

Fay is the UK Head of Talent for Capital on Tap, a leading SME lender. Having worked with Fay for a number of years, we were excited to gauge her insights around D&I with it being such an integral part of her role.

How did you start your career within FinTech?

Fay started her career within tech, an industry that had always appealed to her. She understood the rapid pace in which technology was advancing and found this rate of change and development to be an exciting environment to thrive within. FinTech wasn't something Fay had discovered until moving to London and joining Capital on Tap four years ago.

For her, it was the people at Capital on Tap and their story that really sold the opportunity to work in Fintech rather than the industry itself. Now fully immersed in the sector, Fay loves the fast-paced nature of Fintech and the community-feel she has developed within her network. She would highly recommend the industry as a challenging environment with a unique atmosphere and great progression opportunities.

What is your experience of being a leader?

Fay's first exposure to leadership was being a mentor at UKFast where she provided advice and support to others. As an encouraging figure, her role mainly focused on motivating and fostering team morale, something that came very natural to her as she has always been passionate about helping others.

When she moved to Capital on Tap, she was the first in-house recruiter within the team, responsible for building the strategy and function from scratch. With this responsibility, she really became a leader quite naturally, before being given the title. Fay now has an international team and has scaled Capital on Tap to 400 employees.

Faye massively attributes her success to both Capital on Tap's work environment and the inspirational leaders around her. The company have an incredibly supportive culture and open communication that has allowed her to evolve as an employee through trial-and-error learning. Both Phillipa (Director of People) and Alex (MD) have had a huge impact on her development by being extremely visible leaders. They have always shared their advice, guiding her along the way, but also empowered her to become her own type of leader.

What's been the biggest success in your career to date?

Fay is extremely proud of the success she has had at Capital on Tap, building the recruitment function from the ground upwards. When she joined, they had no recruitment process, understanding of recruitment budgets or recruitment roadmaps. but now Fay has a flourishing team of five direct reports who are hiring over 400 people annually across 6 locations, all operating within a streamlined process. She is incredibly proud of the development of each individual within her team and is keen to celebrate their overall success together.

When Fay was building her team, Alex gave her one critical piece of direction - to hire employees who are better than her. He advised that this would not only be a benefit for the company, but to her personal development as it would enable her to continuously grow and develop. This has been invaluable to her success and is something that she would encourage all leaders, particularly younger leaders in their early career to do.

What would be your advice to the next generation of female leaders?

The narrative around Fay's advice is authenticity – to be successful, you need to lead in a way that reflects your own values.

Her recommendations are to:

- Be vulnerable and always ask for her help as this is how you learn and develop.
- Be self-reflective and create a strong feedback culture within your team to understand your strengths and areas in which you can improve.
- Create a transparent relationship with your team where you can share both your mistakes and successes.
- Find a communication style that suits you as this will allow the confidence to manage up, addressing more senior stakeholders.

What Is Capital on Tap doing to promote D&I within the organisation?

Fay is most proud of Capital on Tap achieving inclusivity in all aspects of the organisation. They have multiple initiatives and policies that are important, but with them prioritising these values from inception, they have been able to create a truly authentic, inclusive environment.

Since 2020, Capital on Tap have made various commitments to D&I and it is now something that is considered in business wide strategy. Fay references their 'top down' and 'bottom up' approach where all senior leaders implement policies (such as non-bias training and inclusive recruitment) while also empowering the wider team to raise awareness, create new events and share their own values and beliefs.

Fay is really pleased with the feedback that she has received from new starters this year – there is a consensus that the recruitment experience is an enjoyable one but more importantly, on joining, everyone instantly felt that they were joining a diverse and inclusive working environment.

Edited by Siobhan Humphries