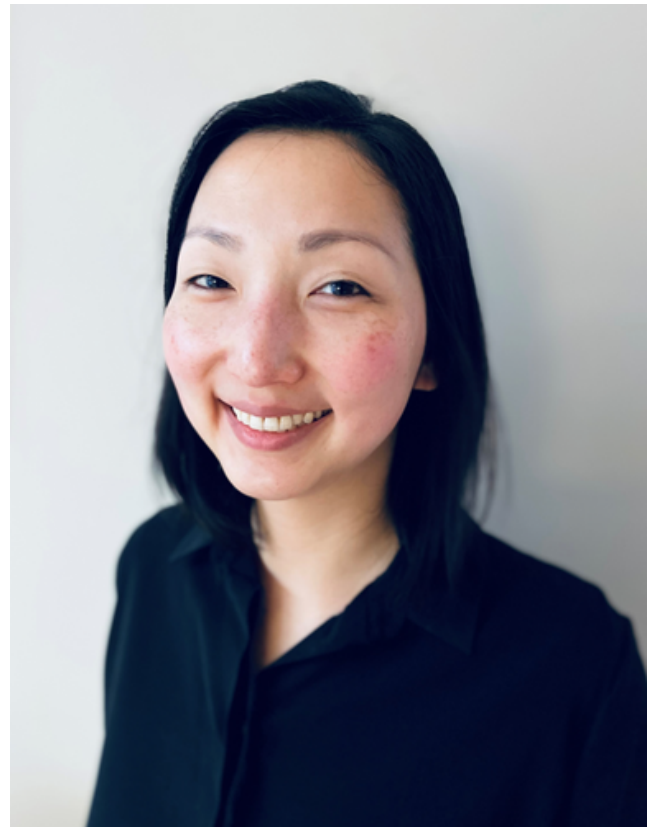


VIVIAN LEE

Director, Legal Counsel at Cboe Clear Europe

ABOUT VIVIAN

Vivian is currently Director, Legal Counsel at Cboe Clear Europe, the leading pan-European clearing house. Prior to joining the CCP four years ago, Vivian worked in private practice as a capital markets associate at law firms in New York, Paris and Amsterdam. Cboe Clear Europe is the most-connected pan-European CCP, offering safe and efficient clearing services for equities, depository receipts and ETPs, and equity derivatives (index futures and options, and single stock options) via its connections to 46 venues. It is also the sole CCP for Cboe Europe Derivatives, an innovative pan-European equity derivatives marketplace. Based in Amsterdam, it is EMIR-authorized and has permanent recognition with UK and Swiss authorities.



GETTING INSPIRED BY VIVIAN

What was the aspect of yourself that you had to work on the most to get where you are now?

I have always been a little more reserved than my peers, particularly in large groups. This stems partly from a fear that I will say the wrong thing, but also from an inner voice that doubts the value of my contributions. Overcoming this "imposter syndrome" has been a continuous area of focus, requiring me to actively acknowledge that my thoughts and opinions are valuable and worth sharing. Today, I speak up when I believe it's important, and with experience, it has become easier. I have also learned that I can be an effective leader and a good role model in my own (quieter) way.

What key tip would you give for professionals to successfully develop in their careers?

There have been so many great tips in the series! To avoid being repetitive, my advice to young professionals would be to focus on developing skills that are transferable. This will help open them up to opportunities across different sectors and regions, ensuring a flexible, engaging, and potentially more interesting career in the long run.

How do you see the future of clearing in 10 years?

From what I've seen in the last four years, we are playing the long game. Clearing is an industry where any change is considered and always weighed by financial stability considerations. I look forward to a future where innovation, bringing efficiencies to markets, and contributing to financial stability continues, but with more women more transparently involved in shaping that future!

VIVIAN'S CONTACTS

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