

PC Chair

Candidate: Pieter van Putten



Nomination Packet, PC Chair

Statement of Qualifications and Intention

With this statement I would like to express my intention to run as candidate for the election for the position of PC Chair for a second term starting September 1, 2026. Please find below a listing of my qualifications based on which I believe I would be eligible for the position:

- Regular member of CFA Society Netherlands since mid 2010, from 1998 to 2010 a regular member of CFA Society Singapore.
- Regular member of CFA Institute since 1998, CFA Charterholder since 1998.
- Close to 5 years experience as board member and advocacy chair in CFA Society Netherlands (2014–2019).
- 4 years experience as Presidents Council Representative for Western Europe (2019–2023), the last year as PC Vice Chair, supporting and working with the PC Chair.
- 2 years experience in the role of PC Chair (2024–2026).
- In excess of 10 years of volunteering experience within CFA Society Netherlands as well as CFA Institute, wide range of activities, a few examples:
 - PC Chair. Involvement in the coordination of a number of key strategic projects such as the development of the new membership class, support of regional strategic activities and realignment of PCR allocation, society funding and more recently the revival of the global financial literacy program.
 - PCR for Western Europe, as part of this role I spent time in the Investment Subcommittee and the Board Nominating Committee of CFA Institute, I was

chair of the EU SAAC, and I was member of the SPAC and various ad hoc working groups. As PC Vice Chair I attended CFA Institute Board of Governors meetings.

- During my years as board member of CFA Netherlands I managed to negotiate a substantial role for CFA Institute and its learning products in the MiFID II regulator training program which the Dutch financial regulator established. This resulted in a considerably increased footprint for CFA Institute and the local CFA society in the Dutch financial industry.
- I built a sponsorship program for CFA Society Netherlands resulting in substantial revenues for the society and constructive working relationships with a number of leading parties in the local asset management industry.
- Member of the CFA Institute ethics case study writing panel in 2018.
- Numerous other activities ranging from annual grading of Research Challenge papers, organizing events/speakers, mentor in mentoring program of CFA Society Netherlands and CFA Society Poland, member of CFA Society Netherlands advocacy committee.

Although not specifically asked for as qualifications for a PC Chair position in the Terms of Reference, I list below a brief summary of my professional work experience:

- More than 35 years of experience in the institutional fund management industry in a range of roles (CEO/MD, COO/CFO, business development), currently management role with a Netherlands based family office.
- US educated, experience with working for European, Chinese and Australian organizations in Netherlands, Germany, Hong Kong and Singapore. Spent ca. 50% of my working life in Asia and 50% in Europe.
- Extensive cross-border and cross-cultural experience, trilingual (Dutch, English, German).
- Experience as both executive and non-executive director of companies and funds.

Pieter van Putten, CFA, PC Chair

[Vision for PCR Term](#)

With a rapidly changing investment management industry, we find CFA Institute facing a number of considerable challenges. Both the CFA Institute Leadership Team and the Board of Governors have been working on the definition of an amended strategy to answer structural changes which are likely to stay, and the Leadership Team is now well underway with the process of implementing these changes.



The society network is all important within the CFA organization to deliver through a de facto vertical integration a relevant and strong product to members and also to obtain timely feedback about the changing needs of those members as well as the investment industry at large. The challenge is to bring country and region specific feedback together in an overall signal which can function as an input for strategy formulation. The outcome of this dialogue is a stronger footprint of the CFA organization across markets over time.

Through the support of and in coordination with the group of regional PCRs, the PC Chair is best positioned to take on that challenge as the prime liaison between the society network on the one hand and the Leadership Team and Board of Governors of CFA Institute on the other hand. The PC Chair's main role is to communicate signals "from the field", and to ensure that societies understand the strategy of CFA Institute and the role of societies in its implementation.

With my extensive experience in the CFA network as society leader, PCR and PC Chair to date and my multinational and multicultural work experience in the fund management industry over almost 40 years, I believe I am a strong candidate for the PC Chair role to continue my work in the coming two years in a second term.

Pieter van Putten, CFA, PC Chair

[Letter of Reference](#)

To Whom It May Concern,

I am writing to offer my strongest recommendation for Mr Pieter van Putten, whose professional contributions and personal qualities I have had the privilege to observe closely during his tenure at the CFA Institute. In my capacity as Chair of the Board of Governors, and also as a colleague and collaborator, I have witnessed Mr van Putten's exceptional ability to combine strategic vision with operational rigour, making him an invaluable asset to us.

Independent Thinking

Mr van Putten is distinguished by his remarkable independent thinking. He consistently approaches complex challenges with a critical yet creative mindset, ensuring that decisions are both well-considered and innovative. His willingness to question assumptions, coupled with his analytical acumen, has led to significant improvements in team processes and outcomes. Colleagues frequently turn to him for balanced perspectives, knowing his insights are grounded in experience and careful deliberation. For example, he often asks "why are we doing things this way?", and proposes a better approach.

Leadership in Unifying the PCR Team

During his leadership of the PCR team at the CFA Institute, Mr van Putten demonstrated exemplary skill in unifying professionals from diverse backgrounds and disciplines. He



fostered a collaborative environment where team members felt valued and motivated to contribute their best work. Through his inclusive leadership style, he not only elevated team performance but also instilled a shared sense of purpose, enabling the PCR team to achieve and exceed its objectives. Under Pieter's leadership, the PCR role has had an increased impact on our thinking, and their presentations to the Board have become much more effective.

Global Network and Influence

Mr van Putten's extensive global network is both a testament to his professional reputation and a resource he leverages for the benefit of his team and the wider organisation. His connections span continents and markets, allowing him to bring international best practices and fresh perspectives into the CFA Institute's and the Societies' operations. This global outlook has been instrumental in enhancing the Institute's reach and relevance in an increasingly interconnected world. He is respected and trusted by his peers, and has unified various regions.

Work Ethic and Commitment to Good Governance

One of Mr van Putten's most impressive attributes is his unwavering dedication to the highest standards of work ethic and good governance. He approaches every task with diligence, transparency, and integrity, setting a benchmark for professionalism. His commitment to ethical principles is evident in his decision-making and mentorship of colleagues, consistently promoting accountability and responsible stewardship within the organisation.

Dedication to a Better Future

Mr van Putten's vision extends beyond immediate objectives; he is deeply committed to shaping a better future for the CFA Institute and the broader financial community. His strategic foresight, combined with a genuine desire to contribute to the public good, ensures that his efforts have a lasting, positive impact. He inspires those around him to pursue excellence and to uphold the values that underpin sustainable success.

In summary, I endorse Mr Pieter van Putten without reservation. His independent thinking, proven leadership, global perspective, and principled approach to governance mark him as an exceptional professional. Please do not hesitate to contact me should you require any further information regarding his qualifications and achievements.

Yours faithfully,

Marshall Bailey OBE CFA
Chair of the Board of Governors
CFA Institute



Nominator

Nomination submitted by:

Odree Ducharme, CFA

Nerina Visser, CFA

Charles Wu, CFA

Weiyen Hung, CFA

Robert Norton, CFA

Abishek Loonker, CFA

David Lewis, CFA

Kevin Chiappetta, CFA

Guillermo Rodriguez, CFA

Eric Flynn, CFA

Loukas Dedes, CFA

Barbara Mainzer, CFA

Video

<https://drive.google.com/file/d/14U7ZdzFN8HSOg49UAIIdA8cfE4SbJzWnS/view>