January 2016, WON hosts its first glass ceiling roundtable featuring the head of a successful trust company who started as a secretary. ■

Testimonial:

"She is one of the most professional and yet compassionate individuals that I have ever known in the legal profession. Her knowledge of real estate law is well versed and well rounded. When we need a difficult question answered, she is the one I often turn to for her legal expertise."



Gwenyth D. Vanterpool
director of operations,
Harneys Fiduciary

What charity do you support?

I am a longstanding member of the Rotary Club of Road Town in Tortola, British Virgin Island. Rotary is a community service organisation, and as a member of my club I am able to provide on-going support and assistance to multiple charities and charitable causes across the BVI community.

What is the biggest deal you have worked on?

One of the biggest deals I worked

on was the US\$55 billion mega-deal in which Russian state-owned oil company Rosneft took over TNK-BP. This was a real-time global transaction of huge significance in which my team provided corporate secretarial advice and assistance.

What do you think about quotas for women?

I believe that quotas for women are absolutely necessary if women as a group, not just the token one or two, are to achieve their true potential. Unfortunately, despite their sterling contribution in the work force women are, to this day, still impacted by the glass ceiling. ■

Testimonial:

"It is well-known amongst the offshore industry professionals in the BVI that Gwenyth Vanterpool is not only an expert in her field, but also always willing to offer guidance to persons new to practice in the industry. She is a hard-working and diligent, and an excellent manager of the team she is charged with leading."

CAYMAN ISLANDS

Fiona Barrie
chief operating officer,
Elian



Monique Bhullar
senior counsel,
Walkers

What charity so you support?

The Blue Iguana Conservation Fund that focuses on preservation of the blue iguana (*Cyclura lewisi*), which is Grand Cayman's largest native land animal. It's a giant, dragon-like blue lizard which grows to over five feet long, over twenty-five lbs weight, and can live as long as humans. Originally a denizen of Grand Cayman's coastal

areas and interior dry shrublands, this magnificent reptile was driven to the brink of extinction, with only about a dozen surviving from the original wild population, by 2002.

What is the biggest mandate you have worked on?

On the private trust side, I have acted for the family office of an ultra-high net worth Middle Eastern family in the creation of trust and company structures for three different branches of the family for holding the very substantial proceeds of the sale of a family business, including dealing with succession and sharia law issues. On the commercial trust side, I have advised the largest financial institution in Guatemala on a US \$150 million notes issuance on the Luxembourg stock exchange using a Cayman Islands STAR trust, a type of purpose trust, as the issuer of the notes.

Who influenced you the most or is a mentor to you?

My dad, who is also a lawyer, was my first mentor and is still the person that I turn to for advice on my career. He has always encouraged me to advance my professional career in order to be able to 'stand on my own two feet'. He brought me up to believe that as a young woman, I had every ability to achieve the same, if not more, success as my brothers could in the workplace.

What do you think about quotas for women?

I do not think that quotas are always the best solution to problems of diversification. In some respects quotas do not address the real underlying issues and work as a sticking plaster to the real problems. They give the desired results but do not necessarily give women the skills and opportunities to work their way to the top based on merit, so that there are women in positions below the top level ready and equipped to move up. ■

Testimonial:

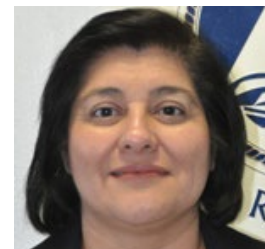
"I have worked with Monique for over eight years. She has consistently provided advice of the highest quality in an efficient, responsive and cost effective manner. She is not only extremely knowledgeable but she blends her expertise with a commercial view on the issues we have worked on, which has avoided unnecessary work and facilitated their successful completion."



Tamara Corbin
partner,
Rawlinson Hunter



Andrea Dunsby
partner,
Turners



Leticia Frederick
deputy head,
fiduciary services division,
Cayman Island Monetary Authority



Louise Groom

partner,
Harneys

Testimonial:

"Ingrid is held in the highest regard by her peers and considered an authority in the hedge fund space. She has a unique combination of business sense and in-depth technical knowledge, and is the most client-centric attorney whose dedication to her work is unmatched."

listen well, trust their inner voice, have patience and act with integrity.

What do you think about quotas for women?

I believe they are necessary in order to break down barriers, bring diversity and balance, and achieve a more level playing field. Whatever the forum, women should be given the opportunity to participate and contribute. ■



Ingrid Pierce

global managing partner,
Walkers



Jacqueline Stirling

vice president and director,
Bessemer Trust Co Cayman Islands

Testimonial:

"In decision-making, Sheena's approach is underpinned by a keen determination to unearth all the facts to arrive at a position that is right and serves the interests of the greater good. Her wisdom is matched only by her compassion and desire to serve wherever she is called with character, dignity and the commitment to positively impact the lives she interacts with."

CYPRUS



Sheena Thompson

regional head of
operational risk Caribbean,
RBC Wealth Management



Amalia Erotokritos

partner,
Tassos Papadopoulos & Associates

What charity so you support?

I am a member of the global board of Hedge Funds Care - Help for Children, which is a charity that works in the field of preventing and treating child abuse. I am also on the board of governors for the R Baby Foundation, a not-for-profit focused on saving babies' lives through improving paediatric emergency care.

What is the biggest deal you have worked on?

Acting for a major investment fund on a restructuring of its operations and sale of assets. It involved advising the fund's directors on a potentially contentious matter involving valuation issues in the billions of dollars, investor claims, fiduciary duties of directors, indemnities available to the parties, and various cross-border legal and regulatory issues.

What do you think about quotas for women?

I'm not in favour of quotas. I think they do a disservice to the woman who gets into the seat by suggesting she is there because of quota even if that is incidental to her story. ■

What charity do you support?

100+ Women Who Care Chapter, Cayman Islands, which provides a simple way to raise money efficiently and quickly for local charities. This is a growing group comprised of women who want to do some good in the local community. The group gets together every quarter and agrees to help one local charity in a really big way by taking monetary contributions from each member.

Who influenced you the most or is a mentor to you?

My father, John Macmillan who has taught me through his quiet example that the best leaders are the ones who

DUBAI



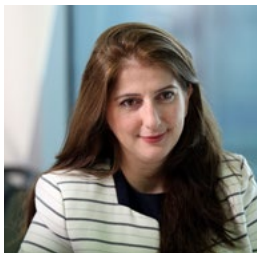
Stella Kammitzi
partner, head of international
corporate department,
Chryssafinis & Polyviou



Kerri Lefebvre
director, head of Dubai office,
Conyers Dill & Pearman



**Liza Loucaides-
Theophanous**
managing director,
L Loucaides-Theophanous



Fiona McClafferty
senior manager,
Deloitte Private



Emily Yiolitits
founding partner,
Harneys



Marina Zevedeou
director, COO,
Aspen Trust

Tell us what charity you support and why?

I'm a supporter of the Prostate Cancer UK and raised several thousand pounds for them by participating in the London Nightride, which is a 100km cycle through London through the night. It is close to my heart as it my dad died after the cancer spread to his bones. It's not talked about enough sadly, but affects so many families.

What is the biggest case you have worked on?

I worked with one non-dom family who had invested very successfully in residential property overseas. The properties were rented out, and frequently sold at a profit, but also funded in part by the high-profile client's significant taxed earnings in the UK. The proceeds of sales of the properties were used to buy other properties as well as to help fund refurbishment of their UK property and to pay down the UK mortgage. As a result of a mismatch between the tax rules in the UK and home jurisdiction, there was a significant UK tax liability, which was crystallised as the funds were remitted to the UK. We had to revisit every single property

transaction, and trace the funds through about ten large properties to calculate the actual tax liability.

Who influenced you the most or is a mentor to you?

I was influenced at a young age by my GCSE economics teacher at secondary school. I had never met anyone who was so knowledgeable and passionate about a subject which at the time seemed very grown up. I think it is such an important subject for anyone to learn, and has opened so many doors for me.

What do you think about quotas for women?

I think setting a quantifiable target for increasing female participation is a good driver for change, and making a point of highlighting female successes is still unfortunately necessary, but I'm not in favour of fixed quotas or positive discrimination. In the end, success should be due to merit, and not gender. ■

Testimonial:

"The distinguishing quality that Fiona possesses is the rare gift to take an initially muddled brief or bulk material, distil it and bring clarity and direction with an astuteness in red alerts on the don'ts and green lights not just on opportunities but also on how to maximise these. Calmness could be her middle name."

GIBRALTAR



Cecilia Bravo
associate,
Hassans

Who influenced you the most or is a mentor to you?

Michael Cash, a partner at Penningtons Manches in the UK. I trained under him. He is a brilliant lawyer, has a great work ethic and also has a great sense of humour. We have kept in touch over the last twelve years despite my moves to the UAE and Singapore and he is someone that I continue to like and respect.

What do you think about quotas for women?

I strongly believe that if you work hard, you will be successful irrespective of gender. ■

Testimonial:

"Angela has excellent client management skills and is very approachable and friendly. She has good knowledge of a wide variety of trust related matters and is well respected within the Guernsey fiduciary business."

bequests. I was part of the fundraising committee for the rebuild which was finalised in late 2011 and completed the Three Peaks Challenge with a team from Swoffers to boost their fundraising. I am also a supporter of Children with Cancer for whom I have completed two London Marathons and raised close to £30,000.

What is the biggest deal you have worked on?

I have been responsible for the majority of property sales in Guernsey valued at over £7 million.

Who influenced you the most or is a mentor to you?

I was influenced by my female boss at Swoffers. I decided very early on that I wanted what she had and was brave enough to let her know. I am now a director and shareholder and was delighted to be able to significantly increase my shareholding when she stepped down in 2002. We remain firm friends and she can still offer great words of advice, wisdom and comfort to me.

What do you think about quotas for women?

I am against quotas for women directors. I think we are making good progress and I do not believe that quotas are necessary. Whilst progress has been slow, the number of female directors has significantly increased. ■

Testimonial:

"Shauna has a warm and engaging personality and epitomises the character of a successful and powerful woman in the most admirable way. She has established herself as Guernsey's leading and most successful estate agent. As the senior executive of Swoffers, Shauna has an intimate knowledge of the housing market and is respected by buyers and sellers as a trusted expert in the field."



Emma Perez
CEO Gibraltar,
SGPB Hambros

GUERNSEY



Angela Calnan
group partner,
Collas Crill

Tell us what charities you support and why?

I support the Alzheimer's Society and Cancer Research.

What is the biggest case you have worked on?

I've established trusts for two out of four shareholders of a £100m property business in Guernsey which will ultimately be owned by a Guernsey Private Trustee Foundation. The project has involved several years of work in helping a generation to transmit their life's work to their families.



Julia Church
director, trust & corporate services
Intertrust Guernsey



Shauna Clapham
director,
Swoffers Limited

Tell us what charity you support?

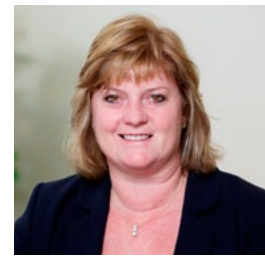
I support Les Bourgs which is our local Hospice. It provides a high level of care and respite to our entire community. It receives no government funding and relies totally on charitable donations and



Karen Cleal
group director,
Opus Private



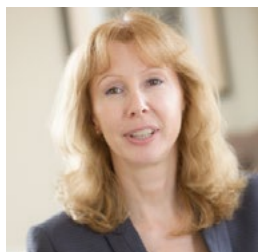
Elaine Gray
partner,
Carey Olsen



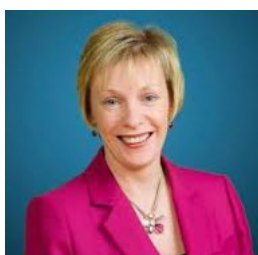
Helen Green
director,
Saffery Champness



Kate Clouston
director of international
business development,
Guernsey Finance



Andréa Daley Taylor
trust director,
Trust Corporation International



Ciara Gurney
director,
Aquitane Trust

Tell us what charity you support?

I am a director of Safer LBG, a Guernsey organisation providing support and counselling to people suffering domestic abuse, as well as emergency refuge accommodation for women and children.

What is the biggest case you have worked on?

The majority of my time is spent on the Tchenguiz litigation which involves the discretionary trust intended to benefit the well-known business tycoon Robert Tchenguiz and his children. I act for the joint liquidators of certain BVI companies and we have obtained judgment in our clients' favour for over £140 million plus interest. The case involves some really fascinating areas of trust law which have not previously been determined by the court, including how the courts should deal with trusts that are effectively insolvent.

Who influenced you the most or is a mentor to you?

My father who died earlier this year of motor neurone disease. He was a man of great principle and an extraordinarily hard worker.

What do you think about quotas for women?

Instinctively, I recoil about being part of a target because I always want to be judged by my own merit and capabilities. I recognise, however, that progress is slow and that the move towards quotas has already resulted in positive change. ■

Testimonial:

"Elaine provides excellent guidance on dealing with complex issues along with likely outcomes and strategies for dealing with those. Her warm and genuine support is invaluable and makes dealing with difficult situations much easier."

Tell us what charity you support?

I have been involved in the St John Ambulance and Rescue Service in Guernsey, which runs the road ambulance, both as a non-executive director and trustee for many years. I also support an orphan project in Kenya and through this I sponsor a young girl. I have visited the school a number of times to help out. The project does great work in educating and supporting AIDS orphans.

What is the biggest case you have worked on?

I have been appointed as a receiver of a trust in Guernsey which has made Guernsey legal history – the Tchenguiz Discretionary Trust dispute. In this case, following judgments by the Royal Court of Guernsey, the Trust was found to be insolvent to the extent of over £200 million. In December 2013, the Royal Court in Guernsey took the unprecedented step of agreeing to the appointment of a receiver over the bulk of the Trust assets, and I was appointed as one of the receivers. It is the first time such an appointment has been made.

Who influenced you the most or is a mentor to you?

The partner I worked for when I first qualified as an accountant, although he has now retired.

What do you think about quotas for women?

I don't agree with quotas and I think someone should be offered a position if they are the best for the job and not because of their gender. ■

Testimonial:

"I had previously used well-known advisers and thought I received a good

service. Helen, however, has taken this to another level. She is knowledgeable and gets to understand the client's business. She is also rapid, efficient and strategically brilliant."



Bethan Haines
chief accountant,
States of Guernsey



Jacquelin Hunter
senior trust manager,
Nerine Trust Company

Tell us what charity you support and why?

Since both my parents passed away from cancer, I make a point of always choosing one cancer charity or hospice to support each year to raise funds for. The last fund-raiser that I took part in was the Guernsey '30 Bays in 30 Days' swimming challenge in aid of Les Bourgs Hospice, a free of charge residential, respite and day care centre, which I undertook in July this year. I have also completed the London Moon Walk twice for breast cancer.

Who influenced you the most or is a mentor to you?

My mother. During the Second World War she worked as a nurse in London during the blitz and her family lost everything when their own house was bombed. However, she never thought about herself, always about how she could help others.

What do you think about quotas for women?

It is only recently in Guernsey that we have started to see women in higher positions of power. However, if women want to progress to top positions, they should be able to be on equal terms and be recognised for their efforts and contribution. ■

Testimonial:

"A respected, dedicated and skilled professional known for her administrative expertise across a varied client base conducting diverse activities."



Natasha Kapp
partner,
Carey Olsen

Tell us what charity you support and why?

Girl Aid that supports girls' education in Africa in a practical and effective way.

What is the biggest deal you have worked on?

I assisted with the setting up of a multi-billion dollar philanthropic foundation which has a wealthy financial services company as the source of its funds and makes these funds available for philanthropy.

Who influenced you the most or is a mentor to you?

Petra Krusche, the first female partner at my first law firm in South Africa where I qualified. She was an inspiration in a male-dominated environment at that time and supported me, which allowed me to go on to become the second female and youngest ever partner at the firm.

What do you think about quotas for women?

Quotas are a necessary evil because

change is happening too slowly. ■

Testimonial:

"Natasha is responsive, strong and confident without being arrogant. She negotiates her position and achieves a result without burning bridges."

Mandy Langmead
private client director,
RBC Wealth Management



Karen Le Cras
partner,
Carey Olsen

Tell us what charities you support and why?

I support a local Guernsey charity called Helping Wings Guernsey. The charity works with local pilots to give sick and underprivileged children the opportunity to take a private flight around the island, something that the vast majority have never had the opportunity to do. The amount of pleasure that the children get from being able to go up in the skies with their parent or carer is incredible.

What is the biggest case you have worked on?

I acted for a client in a high-profile regulatory investigation which resulted in a full vindication of my client. While maybe not the biggest case I have ever worked on, in monetary terms the outcome was important for my client and it was satisfying to get such a strong result.

Who influenced you the most or is a mentor to you?

I was inspired by Helena Kennedy QC, in particular her book *Eve Was Framed*, which really challenged the way women are treated by the legal system both working within it as professionals and for those being represented. She re-

mains an inspiration.

What do you think about quotas for women?

While there seems to be empiric evidence that quotas for women are working, for example the number of women in board positions has increased significantly in the last few years, I am not convinced that quotas alone are the answer. In my experience, women often set their own glass ceiling either through the difficulties of juggling motherhood and a demanding career or by their own lack of self-belief. We should be doing everything we can to empower women to achieve their best either through the provision of flexible working or by encouraging the self-belief. ■

Testimonial:

“Emotions often ride high in any dispute and Karen has a calming manner and influences proceedings whereby perspective is maintained while the issues and concerns you have are noted and carefully considered. She is very straightforward and exudes a steely reserve and yet no description would be complete without acknowledging her quick wit and the sensitivity with which she handles any situation.”



Jane Le Maitre
director,
Intertrust

Tell us what charities you support and why?

I support a range of charities but as a mother I am drawn to children’s cancer charities such as CLIC, Cancer and Leukaemia in Children. I also have an affinity with the Guide Dogs for the Blind Association which combines the value I place personally on being able to see with an interest in dogs and particularly those that are well-trained.

What is the biggest case you have worked on?

I helped a client with the repatriation of

assets confiscated during the Second World War.

Who influenced you the most or is a mentor to you?

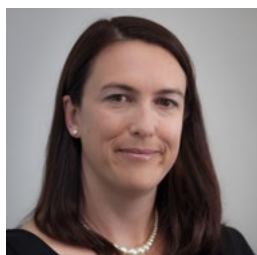
There has been no single mentor. My professional style has developed through constant evaluation of best practice on a personal and professional level and a healthy dose of ‘treat others as you would wish to be treated.’

What do you think about quotas for women?

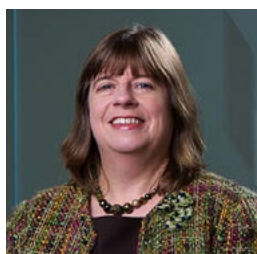
Whilst I support general initiatives that encourage and provide opportunities for women in the boardroom and at all levels, I do not agree with using quotas to achieve this. ■

Testimonial:

“A respected, dedicated and skilled professional known for her administrative expertise across a varied client base conducting diverse activities.”



Fiona Le Poidevin
CEO,
CISE (Channel Islands
Securities Exchange)



Alison MacKrill
senior associate
Carey Olsen

Tell us what charities you support and why?

The common theme of my support for

charities is that I, or a member of my family, have a close link to them which are generally, but not always, faith-based organisations. They include the Tumaini Fund, a faith-based Guernsey charity which supports families in Tanzania where one or more parents have died from AIDS; and Lamagoan School, a charity founded by members of St George’s Church, Modbury, which has funded the building and equipping of a primary school in the Lamagoan area in the Himalayas and the continued funding of the headmaster and teachers.

What is the biggest deal you have worked on?

I set up a trust structure for funding the acquisition of a number of aircraft in a USD 2 billion deal.

Who influenced you the most or is a mentor to you?

Monica Jones, formerly head of the fiduciary team at Appleby, Bermuda who retired in 2002 and is now an accomplished artist. She helped me grow in confidence, encouraged me to take on speaking engagements.

What do you think about quotas for women?

It is a slow process but selection through merit is the preferable route to success. ■

Testimonial:

“Alison combines a measured, calm approach with thorough advice and guidance. Her analysis and understanding are impeccable. She is approachable, flexible and has never failed to deliver, even when placed under pressure.”

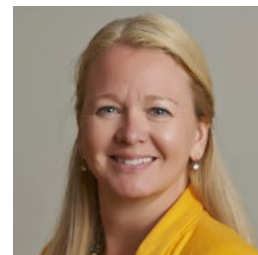


Jessica Morris
director,
Carey Trustees

made available in support of this. Perhaps a quota is a short-term method to ensure that accepting women in such senior positions becomes embedded in our culture. ■

Testimonial:

"From the initial stage of understanding the needs of her client to interweaving professional advice, often across multiple jurisdictions, Jessica is at the forefront of defining what a modern professional should be. Intelligent, efficient and, above all, a good listener."



Samantha Renouf
head of risk,
Butterfield Trust (Guernsey)

Tell us what charity you support and why?

Amnesty International. I believe in each human being's fundamental right to peacefully express their views and challenge authority without fear of retribution.

What is the biggest mandate you have worked on?

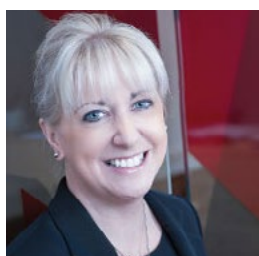
The most memorable was to take over the trusteeship and management of three structures that held business, private family wealth and private investment assets for an entrepreneur and his family in order to simplify them. The structures had been transferred several times over the span of twenty years and became very complex.

Who influenced you the most or is a mentor to you?

My first manager taught me an almost fanatical attention to detail and how to create and maintain close and positive relationships. The major influence I enjoy is from my MD, Jim Gilligan, who has taught me the benefit of putting detailed thinking to one side at appropriate times, allowing for strategic management. In addition, he has instilled in me how to convey complex solutions to prospective clients and advisers succinctly, without boring them senseless with nerdy minutiae.

What do you think about quotas for women?

I understand the concept of asking for quotas for women on boards and in other senior positions. However, I am cautious of this as a long term solution. Not all people are good at all things so the goal must simply be that women are viewed as equally capable of fulfilling such roles on their own merits and that the training and career experience are



Alison Ozanne
partner, head of dispute resolution
AO Hall



Emma Roberts
managing director,
Rothschild Trust



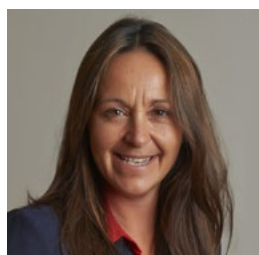
Lindsay Ozanne
private client director ,
RBC Trustees (Guernsey)



Jessica Roland
managing partner,
Mourant Ozannes

Tell us what charities you support and why?

I support local charities both personally and professionally through my role as Guernsey managing partner of Mourant Ozannes. They include Guernsey Mind which promotes positive mental health for the Guernsey community, and Guernsey Schools Cricket that gives sporting opportunities to children. Personally, I have undertaken endeavours including '30/30 Challenge' which is thirty cycle rides of at least thirty minutes duration for thirty days for the local Les Bourgs Hospice. I have finally taken part in the 'Tri-Ultimate' team challenge which



Alison Parry
executive director,
Butterfield Trust

raised money for Guernsey-based charity, Hope for a Child.

Who influenced you the most or is a mentor to you?

One of the most significant influences in my life was my scholarship at the United World College of the Atlantic. This is an international six-form college in South Wales which includes, as part of its educational programme, a community service, in my case being an auxiliary coastguard rescuing those in peril from the surrounding coastline. My experiences at the College continue to influence my attitudes and thinking today.

What do you think about quotas for women?

Since becoming a partner among predominantly male colleagues and now sitting on the management committee in my role as Guernsey managing partner, I have come to appreciate the importance of the balance that women bring to board level decision-making. While it is important to encourage more women to take on senior roles, I am not sure that the introduction of quotas would have the right effect. ■



Heidi Soulsby
deputy minister of health
and social services,
States of Guernsey



Jane St Pier
Chair of Youth Commission for
Guernsey and Alderney,
States of Guernsey



Haidee Stephens
managing director,
Louvre Trust

Tell us what charity do you support and why?

I participate in Louvre's community-focused approach to charity work. This has seen the company and its staff members work with local children to improve reading standards across primary schools to supporting Chernobyl Children Life Line. We sponsor a girl in Bolivia through World Vision and the team and I recently took part in a community project to restore the local seawater bathing pools. I also volunteer at the local swim school as a coach for the ten to twelve-year-olds' team.

What is the biggest size deal you have worked on?

One of the largest structures we are working on at the moment involves three families with assets in excess of USD 5 billion.

Who influenced you the most or is a mentor to you?

Our CEO Derek Baudains who has an entrepreneurial approach and exudes enthusiasm.

What do you think about quotas for women?

Louvre has a history of recruiting and promoting women within the organisation and three of our offices are currently headed up by women. We also have several women holding high-level management and board positions. ■

Testimonial:

"Haidee is quick to assess the issue to create practical and intelligent solutions for her clients. She combines the ability to see the big picture and take a global view, whilst also focusing on the details that make a big difference."

Laura Stockwell
commercial lawyer,
States of Guernsey



Sanna-Liisa Valtanen
director,
Asset Risk Consultants



Lisa Vizia
director,
Saffery Champness



Sally Wilkinson
managing director,
Harbour Trustees

HONG KONG



Elise Donovan
director,
BVI House Asia

person to seek out when I need to talk through difficult issues.

What do you think about quotas for women?

I am in favour of 'comply or explain' policies in all areas of Environmental, Social and Governance (ESG) including diversity. I am not in favour of numerical quotas. ■

this relates to her own clients or those of her group or even if this is to help out a fellow practitioner. Her warm personality comes through in the way she communicates. Making all communication with her is a pleasure."



Katie Graves
partner,
Withers



Melanie Ison
managing director,
Nerine

Tell us what charities you support and why?

I support Save the Children's Hong Kong branch. I have adopted two rescue dogs and raised funds for both UNICEF and OXFAM through sporting events.



Wendy Lee
vice president
Intertrust Hong Kong

What charity do you support?

I have unfortunately lost some family members to cancer and Alzheimer's disease so it means a lot to me to support charities and research centres that are looking for a cure for these devastating diseases.



Mimi Hutton
of counsel,
Withers

Who influenced you the most or is a mentor to you?

I have a professional mentor who helps me with focus and goals in my work life but also my mother. The advice she gives me is invaluable.

Who influenced you the most or is a mentor to you?

My mother is my hero and the biggest influence on me. She always quoted words from Dr Maya Angelou who was a civil rights activist which said "...people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Tell us what charities you support and why?

The School of American Ballet, Lincoln Centre. I am passionate about making ballet more accessible to a broader audience.

Who influenced you the most or is a mentor to you?

The partners I worked under as a young associate were demanding and exacting. I owe my drafting skills to them. My husband has been a great source of encouragement, and now that my daughter is also a professional, she is a great

What do you think about quotas for women?

I don't believe there's an advantage in having a formal quota. It runs the risk of positions being filled just to comply with quotas rather than a position being filled by the person most suitable for the job. If, however, a woman is being overlooked for a position just because she is a woman then that obviously is not right and more work should be done to encourage diversity based on merit in both senior management and non-executive positions. ■

What do you think about quotas for women?

I am not in favour of mandatory quotas for women. I believe the promotion of women should be based on merit. This is not to say that we don't have a way to go to fix the loss of senior, talented women from the executive pipeline as well as the low number of director appointments for women. The solution is to change the mindset of the business community not to establish quotas for women through legislative mandates. ■

Testimonial:

"What makes Melanie Ison a standout in the field of many professionals is the level of care she takes with each and every enquiry that comes her way, whether

Testimonial:

"Wendy makes a real commitment to understand a client's business. She operates with the highest integrity and professionalism and builds genuine relationships. She is very knowledgeable, responsive, and passionate about her work."

Jacqueline Loh
senior director,
HSBC Trustee



Silvia On
registered foreign lawyer,
Stephenson Harwood



Ursula Suter
deputy chair,
Coutts



Lucy Sutro
director,
Triple A Partners



Frances Woo
group chair, managing director,
Appleby

What is the biggest case you have worked on?

In 2010 we represented a member of the World Bank Group for their first ever wind power project financing matter in China, and we have also represented e-commerce giant Alibaba, in its privatisation and share buy-back arrangement in 2013 in preparation for its listing on the New York Stock Exchange.

Who influenced you the most or is a mentor to you?

My father. He had a humble background but with hard work, eventually became a surgeon. He is a man of integrity, took great pride in the standard of his care and work, and throughout his career gave back to his community and supported others. He always taught me to give back more than you receive and to be generous of spirit. I have also been the beneficiary of the dedication, hard work and struggles of other female partners both within and outside of Appleby.

What do you think about quotas for women?

This is a complex question which can also be quite emotionally charged. There is a growing list of countries, especially in Europe that have introduced quotas for women on the boards of public companies. To a certain extent, the results have been positive, in that the existence of these quotas have certainly increased the numbers of women in corporate boardrooms but they have not caused increased female representation in the executive suites or necessarily to bridge the gap in salary equality. The concern too is whether this enhances the quality of boards if all companies are forced to add greater representation at once. But despite these counter factors, board election

processes may have become more rigorous and meritocratic as a result of quotas rather than relying on more narrow personal connections. Inspiration and change through government is positive. Most recently, the Justin Trudeau, Prime Minister elect of Canada, announced his new cabinet comprised fifty percent by women. This, together with continuing education, pressure from media, shareholders and activists alike, may see greater progress. ■

Testimonial:

"Frances was a pioneer when she joined Appleby, Spurling & Kempe in Hong Kong the mid-1990s. Throughout the years, I have seen her shine as a lawyer and as a leader. As probably the first Asian and also first female to be appointed chair of a global offshore firm, her nomination is well deserved."

INDIA



Soumya Rajan
managing director, CEO,
Waterfield Advisors

IRELAND



Nora Lillis
partner,
William Fry



Susan O'Connell
partner,
O'Connell Brennan

Tell us what charities you support?

I give my time to Junior Achievement, which Boston also supports at a corporate level. It helps to develop the next generation of entrepreneurs. I have a personal attachment to it, as I went through the programme and feel I benefited from it immensely.

Who influenced you the most or is a mentor to you?

I've been lucky to have many mentors and strong influencers, including my previous CEO Sheila Dean whom I worked with for fifteen years and learnt a lot from. My current CEO Greg Ellison who gives me valuable support and mentoring; and my strongest influencer, Anne Ellis, my mum. She taught me to make the best of every situation and to work hard and strive for success for my family. She returned to work after sixteen years of looking after her children and has gone on to have a very successful career in financial services and holds a senior position at Old Mutual.



Sasha Wiggins
CEO,
Barclays Bank Ireland



Annemarie Hughes
head of trusts, pensions
and private client,
DQ Advocates



Ruth Robinson
director,
Moores Management & Finance

ISLE OF MAN



Sheila Dean
global chief executive,
Equiom

What do you think about quotas for women?

Boardroom quotas for women are not a positive step for businesses, whether they are voluntary or enforced. Whilst women have a great contribution to make to boards in all industries, these positions have to be awarded on merit and, perhaps even more importantly, they must be perceived as such. A quota might elevate a very deserving woman to a board who may not have otherwise been given a directorship, but the same quota will also immediately undermine her hard-won authority by allowing the perception that she won the position on something other than merit. ■

Testimonial:

"Katherine is an articulate and focussed communicator at all levels and she has built what can only be described as an impressive, high-performance team."



Katherine Ellis
business development director,
Boston Group

ISRAEL

Chana Salomon
partner,
BDO Israel



Shira Shine
partner,
Michael Shine & Partners

JERSEY



Gillian Arthur

director,

Sanne Philanthropic Foundation

What charity do you support?

Children in Crisis, a charity that focuses on children not only in countries recently emerging from conflict but also in remote areas within those countries where other NGOs do not work. I also support Save the Children for its work inside Syria and in neighbouring countries. ■

Testimonial:

"It is a pleasure to work with Gillian who is actively involved and keen to work closely and collaboratively with us. This is such a helpful approach, especially when working on a long-term project which requires us to adapt to changing local circumstances in order to best meet the needs of young people."



Farah Ballands

partner, head global practice group,
Appleyby

Tell us what charities you support and why?

We have chosen to sponsor Jersey Heritage, Jersey Golf Development and Jersey Junior Table Tennis because I am passionate about Jersey and supporting those who encourage community spirit and inclusivity across all age groups and sectors.

What is the biggest deal you have worked on?

Leading the recent management buy-out of the Appleyby Fiduciary Group backed by Bridgepoint, a pan-European private equity house.

Who influenced you the most or is a mentor to you?

A number of people I have worked with during my career have helped shape me, and I am grateful to them, but it is my mother who is my inspiration. She encourages me and has instilled the work ethic that motivates me in my career.

What do you think about quotas for women?

I am relaxed about quotas, but have a strong belief that everyone should succeed on their merits. Personal ability should be the measure, I do not distinguish by sex, race or colour. ■

Testimonial:

"Farah possesses a high degree of professionalism, insight and leadership skills. Her calmness, focus and courtesy have also bred evident staff loyalty and commitment throughout her team, which are valuable attributes in today's competitive and volatile climate."



Heather Bestwick

independent non-executive director,
Triton

What charity do you support?

I support Cancer Research. Having lost my only sibling, my sister Andrina, to breast cancer, this is a cause dear to my heart.

Who influenced you the most?

Reading Vera Brittain's autobiography Testament of Youth as a teenager was a real inspiration and helped lay the basis of my intellectual ambition.

What do you think about quotas for women?

I support quotas for women. Years of voluntary effort have failed to address the continuing inequalities of women at senior levels. Having quotas for a specified period could have a real impact on the culture of organisations and help change public perception. But quotas alone won't solve the problem, work will still need to continue on addressing some issues, such as the pay gap, and the brain drain of women who leave to have children and find they are unable to step back into their careers. ■



Cora Binchy

partner, head of family,
Stonehage Fleming

What is the biggest deal you have worked on?

I recently managed the sale of a major family businesses helping negotiate between family members and managing situations where relationships broke down.

Who is a mentor to you?

I have been influenced by a number of people during my career. I like to focus on qualities I admire in a person and allow this to influence me.

What do you think of quotas?

A difficult question. I think women should progress through their ability and contribution to the business rather than as the result of a quota system. However, I believe that companies need to change in order to recognise and reward these qualities. ■

Testimonial:

"Cora is decisive, diligent and extremely knowledgeable; her clients and colleagues find her practical advice and insights tremendously valuable. Cora's willingness and ability to fully understand her clients' objectives and guide them through a myriad of complex issues makes her a valued wealth manager."



Louise Bracken-Smith
managing director,
Fairway Trust

Tell us what charity you support and why?

I was appointed as a foundation member to the Oscar Maclean Foundation in 2015 and supported the charity this year by taking part in 'Oscar does the triathlon'. The charity was set up by the family and friends of Oscar Maclean, a young local boy, who died in 2013 following a fight against cancer.

What is the biggest deal you have worked on?

One of our largest and most prestigious clients is Emirates NBD Trust (Jersey) Ltd., a subsidiary of Emirates NBD Private Bank, to whom we provide managed entity services. Managed entity services are very niche and Fairway has been providing this type of service since 2000.

Who influenced you the most or is a mentor to you?

I am personally fortunate to be working closely with Royston Guest, who is a leading authority on growing businesses and developing peak performance.

What do you think about quotas for women?

I think it is important to have quotas in those professions which are male-dominated. Women have demonstrated that they can bring a different dynamic to a board and that should be encouraged where opportunities are not arising. Fairway Group is a female-dominated business and the board is currently evenly split. We have recently appointed a new private client director who is expected to be appointed to the board, which will mean that we have more females than males at board level. However, we do ensure that we appoint staff based on merit and their gender is irrelevant. ■

Testimonial:

"As a key member of the Fairway leadership team, Louise has been instrumental in the consistent growth of their fiduciary services business. She has been able to demonstrate keen technical knowledge in combination with sound commercial judgement to deliver successful results."



Charlotte Brambilla
consultant,
Hawksford

supports families.

What is the biggest case you have worked on?

In 2015, I have had two cases of particular importance. The first resulted in the return of a little boy to his mother in Jersey after he had been abducted to the USA. In the second we managed to resist an application by the minister to have two young children adopted. Instead they are living happily with their grandmother.

Who influenced you the most or is a mentor to you?

Mrs Chambers, my English teacher; Lady Sarah Gibbs who is a fellow magistrate; Ian Walker, my training principal, Pam Scriven QC, and Tim Hanson.

What do you think about quotas for women?

It is important to encourage and promote women but quotas can devalue women's achievements. Good women will make it with support and encouragement and by supporting and encouraging others. ■

Testimonial:

"Barbara Corbett is truly a 'Power Woman'. She is a highly successful lawyer, her success being due, in my opinion, to her dedication to her clients and the law. But more than that, Barbara is a Power Woman because she empowers other women. She empowered me. Barbara supported me and helped me through my divorce and gave me my life back. She is also very supportive of her staff, especially the women. She gives pro bono advice to many people and she promotes law reform. Barbara changes the world, one life at a time."



Christine Brown
director,
LGL Trustees



Barbara Corbett
partner,
Benest Corbett Renouf
(formerly Hanson Renouf)

Tell us what charity you support and why?

Brighter Futures, a Jersey charity which



Julie Coward
chair,
First Names Group



Siobhan Crick
director, private client,
Sanne Group



Sally Edwards
partner, head private client
and trust team,
Ogier

She has the unique ability to combine impressive intellectual knowledge with a practical commercial solution-finding approach. Sally is the best Jersey trust and foundation lawyer bar none."



Helen Gale
partner,
Deloitte



Clare Crockart
client service director,
Nautilus Trust Company

Tell us what charities you support and why?

Ogier's charities of the year are Barnardo's Care leavers in Jersey and Jersey Alzheimer's Society.

What is the biggest case you have worked on?

I have been involved in a significant piece of litigation where a company underlying a trust was involved in hostile litigation worth hundreds of millions and crossing various jurisdictions.

Who influenced you the most or is a mentor to you?

The first partner that I worked with during my training contract has always been a strong influence in how I approach case management and deal with client expectations. He was someone who was determined to maintain the same standards however much pressure he was under.

What do you think about quotas for women?

I consider quotas generally to be undesirable and particularly difficult for small businesses. However, in some larger organisations I can see that they could help 'kick start' a change in culture to benefit both men and women in the longer term. However, in my view, mentoring not only by other women but also my men within the organisation is more important. It is acknowledged that the culture, social events and internal networking opportunities within firms can discriminate against women without deliberate intention and these more indirect issues need to be looked at as well as formal quotas and mentoring. ■

Testimonial:

"The go-to lawyer in the trust team."



Jen Geddes
director,
Rawlinson & Hunter Trust



Emma Dantec
director,
UBS Trustees (Jersey)



Karen Grieve
associate director,
Volaw Group



Felicia de Laat
partner,
Mourant Ozannes

Testimonial:

"Sarah has always been reliable, diligent and courteous with a sharp enquiring mind and deep professionalism. Her client commitment is absolute and she never loses sight of the objectives in hand."



Emily Haithwaite
partner,
Bedell Group



Wendy Inns
associate director,
Minerva Trust



Saffron Harrop
director,
JTC Group



Sarajane Kempster
private client director,
RBC Wealth Management



Sarah Hanna
executive trust director,
Kleinwort Benson



Helen Hatton
managing director,
Sator Regulatory Consulting



Carol-Ann Le Boutillier
associate,
Hatstone Lawyers

Tell us what charities you support and why?

The main charities I support with regular donations are NSPCC Durrell which is a Jersey-based wildlife conservation park, World Vision, Dog's Trust and my particular favourite, Medecins Sans Frontieres.

What is the biggest deal you have been involved in?

Two come to mind. A corporate property development and holding structure worth £100m and a private company with sophisticated investments to the value of \$100m.

Who influenced you the most or is a mentor to you?

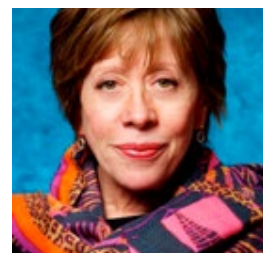
A former managing director, now retired, with whom I worked for twenty years.

What do you think about quotas for women?

While my overall view is that ability is key and it should be the best person for the job, irrespective of gender, I also feel that quotas do have their place in certain areas of the finance industry where there is still evidence of a 'glass ceiling'. ■



Zillah Howard
partner,
Bedell Cristin



Liz Le Poidevin
private client director,
RBC Wealth Management



Joanne Luce
managing director,
Aqua Group

What charity do you support?

This year, Aqua Group has been focused on those suffering from cancer and other disabilities, including Jersey Hospice Care, Macmillan Cancer Support, The Grace Crocker Family Foundation, and Jersey Cheshire Home, as well as two particular charities working with children: Mustard Seed Shoebox Appeal for children in Romania, and Children In Need-Children in Africa. In 2016 we plan to broaden our reach to help Syrian refugees.

What is the biggest deal you have worked on?

Structuring corporate debt into the UK to acquire various assets which included the largest conference centre in Europe, as well as significant investment into Soho, with assets under management of \$1 billion.

What do you think about quotas for women?

I think quotas are for commodities, not people. ■

Testimonial:

“Jo has integrity and is driven to demonstrate the importance of effective management to create significant advantage for her clients, which can be a rare commodity in the offshore world.”



Hilary May
private client director,
RBC Wealth Management

Tell us what charities you support and why?

We support two charities each year at Ogier. This year they are Barnardo’s Care Leavers in Jersey and Jersey Alzheimer’s Society. I am particularly proud to support the Alzheimer’s Society as my grandmother died earlier this year having suffered from dementia for over ten years. Without charities such as the Alzheimer’s Society her standards of living and care would have been much worse.

What is the biggest case you have been involved on?

The largest deal I completed recently was £1.54 billion.

Who influenced you the most or is a mentor to you?

I was lucky enough to have two very different, strong, female partners in the team I worked in as a newly qualified trust lawyer. The first taught me to always be myself, no matter the nature of the client and this has proved to be an invaluable lesson as I have progressed through my career dealing with a very diverse range of clients, from dowagers to serial entrepreneurs. The second was the most meticulous lawyer I have ever worked with, she trained me to ensure every step of a transaction was covered, even when the route from A to D seemed obvious she taught me that B and C are equally as important and can throw up unexpected twists.

What do you think about quotas for women?

In an ideal world quotas would not be necessary but the reality is that women are underrepresented at top level board positions and therefore, for larger listed companies, where it is easier to monitor and not as potentially detrimental as it would be to a small business, I think quotas are a useful tool. It has been interesting to see political parties from all divides looking to positively discriminate in the selection of candidates and I see no reason why business shouldn’t follow this lead. ■

Testimonial:

“Katherine is personable and approachable and dispenses her advice in a measured but engaging style, avoiding the use of jargon or overly complicating issues. We regard Katherine as a first rate lawyer and a credit to herself and her Firm, which has brought in wider benefits to the relationship between us and Ogier.”



Gail McCourt
head of regional market strategy
and development,
RBC Wealth Management



Sarah Mullins
director,
Aqua Group



Katherine Neal
managing associate,
Ogier



Helen Ollivro
director,
UBS AG

Tell us what charity you support and why?

MacMillan, because cancer affects one in three people and their families. Like many, my family have been personally touched by cancer and the care and support offered by MacMillan is invaluable.

Who influenced you the most or is a mentor to you?

My mother. She showed me from a young age that you can have a career whilst maintaining a healthy work-life balance. To this day, I still draw on her advice in my quest to achieve this.

What do you think about quotas for women?

Whilst I think it is a shame that quotas have to be put in place to ensure equality, I think it is essential for raising awareness. I believe that women should be promoted on their own merit and I am concerned that there could be a view that women are only getting promoted to reach the quota. According to the statistics, many women being promoted to board level are NED's, and are therefore potentially still being overlooked for top executive positions. There is also a risk that women who sit on multiple boards as NEDs are being double-counted. The quota itself is therefore not addressing the issues as to why women are unable to break through the glass ceiling, or reviewing what support is required in order to do so. ■

Testimonial:

"Helen provides friendly, professional, proactive and knowledgeable service, and she always shows enthusiasm and will to go that extra mile to resolve any day-to-day business matters."



Jane Pearce
managing director,
Vistra

Tell us what charities you support and why?

The principal charity I donate to is MacMillan.

Who influenced you the most or is a mentor to you?

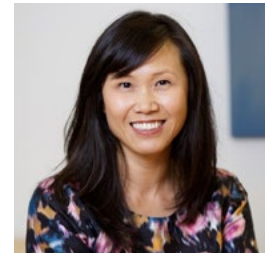
My mother has been the biggest influence on my career. She was a tax and trust partner with one of the big four accountancy firms. It seemed very natural to follow in her footsteps.

What do you think about quotas for women?

I am not generally in favour of quotas but they may help to give more capable women the opportunity to move into senior management roles. ■

Testimonial:

"I have no hesitation in recommending Jane, having worked with her for over five years when we were both partners at Ogier. I can easily say she is one of the very best. Jane has a wealth of experience which she is always willing to share. Whether a client requires long-term strategic advice or a sounding board on a more immediate matter, her pro-active and analytical approach makes her a hit with both clients and colleagues."



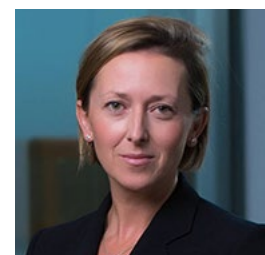
Prapa Pearce
trust director,
Bedell Trust



Kathryn Purkis
associate,
Serle Court



Maxine Rawlins
CEO,
Hawksford



Siobhan Riley
partner,
Carey Olsen



Jacqueline Richomme
partner,
Mourant Ozannes

What charity do you support?

I support Camphill Village Trust, which provides homes and jobs within secure communities for people with disabilities, and Livability, formerly John Grooms, which aims to give disabled people more choices about the way they live and where they can live. I also support international charities such as Oxfam and the Red Cross.

What is the biggest deal you have worked on?

A trust property fund structure acquiring over seventy commercial properties in a portfolio from three institutional investors, which was leveraged with securitised debt.

Who influenced you the most or is a mentor to you?

My father. ■



Helen Ruelle
partner,
Mourant Ozannes

Tell us what charity you support and why?

As a family, we have been long-term supporters of a charity called Hands Around the World, which is a UK charity with close links to Jersey and it sends volunteers to developing countries. My husband and I volunteered for a month back in 2003 when we went to Swaziland to help a community build classrooms at a remote school. I have also recently been appointed as the chair of the Jersey Community Relations Trust which is a charity set up by the States of Jersey in 2004 with a mission to promote equality of treatment and opportunity in the Jersey community.

Who influenced you the most or is a mentor to you?

It's difficult to pick one person who has been a mentor to me. I am fortunate enough to have been surrounded by strong and supportive parents and grandparents, all of whom have helped me in so many different ways along the way.

What do you think about quotas for women?

I believe strongly in meritocracy and so anything which detracts from that is counter-intuitive for me. Significant progress has been made in recent years in relation to women on boards without the need for quotas. However, I can't wait another eighty years, which according to UN Women, is how long it will take at the current rate of change to achieve workplace gender parity. ■

Testimonial:

"She is down-to-earth and doesn't get flustered, and maintains a level head even when all around her are losing theirs."



Lisa Springate
partner,
Bedell Cristin

Tell us what charity you support and why?

Cancer Research UK, due to the loss of a family member.

What is the biggest case you have worked on?

I acted as part of the legal team for Jimmy Choo co-founder Tamara Mellon in a family trust dispute which was determined before the Royal Court in Jersey.

Who influenced you the most or is a mentor to you?

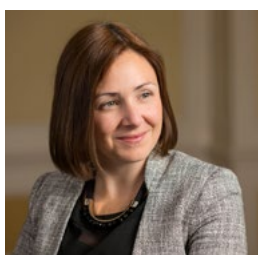
Antoinette Pincott, senior vice president of International Arbitration Practice of NERA

What do you think about quotas for women?

Within Jersey, I have noted a marked difference since I moved to the Island in 1993. Since that time, there is almost a fifty-fifty intake in respect of the local advocate examinations. Only very recently, history was made in that at one of the swearing in ceremonies for new advocates: it was the first time since the thirteenth century that all those sworn in were female. ■

Testimonial:

"Lisa Springate is a lawyer of choice: a keen intellect paired with polished communication skills, from consultation to court advocacy. Coupled with her extensive legal knowledge and eye for detail, she is a persuasive and effective lawyer, with megawatts of tenacity, passion and charm."



Naomi Rive
chief trust officer,
Coutts & Co Trustees (Jersey)



Liz Taylor
private client director,
RBC Wealth Management



Ann Marie Vibert
head of private client wealth
management – offshore,
RBC Wealth Management

My closest friend, Sara Murray, who has been an inspiration and more recently a mentor to me. We met on our first day at university and on graduation both started our careers in finance. However, it wasn't long before Sara set out on her own and has since gone on to run several successful companies including Inspop, which owned the brand Confused.com sold the Admiral Group, and her latest venture, buddi. Sara was awarded an OBE for services to entrepreneurship and innovation; is a qualified helicopter pilot and yet has still found the time to guide me through the perils of starting my own business and the challenges and rewards of entrepreneurship. ■

Testimonial:

"Julia is an extraordinary young professional financial adviser. Her record at Oxford and her swift advancement at Goldman Sachs speak for themselves. What they do not reflect, however, is the dedication she has for her work and the devotion she exhibits to her clients. In fact, my switch to Affinity when newly-formed was entirely based on my appreciation for her skills and commitment."



Heather Tibbo
director,
Crestbridge



Julia Warrander
director,
Affinity Private Wealth

Tell us what charities you support and why?

Both individually and as a firm, we support local charities. In the past twelve months, these have included donation to Relay for Life Jersey; sponsoring my co-founder Ben raising funds by walking forty-eight miles in the Round the Island Walk; and sponsoring an Affinity team in the 'Balls of Steel' race. We have two teams entering this year, one from the trust company, and the other from investments.



Lorraine Wheeler
client services director,
First Names Group



Kathryn Tully
partner,
Rawlinson & Hunter

What is the biggest deal you have worked on?

My role is not to bring in deals or work on cases, but to co-manage our discretionary portfolios. However, as one of the five founders of Affinity, which has just entered its fifth year, I am equally proud of the part I have played in establishing and growing our company. Today, we employ nineteen people across the two businesses and every permanent member of staff is a shareholder, creating a genuine sense of ownership and aligned interest. The trust company has doubled the number of structures in the past year and we now have over £160 million dollars of AUA's and the investment business assets exceed £250 million.



Fiona Whitehead
executive director,
head of new business,
Coutts & Co Trustees



Charlotte Valeur
managing director,
GFG

Who influenced you the most or is a mentor to you?

What charity do you support?

I support Jersey Hospice Care who

provide free medical service in Jersey, supporting patients and their families. I am also involved with Guide dogs for the blind.

What is the biggest mandate you have worked on?

In 2014 I worked on an IPO for an Asian family. The company was valued at approximately US\$1 billion.

Who influenced you the most or is a mentor to you?

My childhood friend, Fiona Fauvel, who works within the finance industry in Jersey, has been a constant mentor.

What do you think about quotas for women?

I don't believe in quotas for women but advocate equal opportunities and compensation. ■

young girls in Cambodia with a higher level of education.

What is the biggest case you have worked on?

Many which include the joint venture between a family active in the jewellery market and a major actor in the luxury industry; the sale by a wealthy family of a real estate complex in the core centre of Paris and the structuring of the portfolio of an art collector via Luxembourg entities. ■

Testimonial:

"Katia's both personal and professional qualities are highly appreciated by our company. It does not need a hundred words to describe Katia as a very smart, efficient, competent and reliable legal adviser whose advice and work are very useful for our companies in Luxembourg."

Helen Wilson

head of trust and fiduciary,
Standard Bank

LUXEMBOURG



Katia Gauzès

partner,
Arendt & Medernach

Tell us what charities you support and why?

As a partner at Arendt, I support three main charities: Kriisbskrank Kanner, Pour un sourire d'enfant, and Toutes à l'école. By supporting Kriisbskrank Kanner, we wish to contribute to improving the living conditions for very sick children. By supporting Pour un sourire d'enfant we help children in Cambodia lead a better life and get a decent level of education that would help them get through life. Finally, by supporting Toutes à l'école, we provide



Claude Medernach

counsel,
Arendt & Medernach



Simone Retter

attorney,
Retter Attorneys



Inessa Wendland

executive,
Deynecourt

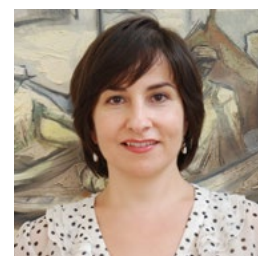
MALAYSIA



Nicole Fiona Wee Sue-Ren

partner, head of probate
and family practice,
Chooi & Company

MALTA



Dr. Rosanne Bonnici

partner,
Fenech & Fenech

Tell us what charities you support and why?

I support a number of charities locally which include Hospice Malta. The Malta Hospice Movement care for over a thousand patients and their families. Hospice services are delivered to patients suffering from cancer, motor neuron disease, and life respiratory, cardiac and renal disease. All services free of charge.

What is the biggest case you have worked on?

Our firm is a hundred and twenty years old and is one of largest firms around, am so I involved in very large mandates on a regular basis that run into the hundreds of millions typically, but also into the billions, very frequently.

What do you think about quotas for women?

I am against quotas for women in principle, being a strong believer that a woman who is good at what she does will get to the top of her game regardless. This is something that is clearly reflected in my firm, where the vast majority of professionals and support staff are women, and where five out of eleven partners are currently women; our managing partner is also a woman. I would personally hate to be appointed to office as the 'token' female on the board. Having said that, whilst I find it hard to accept, I do recognise that quotas for women may be necessary in some countries for an initial period. ■

Testimonial:

"Rosanne's breadth of experience coupled with her association with other business professionals, allowed her to address any and all issues as they arose. She proved to be a forthright advocate able to deliver effective results while remaining focused on the big picture."



Annalise Micallef

notary public and legal adviser,
Micallef & Associates

Tell us what charities you support and why?

I assist a number of charities and NGOs in the setup of their organisations on a pro bono basis as I believe that in this manner I am giving these philanthropic entities the legal tools and means to be able to accomplish their altruistic goals.

Who influenced you the most or is a mentor to you?

My mentor is my father, doctor of laws, notary Bartolomeo Micallef who is the founder of Micallef & Associates and the most hard-working and honest professional I know. He has taught me not only invaluable lessons in connection with my profession, but also the importance of integrity and honesty.

What do you think about quotas for women?

I disagree with quotas for women. I believe that women do not need positive discrimination to succeed in their careers and get to top posts in different entities. Women are perfectly able to attain success if they believe in their capabilities and put their utmost in attaining these goals. Unfortunately, women tend to doubt their abilities and not persist in their ambitions and this is a stumbling block. ■

Testimonial:

"I have worked with Annalise on personal matters but have also had the opportunity to listen to her speak with great passion about her notarial work. She has also been inspirational in her promotion of Malta through her role within Finance Malta."



Dr. Priscilla Mifsud Parker

partner,
Chetcuti Cauchi Advocates

Geraldine Noel

managing partner,
Acumum Legal Group

MAURITIUS



Rizwana Ameer Meea

CEO,
Sphere Management

MONACO



Helen Gammons

UHNW relationship manager,
HSBC Private Bank

NETHERLANDS



Nathalie Idsinga

tax adviser,
Arcagna



Dr Ineke Koele

attorney at law and tax adviser,
Koele PC

Tell us what charities you support and why?

I have spent and still spend a lot of my time to create and grow an innovative way of giving, called Shared Giving, that in essence resembles the US practice of charitable remainder trusts and annuity giving. My inspiration to do this is that I see that there is a cultural gap in the Netherlands between money and 'public causes'.

Who influenced you the most or is a mentor to you?

I am most influenced by my clients. On purpose, I work for private clients at one side and charities and non-profits organisations on the other. Successful private clients are focused people, but may lose track of other important elements in life. On the other side, working with charities provides a highly 'engaged' and social environment, but may lack effectivity and business acumen. My mission is to integrate various perspectives and realities and thereby showing my clients a bigger picture than they have, thus creating a new level playing field for them.

What do you think about quotas for women?

I think it is awful and superficial. It does not pay respect to women who deserve to be in the position they have been appointed to, without there being quotas. It would be far better to convince people on the value of women in leading positions; without this conviction, the result can only be 'window dressing'. ■

Testimonial:

"Ineke and I have been working together for many years. I have a lot of respect for her creativity and grit. No challenge is too big for her. She always puts her clients first, is sensitive to their issues, and

is result-oriented. She thinks and acts quickly. She's also an excellent communicator, whatever the medium, and she's very convincing. She never loses her calm or sight of the big picture, or her sense of humour."

PANAMA



Dayra Berbey de Rojas

partner,
Icaza, González-Ruiz and Alemán

SINGAPORE



Deborah Barker SC

managing partner,
Withers Khattar Wong

Tell us what charities you support and why?

I support the Society for the Prevention of Cruelty to Animals (SPCA), and Ju Eng Home for Senior Citizens where I am on the management committee. Elder care is extremely important in our ageing society. The Ju Eng Home is making a significant contribution to society's needs by opening a wing for patients with dementia.

What is the biggest case you have been involved with?

One interesting case I handled with assets in the region of US\$25 million was the case of Wee Chiaw Sek Anna v Ng Li-Ann [2012]SGHC 197[2013] SGCA 36. Here, a divorced wife made a claim after her husband's death against

his estate and trustees for damages for fraud and a share of assets he had put into trust for the benefit of his three children. The claim was based on the allegation that the plaintiff had been defrauded into refraining from making a claim for a share in matrimonial assets at the time of the divorce.

Who influenced you the most or is a mentor to you?

My father, Mr. Edmund William Barker. He always tempered reason with compassion and remains my inspiration.

What do you think about quotas for women?

I strongly disagree with quotas for women and feel they are out of place in a modern meritocratic society. However, there are countries and situations where, due to the repressed position of women, quotas may play a useful role. ■

Testimonial:

"Ms Deborah Barker, S.C. represented me in legal proceedings arising out of an employment dispute. Her results-oriented focus led to an amicable resolution on terms favourable to me, saving both time and costs. I would recommend Deborah to anyone looking for sound, solutions-based legal advice and sterling client care."



Tan Bee Lian

senior executive director,
TSMP Law Corporation



Jasmine Chew
partner,
Rajah & Tann

at life, and provide support to their families, particularly their children.

What is the biggest case you have dealt with?

My legal practice has a niche focus on matrimonial law, and my clients comprise largely very high net worth individuals.

Who influenced you the most or is a mentor to you?

My public law professor in law school. She possesses not just profound knowledge, and keen insight. She walks her talk, and she does both par excellence. She not only imparted knowledge, she inculcated values, influenced lives, and inspired vision.

What do you think about quotas for women?

Quotas for women may well be necessary as a 'leg-up' and a starting point, resulting from an impatience with the slow pace of voluntary change of having women in corporate management and political leadership, notwithstanding their being as well educated as men and holding that same college degree. ■

Testimonial:

"Ms Wong was meticulous in taking my instructions and going through all my documents to get the full understanding of my case. Given the voluminous documents and events which spanned many years, she has the ability to hit the nail right on the head, and to pick out crucial points that I otherwise would have overlooked. On first sight, the legalities were not in my favour, but she was ingenious, strategic and tenacious."

World Wide Fund for Nature, Singapore (WWFS). As I am an avid diver with a passion for protecting the environment, I am excited to be able to play a part in shaping Earth Hour, which is an annual global celebration where people switch off their lights for one hour to show they care about the future of our planet. I am also the chair of the remuneration committee of WWFS.

Over the last twenty years, I have served on the boards of several non-profit organisations that seek to increase the level of participation of women on the boards of both for-profit and non-profit organisations.

What is the biggest deal you have worked on?

It was a deal to structure and implement a £300million trust comprising shares of a soon-to-be listed private company and several residential and commercial real estate properties in Singapore and in the region.

Who influenced you the most or is a mentor to you?

Firstly, Urs Brutsch, whom I worked for in two different organisations. He taught me how to be a genuine employer who really cares about his team, how to lead by example, to give credit where credit is due, to be generous and kind as a leader. Then it was Tan Su Shan who is both a friend and mentor, as well as fellow ex-president of the Financial Women's Association of Singapore. From her, I have learned how hard work and dedication to one's career can be balanced with giving back to society, while raising a family at the same time.

What do you think about quotas for women?

I don't like the idea of quotas for women, but I like what quotas for women can achieve. At end 2014, Singapore ranked dismally among Asian countries in terms of participation rates of women in boards of listed companies, ranking just above Japan and Korea. Women still make up only 8.8 per cent of board representation in Singapore, despite accounting for well over fifteen per cent of senior management positions. At the glacial rate that Singapore is going without any quotas, we will not catch up with some of the Western countries even by the middle of this century.

Critics of quotas say that 'weak' women will end up being appointed just to make up the numbers, which is insulting to women who deserve a promotion.



Stacy Choong
partner,
Withers

Testimonial:

"Stacy Choong has an ability to connect with clients, put herself in their shoes and view their world from the inside out. After zeroing in on the real issues, Stacy provides legal advice tempered with prudence, good judgment, and humanity."



Wong Kai Yun
co-managing director,
Chia Wong

Tell us what charities you support and why?

I have been supportive of various charities, but in recent years, I have been involved with the Yellow Ribbon Fund (YRF). The YRF give ex-offenders a second chance



Ee Lin Chan
adjunct professor of finance,
Singapore Management University

Tell us what charities you support and why?

I currently serve on the board of the

Naysayers cry that there are no suitable women to be found. I disagree entirely as there are many highly competent and qualified women out there, willing to serve on boards, if only they were given a chance. ■

Testimonial:

"Ee Lin is a competent, hard-working and intelligent professional and an asset to every organisation."



Britta Pfister

head of wealth planning Asia Pacific,
Rothschild Trust



Laura Rogers

partner,
Walkers



Christine Tan

executive director - trust services,
Vistra



Joanna Yap

partner,
Withers Khattar Wong

Testimonial:

"Joanna possesses a strength of character which makes her an exceptional lawyer. Her professional records speak for themselves and her generosity in showing care and concern for those she works and interacts with is nothing short of inspiring."

Stefanie Yuen Thio

joint managing director,
TSMP Law Corporation

SWITZERLAND



Kecia Barkawi

CEO, founder,
VALUEworks AG

Tells us what charities you support and why?

Nine years ago, I co-founded the Zurich Philanthropy Roundtable with the aim of cultivating the exchange of ideas and networking among various philanthropy stakeholders. In 2013, I established the Swiss Women and Philanthropy Initiative, a platform for professional exchange among women in Switzerland who are either actively engaged or are looking to become involved in philanthropy. In both, I hope to encourage more enthusiasm, collaboration and professionalism.

Who influenced you the most or is a mentor to you?

My husband, Alex, who has always had a profound impact on my thinking. He constantly broadens my perspective and provides insights and inspiration, while also acting as a sparring partner. The second is my former boss, Bruno Schwendinger, who gave me the tools of the trade and led me to the heart of the family office business. He believed in my idea from the onset, becoming among the first shareholders of my company and remains a supporter to this day.

What do you think about quotas for women?

I am generally against setting quotas for women in the workplace because I believe we should emphasize qualifications and ability over gender. However, I do see how reasonable quotas can make a big difference for women in some countries, such as Switzerland. Female board membership can do much to move deserving and highly qualified women up the ladder for executive level roles. To me though, it's about female power from the top pulling talented women up. ■

Testimonial:

"Through her multi-family office VALUEworks, Kecia has created her own universe, going after what she believes in and she has made her team part of that vision."



Caroline Delétra

counsel,
Lenz & Staehlin



Cécile Berger Meyer
partner, head of real estate,
Lenz & Staehelin



Maria Canals de Cediel
managing director,
head of wealth advisory,
Quilvest



Sibilla Cretti
attorney at law,
SGC Avocat



Olga Boltenko
partner,
Withers

What do you think about quotas for women?

I believe it is a very good idea. Women's rights is one of the main achievements of the last two centuries and although a lot has been achieved since, women are still not equal to men. Changing people's views is always an uphill battle, so support for women on the policy level can bring welcome change of the perception of gender roles in the society in general. ■

Testimonial:

Maria is one of the most outstanding professionals in her field. She is and has always been respectful of best practices in the business and refuses to cut corners, a fact that good clients and colleagues appreciate. She has a wonderfully personal manner with clients and colleagues, and she inspires confidence through her interest in finding solutions for the particular needs of the client, and not pushing a canned solution off the shelf. She is extremely diligent in following up with clients and advisers to make sure that the project is completed on time.

What charity do you support?

UNICEF, as education is a priority in each human being's life.

What is the biggest case you have been working on?

We worked with peers from different jurisdictions on a complex relocation case from the UK to Switzerland of a private client and his family, structuring private wealth including movable and immovable assets as well as art, taking into account not only the new tax environment for the client and for each of his family members but also the passage from a common law to a civil law environment. The challenges of the case were not only technical but also emotional and required an excellent sense of coordination. Another case involved the examination of the application of the principle of non-discrimination and EU freedom of capital movements to a succession opened in Switzerland with immovable assets, part of the estate, and located in an EU country.

Who influenced you the most or is a mentor to you?

My parents, my family and my law masters in Neuchâtel and Geneva at the start of my professional career.



Joanne Chappell
senior relationship manager,
Schroders & Co Banque

Testimonial:

Joanne possesses an exceptional manner with clients which is appreciated by everyone who works with her. Her broad knowledge of banking and investments, coupled with a solid understanding of the UK tax system, gives her an unrivalled position in the Geneva financial arena.

What do you think about quotas for women?

In the absence of densified women professional networks, quotas might give women a better chance and open the path towards gender equality in presence of equal professional competences. ■



Bernadette Bopp
director,
Rawlinson & Hunter



Nicole Curti
managing director,
Stanhope Capital

What charity do you support?

For the past two years, I have been involved in helping organise and fundraise for a large conference of 800 attendees, aiming at promoting a better understanding between local communities in the Geneva area. I also support children and families in West Africa in various ways including educational scholarships.

What is the biggest mandate you have worked on?

I secured a mandate to manage the assets of one of the firm's largest clients, a multi-hundred million account where we are responsible for everything from the management of the assets to family office services through real estate investments. This kind of assignments comes on top of my responsibilities for managing the group's second hub and my operational responsibilities.

Who influenced you the most or is a mentor to you?

My grandfather has always been a model for me. I spent hours learning from him what the values in life are. Starting with nothing, he managed to reach the highest echelons in his profession against all odds. His example taught me that honesty, hard work and passion - in this order - are the key ingredients to success.

What do you think about quotas for women?

I believe corporations should do whatever they can to help women cope with the demands of their personal and professional lives. However, I am not sure that quotas are the answer. ■

Testimonial:

"Throughout the years, Nicole has been an invaluable resource for me, helping me manage the firm and pursue the

group's international expansion. Simply put, I think Nicole is one of the best professionals in the industry."

Diane de Galard Terraube
director,
Saga Investments



Belinda Ferre
managing director,
Bank J Safra Sarasin

What charity do you support?

Mivido, an organisation that saves riding horses from the slaughter house. These are horses who have been working with children all their lives and are simply now too tired to work all day, so 'less cost effective'.

Who influenced you the most or is a mentor to you?

My best mentors have been men. Men who respect women, and have given me the opportunity to advance and learn. The financial industry is still quite male-dominated, so it has not been an easy path. The hardest challenge was finding balance between ambition and family life whilst gaining responsibility and respect. One of my closest mentors, Rupert Fryer, is always there to remind me to laugh every day.

What do you think about quotas for women?

I'm not in favour of quotas. I have worked very hard over the past twenty-five years to grow from assistant all the way up to managing director so I would never want anyone to assume that I have my current position because management had to have a woman. I do, however, agree that HR departments need to be aware of the need to equalise the salaries between men and women in the same positions. Also, I do think that it is excellent to have groups like Citywealth Power

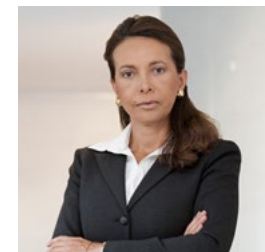
Women to draw attention to very successful female professionals, both to inspire other women but also to remind top management, in all fields, that women should be an integral part of management in any good management team, not because there is a quota, but because we are good. ■

Testimonial:

"Belinda is a pleasure to work with and is a proactive problem solver, always able to grasp issues quickly and thoroughly."



Olivia Furter
associate,
Schellenberg Wittmer



Patricia Guerra
partner,
Meyerlustenberger Lachenal



Tara Hopwood
trust officer,
Summit Trust International



Judith Ingham
partner,
Withers

Tells us what charities you support and why?

I don't really like trumpeting any charitable donations as I generally feel that people's personal preferences for charities should remain just that: personal. My philosophy is that rather than giving over and over again to the same charity, I prefer to support projects or ideas on a one off basis, based on their merits, and often upon a personal connection as they arise. Most recently I have arranged for the building of three classrooms at an overcrowded school in Benin for impoverished and poorly educated children.



Leila Pillonel
client service adviser,
Salamanca Group

What is the biggest mandate you have worked on?

The largest trust structure I have ever worked on was valued in excess of \$7 billion and held an array of different companies each in turn owning various rather exotic assets.



Stephanie Jarrett
partner,
Baker & McKenzie

Who influenced you the most or is a mentor to you?

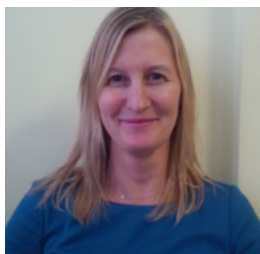
Daniel Martineau. I have been lucky enough to have worked alongside him and have his support and guidance for the last twenty years. He is a selfless person who is happy to help wherever and whenever he can which makes him an excellent mentor.



Caroline Piraud
head of philanthropy services,
VALUEworks AG

What do you think about quotas for women?

This is where I become very non PC. I firmly believe in the best person for the job, regardless of whether she is female or he is male. Having said that, I have been lucky that I have never experienced discrimination during my career, and indeed when I look around me now, by far the majority of my colleagues are female. And they are all the best women for the job. ■

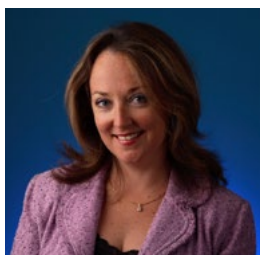


Clare McPartland
senior trust officer,
Summit Trust International

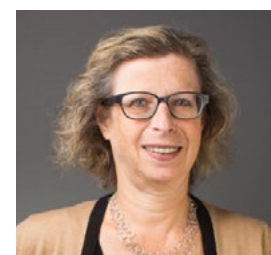
Dr. Claudia Sieber Peyer
managing director,
Bank Vontobel

Testimonial:

"Stella makes complexity look like simplicity."



Stella Mitchell-Voisin
managing director,
Summit Trust International



Sabine Simkhovitch-Dreyfus
partner,
Cabinet Mayor

Ariane Slinger
CEO,
ACE International



Nathalie Sutter
office managing partner,
Kendris

Who influenced you the most or is a mentor to you?

My father and my husband who have always supported me in my career and my former partner Nedim Vogt, who always believed in me.

What do you think about quotas for women?

Women should support women and while I am not a big promoter of quotas, they can be an appropriate means of speeding up the process of making management more diverse. 🇨🇭



Clare Usher-Wilson
director, family office services,
Summit Trust International

Testimonial:

“Extremely bright, articulate and personable, Tina is a superbly skilled, creative and tenacious advocate for her clients. She works collaboratively with other lawyers and advisors for a cost effective and sensible solution to thorny issues.”



Marie-Noelle Zen-Ruffinen
of counsel,
Tavernier Tschanz



Tina Wüstemann
partner,
Bär & Karrer

Tell us what charities you support and why?

I am the chair of the foundation board of the Swiss charity Hartmut and Ilse Schneider Foundation, that support underprivileged children in Asia. I am also on the management committee of the Templeton Charity Foundation Switzerland.

What is the biggest case you have worked on?

Overall wealth and estate planning for multi-billion, international entrepreneurial families with Swiss connections.



Joëlle Zumoffen-Fruttero
partner,
Cabinet Mayor

THE 2015 IFC POWER WOMEN TOP200

Our survey of leading women reached twenty five countries, more than one hundred and twenty five organisations and eight industries within the private wealth management financial services sector. The deal sizes these women are working on split equally between women dealing with transactions and investments worth circa \$5million up to \$350million and a second tier dealing with transactions and investments of between \$1billion up to \$55billion. An approximate calculation puts our IFC women as dealing with a total of \$160billion within their career lifespan so far.

Quotas

Despite the UN and World Economic Forum saying that it will take eighty years for economic equality, the majority of our respondents do not believe in quotas for women but they caveat this by saying that quotas may be a “necessary evil” in the short term to kick start change because “changing current thinking is an uphill battle”.

It may also be important to apply quotas in larger listed companies and some countries for instance in Switzerland and Singapore (8.8% female representation on boards) where the statistics are lower than elsewhere. Quotas in industries like banking which are known to be male dominated were also highlighted and this is something that Citywealth also champions. We found that politics is providing an example to business with positive diversity discrimination which could be mirrored.

One respondent, Mimi Hutton, was in favour of “comply and explain” rather than quotas where annual reports will be under consultation to take them from voluntary to compulsory reporting of ESG (Environmental, social and corporate governance) which measures sustainability of companies.

General diversity on boards rather than gender diversity was a reoccurring feature to help boards represent society more. The idea of setting up alternative support systems for women in business was also mentioned.

On the positive side it was felt that the debate around quotas in Europe has made the board selection process more rigorous than in the past but it was felt that continued pressure from the media was an essential part of the mix. Also in the Caribbean which was considered more “matriarchal”, quotas were a non issue.

Mentors

Mentors have been an equal mix of men and women but what has not been mentioned before is how important family members are for mentoring. Our respondents say that their parents have been hugely inspirational to their success with one comment saying “my mother is my hero”. One respondent also added that mentoring was more important for men and women than quotas to change opinion across the board.

Numbers

- 25 countries
- 125 companies
- 200 women
- 8 industries featured from within the private wealth management financial services industry (law, accountancy, government and education, trust, insurance, banks and investment management, property and consultancy).
- 80% respondents were from the private wealth management ‘buy side’ consisting of professional services firms: lawyers, accountants, trustees
- 17% were from the private wealth management ‘sell side’ banks, investment managers, insurance, consulting and property
- 3% were from government and academia
- Total deals worth \$160billion have been worked on
- IFC women are responsible for regular transactions in hundreds of millions to billions and they include household names like Jimmy Choo.
- Mentoring from parents highlighted as instrumental in success
- Male dominated industries; some countries who are lagging behind majority statistics like Singapore and listed companies should have quotas implemented

