

# FINANCIAL NEWS

November 7-13, 2016



## Stepping up: the most influential women in finance

This is the tenth year that Financial News has published its honour roll of the most influential female executives working in financial services – an opportunity for both celebration and reflection.

Celebration because the women featured in 2016 are in general doing higher-profile and more important jobs than their counterparts in our first list.

Reflection because it has taken a financial crisis to focus the minds of bosses, regulators and policy-makers on the need for a cultural shift in finance. It took a disaster for the necessity of diversity – and the need to avoid groupthink – to

become clear. In recent years finance has faced an additional challenge – the rise of technology as the most-desired job for many young people. This means finance has to fight harder for the brightest minds, and attract and retain talent from 100% of the workforce – as opposed to 50%.

Roughly a quarter of women on the 2016 FN100 list are striving to help their institutions and the industry navigate the repercussions of the UK's decision to leave the European Union.

Among them are seven senior executives helping their businesses prepare

for the UK's exit, five senior executives representing the financial sector's views to the UK government ahead of its Brexit negotiations with the EU, and five financial regulation lobbyists helping key policy-makers on both sides of the Channel understand the implications of exit for their institutions and clients.

Reflecting broader trends, women working in reg % of our list. But it is the investment sector – asset managers, private equity, hedge funds and investors – who make up the biggest single grouping, some 45% of the total.



**NEW** Miranda Morad

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General counsel

**MarketAxess Europe and Trax**  
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Morad kept busy in 2016 leading MarketAxess's response to Brexit by assessing the need to set up in the EU. She is also helping her firm and its customers prepare for sweeping changes being imposed on Europe's fixed income trading market through Mifid II. General counsel at MarketAxess Europe, one of Europe's biggest electronic bond trading firms, since 2013, she oversees all of its regulatory, legal and compliance matters in Europe, including those relating to its regulatory reporting arm, Trax. Since October 2016, she has also chaired the regulatory affairs steering committee of a new lobby group, the Electronic Debt Markets Association Europe, representing Europe's largest electronic fixed-income groups. She is fluent in Hebrew and French and is a qualified advocate at the Israel Bar.



**How we chose**

Over the past three months, Financial News canvassed a wide range of market opinion before drawing up a long list of more than 300 nominees.

All women had to be based in Europe, the Middle East or Africa, working in or having influence on investment banking, asset management, hedge funds, private equity, wealth management, insurance, exchanges, trading and support services to these sectors.

The candidates were then assessed on their influence and leadership over their company and market sector, as well as their performance in the past year and in their career to date. The list was then whittled down to the top 100.