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RECOGNISING LEADERS ACROSS THE GLOBAL WEALTH MANAGEMENT INDUSTRY
THROUGH THE **WEALTHBRIEFING** AWARDS PROGRAMME



EXCLUSIVE
THE 2019 WEALTHBRIEFING
MENA AWARDS WINNERS

December 2019



ostrich.

/ˈɒstrɪtʃ/ noun (financial)

person or organisation failing to see or act
upon the need for a sustainable growth strategy;
see also: *head in the sand*.

rethink everything.



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FOREWORD

Tom Burroughes, Group Editor of *WealthBriefing*, explains the significance of these awards.

The *WealthBriefing* MENA Awards showcase best-in-class individuals and firms serving clients in the region, and who do so against a constantly changing background. The task of guiding clients around the complexities of their business and financial lives remains a vital one. Without effective protection and transmission of wealth, less of it will be created not just for high net worth and ultra-HNW individuals, but for wider society as a whole. Effective wealth management is ultimately good for jobs and living standards. The people who make the wealth management industry do its job well aren't always recognised for the work they do. These awards are designed to give these outstanding people a chance to reflect on their achievements so far and how they move forward.

A centrepiece of the awards is the judging process, and we take particular pride in how this has been refined and adapted over the years. A panel of judges drawn from senior figures in banks, family offices, law firms, technology businesses, consultancies and other relevant businesses sift through submissions. They also bring their knowledge to reach decisions. In deciding on a winner, the majority of the weight in judging is based around the quality of the entrants' submissions. To be considered for an award, a firm must enter the process. Importantly, judges are divided into groups so that judges don't scrutinise entrants from the same sector in which a judge works. This is done to avoid access to potentially confidential information and prevent conflicts of interest. A whole list of the judges is published on this news organisation's website. And we remain open to suggestions about how to continue developing awards in future. Feedback is essential.

These awards are, as we know, highly effective as marketing and branding tools, and we also know how attendees at these events like the chance to meet old friends and make new connections. The calibre of the people in wealth management is in the end what shapes the future of this industry. These awards are a chance to salute that quality.

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OVERVIEW OF THE MIDDLE EAST & NORTH AFRICA SECTOR

The region has had its fair share of challenges but it's hard to ignore the continued vibrancy of the private banking and wider wealth management story. The Middle East has, according to Capgemini's *World Wealth Report* last year, a total of 656,350 HNWI individuals, collectively holding \$2.5 trillion. That population figure rose by 2.1 per cent from 2017.

As for Africa, Capgemini's 2018 report said the continent had 167,000 HNWI individuals, with a total wealth of \$1.7 trillion; in percentage terms, the population rose by 6.9 per cent from 2017. It

may be some way behind other regions, but that is all the more reason why potential percentage growth increases could be particularly attractive to wealth managers.

We have had lots to write about. For example, this publication joined members of Liechtensteinische Landesbank to help celebrate the grand opening of its branch office in the Dubai International Financial Centre a few weeks ago. And there's been other activity: a year ago, Singapore-based DBS said it intended to craft a "strategic hub" in Dubai amid an expansion drive for the Middle East during

the next five years. A few weeks ago, Lombard Odier opened an Abu Dhabi branch.

Gulf Co-operation Council countries (Saudi Arabia, Abu Dhabi, Bahrain, Qatar, Oman, Kuwait) straddle European and Asian timezones: that brings clear benefits in managing operations with exposures to different parts of the world. HNWI and UHNWI investors thinking of how to diversify risk and protect wealth want options: centres such as the UAE and Abu Dhabi are, for example, not shy about offering such choices.



eagle.

/ˈiːɡ(ə)l/ noun (financial)

person or organisation with far-sighted
vision committed to sustainable
behaviours and growth strategies.

rethink everything.



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ASSET MANAGEMENT
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THE WEALTHBRIEFING MENA AWARDS 2019 JUDGING PANEL

The 2019 *WealthBriefing* MENA Awards programme was focused around three main category groupings: **experts** (individuals and teams), **products** and **services** for wealth managers and clients, and institutions of all sizes and types in the MENA region market.

Independence, integrity and **genuine insight** are the watchwords of the judging process with the judging panels made up of some of the industry's top trusted advisors and bankers. As part of the judging process, a shortlist was identified from the hundreds of entries

received for these awards and the judges met for a round-table discussion to agree the winner for each category. The judges were split into groups, dependent on their industry.

So **trusted advisors** were responsible for judging the private banking categories and **private bankers** judged the trusted advisor categories. This was to ensure that commercially sensitive information was kept confidential and conflicts of interest were avoided.



MANNAN ADENWALLA
Managing Director
LGT Bank (Middle East)



WALID S. CHINIARA
Partner
Deloitte & Touche, Middle East



SEBASTIAN W. GRAEWERT
Chief Representative Officer, MENA & Asia
MCB-DIFC, Representative Office



ALAIN BARON
Managing Director, Head of MENA Markets
Mirabaud (Middle East)



PATRICK CROWLEY
Director
Deutsche Bank Wealth Management



ISMAEL HAJJAR
Director, MENA Private Client Services
EY Middle East, Dubai
(Middle East)



LAURENCE BLACK
Regional Director, Client Solutions, MENA
Asiaciti Trust Group



SABILA DIN
CEO & Founder
Din Consultants



MANOJ KAPUR
Managing Director
Bank J Safra Sarasin Asset
Management (Middle East)



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永明金融

The Sun Life brand was founded in Canada in 1865. Today, it shines in many different countries across the world, bringing a brighter life under the sun to people everywhere. At Sun Life Hong Kong, we have one purpose : to help our Clients achieve lifetime financial security and live healthier lives. We demonstrate optimism in everyday life and build trust through our unwavering commitment to our Clients. We provide our Clients with the protection and wealth products and services they need so they and their loved ones can be well protected and achieve their goals at every stage of their lives.

Diverse range of products and solutions

We offer professional financial analysis and insight-based solutions, ranging from savings and life protection, to health and accident protection, investment-linked assurance schemes, and universal life to pensions and group benefits. Whether it's on the phone or in person, our advisors and client service officers are ready to help our Clients navigate life's most important moments. With our online services centre and mobile applications, Clients can also manage their finances when and how they want.

All numbers are as at Jun 30, 2019 unless stated otherwise

1. Insurance Authority of Hong Kong, Provisional Statistics on Hong Kong Long Term Insurance Business, based on the third quarter of 2018 year to date annualized first year premiums
2. Life insurance policies paid out by Sun Life Hong Kong Limited for the 12 months ended Dec 31, 2018
3. Mercer MPF Market Shares Report (as at Mar 31, 2019). MPF refers to Mandatory Provident Fund. AUM refers to Assets Under Management
4. For the three months ended Mar 31, 2019 based on Mercer MPF Market Shares Report (as at Mar 31, 2019). MPF refers to Mandatory Provident Fund. AUM refers to Assets Under Management

127 years
of history in
Hong Kong

2,200+
financial advisors

700+
employees

Partnership with
over **400**
independent financial
intermediaries

Top 10
in Agency for
life insurance¹

Paid out
26,000+
claim cases in 2018²

4th largest
MPF service provider
based on AUM³ and
1st based on
net inflows of assets⁴

MPF AUM
HK\$74.9 billion³



GEORGES KOUHEIRI
SEO
AGC Equity Partners



VALÉRIE MANTOT
Director and Head of MENA
Sanne Group



IZABELLA SZADKOWSKA
Partner, Corporate Structuring
Al Tamimi & Company



MARTIN LIEBI
Deputy CEO, Head of Private Banking
Edmond de Rothschild Group



SOFIA MOTA
Director - Regulatory and Compliance
Services
re/think



BRUCE WEATHERILL
Chief Executive
Weatherill Consulting



VENKAT MAHADEVAN
Managing Director & Head of Retail
Banking
Citi



YANN MRAZEK
Managing Partner
M/HQ



DANIEL WILLIAMS
Investment Director
Arbuthnot Latham



DEEPAK MALHOTRA
Chief Executive Officer
Mayfair Private



LUDOVIC PERNOT
Head of Private Banking, Middle East
Liechtensteinische Landesbank

التميمي و شركاه
AL TAMIMI & CO.

Best Law Firm Advising High Net Worth

WealthBriefing MENA Region Awards 2019

17 Offices
9 Countries
360 Lawyers



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Egypt
Iraq
Jordan
Kuwait
Oman
Qatar
Saudi Arabia
UAE



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AL TAMIMI & COMPANY COMPREHENSIVE EXPERTISE

Izabella Szadowska, Partner, Corporate Structuring at Al Tamimi & Company talks to **Tom Burroughes** from *WealthBriefing* about reaching its present level.

What set you apart from your peers this year?

Since its inception in 1989, Al Tamimi & Company has become the largest law firm in the Middle East with over 450 lawyers in 17 offices. We are the only full service firm that has a comprehensive practice area coverage across the UAE, Bahrain, Egypt, Iraq, Jordan, Kuwait, Oman, Qatar and KSA. As a result of this comprehensive geographical and specialist expertise, we have assisted multiple generations of family businesses and High Networth Individuals (HNWIs) across the region in relation to their personal and business affairs and thus have a close understanding of their affairs past, present and future, giving us a unique competitive advantage.

Can you tell us about Al Tamimi's Client Services team?

Al Tamimi's Private Client Services team combines our wealth of experience and full service capability and offers a team of multi-jurisdictional, multi-lingual lawyers who provide international quality, technical excellence and bespoke client care at an in-house counsel level to each individual client. The service encompasses corporate advice, including design of wealth management, inheritance and trust structures, family law regardless of the nationality and religion of the parties involved (since we have Shariah law as well as conventional matters expertise), specifically in respect of divorce, pre/post-nup's, custody, alimony matters, and dispute resolution. The team's clients include family businesses and offices, HNWIs and VIPs.

How have your colleagues contributed to the success of your organisation?

Al Tamimi & Company has eight dedicated Private Client lawyers, led by Essam Al Tamimi, Senior Partner and Dipali Maldonado, Senior Counsel, supported by me, Izabella Szadowska, Partner (Corporate Structuring) and Richard Catling, Partner (Corporate Commercial). We are a full-service law firm and our highly diverse lawyers originate from over 60 different nationalities, combining international experience and qualifications with expert regional knowledge and understanding. As the leading law firm in the Middle East, we offer a full suite of legal services to custodians of private wealth. In 2017 and 2018 Chambers High Net Worth ranked us as Band 1 in the UAE in Private Wealth law.

It is precisely the diversity of our backgrounds and areas of expertise as well as the unique geographical coverage that allow us to understand matters at the non-contentious or at a potentially litigious stage, based on the extensive litigation experience of our lawyers.

The firm's legal team is the largest practising in the Middle East region and includes lawyers with a diverse range of specialist skills

critical to wealth management and preservation. Specialist skills sets relevant to private wealth clients include:

- family business governance, succession and structures
- wills, guardianship and probate
- family trusts, 'waqfs' and foundations
- inheritance trust and shareholder disputes
- philanthropic funds and endowments
- family law
- real estate
- financial crime
- tax
- image, brand and reputational protection.

How do you support your clients?

We advise and support our clients with global business and asset structures and we manage investment, acquisitions and taxation strategy in global markets, supported by an established network of advisors in significant investment destinations and offshore jurisdictions.

Our Private Client Services team forms a distinct practice tailored specifically for HNWIs but who work closely with all legal experts across the firm. The practise is unique to the region, with no other local law firm having a bespoke Private Client team. This enables us to gain an in-depth understanding of our clients' personal and business objectives to ensure that we offer the most strategic, tailored and innovative commercial legal solutions and strategies to meet our clients' needs and aspirations. In addition, our vast network of contacts, excellent relationship with governmental authorities across the region, being at the forefront of legislative changes and practical legal experience in procedural matters ensures delivery of real, efficient and effective solutions for each client.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Outside the 9 jurisdictions in which we have offices, we support Middle Eastern-based clients with their global business needs and investments. We often manage their investment and taxation strategy globally, supported by an established network of advisers in significant investment destinations.

What have the challenges been in obtaining excellence?

Attracting and retaining lawyers who excel in their respective areas of speciality and who have an in-depth understanding of family business/HNW specific requirements and strong soft skills to serve clients best.

I'm delighted to admit, we have managed to secure a team that presents precisely that.

What do you hope will be the main consequence of achieving this accolade?

We'd hope that this prominent accolade will give additional comfort to our clients of the quality of services we provide and allow families/HNWI who have not had an opportunity to work with us to initiate a dialog with our team, leading to long-term "trusted advisor" cooperation. On the team side of things, we believe this prestigious award will be a strong boost in our motivation to continue to excel when providing our valuable clients with advice/assistance.

How will you use the award to raise your profile in the industry and among clients?

The award is a fantastic recognition of the great work the team has been doing over the past few years for our clients. Examples of our recent relevant projects include:

- Designing and establishing a structure comprised of onshore and free zone UAE companies and foundations addressing client's wealth-preservation objectives, for a HNWI UAE family.
- Designing and establishing a tax efficient structure for across the Regional and European assets portfolio for a HNWI Egyptian family.
- Representing a HNWI in relation to a complex divorce matter and out of court financial settlements.
- Successfully achieved a number of out of court settlements for family disputes.
- Representing a Saudi family owning diverse businesses in the group restructuring, establishing a Sharia-compliant trust under DIFC law. We restructured the Group in both GCC and non-GCC jurisdictions under the new family holding company which serves as trustee under a trust arrangement governing family equity entitlements, management and stewardship.
- Assisting a GCC family by designing a coherent corporate structure and drafting a Family Constitution (addressing, e.g. future stewardship arrangements), in respect of their assets/ interests; implementing a succession plan for the mixture of their onshore GCC and offshore assets owned through a trust.

There are, of course, other innovative projects we are working on which we are unable to disclose. ■



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ASIACITI TRUST PROTECTING CLIENTS' LEGACIES

Laurence Black, Regional Director, Client Solutions, EMEA of Asiatici Trust tells **Tom Burroughes** from *WealthBriefing* it isn't resting on its laurels.

What set you apart from your peers this year?

As a family-owned and fully independent company, Asiatici Trust is able to focus on every client's best interests. Being a boutique fiduciary and corporate services provider without any conflicts of interest is a huge advantage because it gives us the flexibility to always provide the most appropriate solutions for private clients, intermediaries or corporations.

For over 40 years, we have provided unparalleled, quality service to generations of international clients and their families across key jurisdictions. We were among the first trust and corporate services companies to establish operations in multiple locations that offer the best wealth protection and estate planning opportunities.

Impeccable client service is at our core; we invest in extensive consultation with clients to have a complete understanding of their unique, evolving needs and aspirations.

We also maintain a higher employee to client ratio than many of our peers in order to deliver best in class service and consistently achieve optimal results.

Describe how your colleagues have contributed to the success

Our shared goal of providing best in class service spurs my colleagues and me to do our best for all clients. Besides a strong team spirit, it also helps to have qualified professionals and subject matter experts with deep experience in international, cross-border work.

A key success factor is our professionals' breadth and depth of knowledge and extensive

experience. Our hardworking and highly qualified team includes lawyers, accountants and several full members of the Society of Trust and Estate Practitioners (STEP).

With the advent of globalisation and digitalisation, our clients have become more informed and discerning. Similarly, we have evolved to meet, and even exceed, these high expectations with service standards and customised solutions that are compliant with stricter cross border and jurisdictional requirements.

As our success can – to a large extent – be attributed to collaborative business partners in the region, we will continue to value and grow these strong relationships with them. Asiatici Trust Group is committed to providing a stable environment, both internally and externally, that builds trust in our employees, clients and business partners.

What have been the challenges in obtaining excellence?

Since its inception in 1978, Asiatici Trust has navigated different and complex financial landscapes with ever developing regulatory requirements and constant changes in the composition of our peers.

By keeping abreast of economic developments and staying committed to our core values and attuned each and every client's needs, we have remained relevant and grown from strength to strength.

To stay on the front door, what sort of qualities do you and colleagues need to continue showing?

We are honoured that our hard work has been recognised by our industry peers and

partners through these prestigious awards. At the same time, we are aware that as an award winner and market leader, Asiatici Trust has a huge responsibility to raise the bar for excellence whilst staying focused on our goal of providing the best solutions for our clients, by listening to them, understanding their needs, aspirations and changing circumstances.

To stay ahead of the curve, we will continue to invest in talent, technology and infrastructure. Our investments in our people and systems include training and certifications, strengthening client relationships, adhering to proper procedures and ensuring consistency in all documentation and client services. A healthy demand for our best in class services and customised solutions validates our commitment to exacting service standards for our clients and their families.

What advice would you give to other individuals and organisations seeking to chase excellence in the wealth management sector?

Asiatici Trust's unique proposition lies in being a fiduciary that offers best in class services and customised solutions through a wholly independent, family owned business.

Hence, we advise individuals and organisations to always put their clients at the centre of everything they do and keep striving for the best, because success will surely follow. ■



“AS A **FAMILY-OWNED** AND FULLY **INDEPENDENT** COMPANY, ASIATICI TRUST IS ABLE TO FOCUS ON EVERY CLIENT'S BEST INTERESTS. BEING A BOUTIQUE FIDUCIARY AND CORPORATE SERVICES PROVIDER WITHOUT ANY CONFLICTS OF INTEREST IS A HUGE **ADVANTAGE** BECAUSE IT GIVES US THE **FLEXIBILITY** TO ALWAYS PROVIDE THE MOST APPROPRIATE **SOLUTIONS** FOR PRIVATE CLIENTS, INTERMEDIARIES OR CORPORATIONS.”



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BANQUE INTERNATIONALE À LUXEMBOURG HOW HUMAN CAPITAL MAKES THE BIG DIFFERENCE

Marco Robbertsen, CEO Market Head Middle East of Banque Internationale à Luxembourg (BIL) talks to **Tom Burroughes** from *WealthBriefing* about its “holistic” offering.

What set you apart from your peers this year?

Servicing expats is in the DNA of our bank. Originating out of Luxembourg we naturally understand that space.

BIL has an excellent track record servicing UHNW expats. Our holistic approach, where we combine asset management, wealth/financial/estate and tax planning with structuring capabilities, is being rated highly by our clients and business partners.

We can support UHNW Expats with direct investments in Europe, where the jurisdiction Luxembourg can serve as gate way and structuring hub. The platform in Luxembourg has originally been designed to cater to institutional clients and funds, the approach and integrated services have been opened towards UHNW Expatriates with success.

Furthermore we provide mortgages in most European countries to finance 2nd, 3rd, 4rd homes and ‘buy to let’ where we can combine financial and tax advice to reach the most optimal solution for our clients.

Through our family office entity we are -apart from the usual services like consolidated reporting, bespoke asset management and family governance- specialized in real estate. It can be best described as full service, where the family office supports our UHNW Expat from identifying the right asset to finding the right finance and structuring solution to ultimately the party who can manage the property best.

To complete the experience of our current and future expatriate clients we pool the different capabilities, depending on the client need/wish, and appoint a client service team captain. He or she ideally has a cultural and/or language fit with the client and is responsible for the overall coordination.

How have your colleagues contributed to the success of your organisation?

Needless to say people, human capital is a very important element in building success. You can have the best platform, superior products, state of the art systems, but if you do not have the ladies and gentlemen to bring them across you can forget it!

What will you do to keep to the standard of an award-winner and push ahead in the future?

You have to stay on top of your game and understand what drives your current clients and future clients. At BIL we will further enhance our offering around UHNW entrepreneurial expats by integrating corporate advisory in our business model. We will use Belair House - our family office, BIL Fund & Corp Services (BFCS) and BIL Manage Invest (BMI) – asset servicing companies, to differentiate ourselves. More next year!

What have been the challenges in obtaining excellence?

The challenge behind our success is alignment of stakeholders. All the ingredients were available but making sure all departments, business heads and support are on the same page that is key in delivering an outstanding result. So again its about people.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

In my previous life I have spent quite some time with on of the Swiss private banks and with German lender. The “one bank” approach is not new of course, but getting it right is not easy. In our case we first defined our target

market based on our right to win and have build an offering around it by putting the right existing ingredients together. Next year we will try to further enhance this by including corporate advisory services to the spectrum.

Outside of the industry, being a l'école hôtelière graduate, I have always admired and took inspiration from the Ritz-Carlton and their way of doing. They have mastered service by starting with the credo “ladies and gentlemen serving ladies and gentlemen”. In a world where it becomes more and more difficult to stand out from competitors the experience and service is a key factor to differentiate.

What do you hope will be the main consequence of achieving this accolade?

That we increase our visibility here in the Middle East and one has better understanding of our capabilities.

How will you use the award to raise profile in the industry and among clients?

We will use it to attract talent, create brand awareness and demonstrate to our clients and future clients we have developed a space where can create value. ■



“BIL HAS AN **EXCELLENT** TRACK RECORD SERVICING UHNW EXPATS. OUR **HOLISTIC** APPROACH, WHERE WE COMBINE ASSET MANAGEMENT, WEALTH/FINANCIAL/ ESTATE AND TAX PLANNING WITH **STRUCTURING** CAPABILITIES, IS BEING RATED **HIGHLY** BY OUR CLIENTS AND BUSINESS PARTNERS.”

IN A CHANGING WORLD,
**BUSINESS AND FAMILY
TAKE THE SAME DIRECTION.**



SUPPORTING ENTREPRENEURS

We know your needs as an entrepreneur extend beyond your business, which is why we ensure your professional and personal assets are managed as one. With our support for entrepreneurs, your wealth has a voice, let it be heard.



BNP PARIBAS
WEALTH MANAGEMENT

**The bank
for a changing
world**

BNP PARIBAS WEALTH MANAGEMENT

Masroor Batin, Chief Executive for Wealth Management, Middle-East & Africa at BNP Paribas Wealth Management talks to **Tom Burroughes** from *WealthBriefing* on his firm's success.

What set you apart from your peers this year?

BNP Paribas Wealth Management is a leading global private bank and the largest private bank in the eurozone. We are present in four hubs in Europe, Middle East, Asia and the US. Our 7,000 professionals provide our demanding clientele with solutions to protect, grow and transfer their wealth. Clients benefit from our robust integrated, diversified business model with significant opportunities to benefit from the entire added value of the BNP Paribas group (in particular the corporate and institutional bank, real estate, and asset management).

We have €385 billion (\$426 billion) of assets under management (+2.1 per cent vs 30/09/2018) with very good net asset inflows in particular in Belgium, Germany and Asia with €3.8 billion (+27.8 per cent vs 3Q18). Today, BNP Paribas Wealth Management is a leading private bank, #1 in the eurozone. We've made major investments to grow our business. In Europe, we acquired ABN AMRO's private management business in Luxembourg last September, bringing us an additional €5.6 billion in assets under management. This acquisition strengthened our position in the large entrepreneur segment in Europe. In April of last year, we acquired the core banking operations of Raiffeisen Bank International's Polish arm. This positions us as the number one private bank in Poland, with a 13 per cent market share. We continue to develop in Germany as well. Our strong private banking business, addressing the needs of a digital savvy clientele, has recorded impressive growth, and we have built a platform to address the specific needs of the Very High and Ultra High Net Worth clients.

Outside of Europe, our wealth management business launched in the US in 2011, targeting Silicon Valley entrepreneurs, and we stepped up with our opening in New York in April 2018. We manage over \$13 billion in the US at present, and we're targeting significant growth in the coming years. We are expanding in our strategic markets in Asia. We are a market leader in North Asia and we are working to replicate our position of strength in South Asia, key to achieving our aspirations.

In the MEA region, we have strengthened the UHNW and VHNW clientele throughout the region with a unique combined approach with our corporate and institutional bank and real estate. We also closed industry remarkable credit transactions to the benefit of our key clients. The MEA platform saw the joining of a dozen experienced bankers and the onboarding of high profile clients and key families. This approach led to a sharp increase in our assets (+\$1 billion) in H1 2019. We also have recently opened an office

in Riyadh, KSA, with local booking capabilities. Working closely with the international teams, our colleagues in KSA are bringing their expertise to meet Saudi clients' expectations.

We see a growing demand for sustainable investments from our clients to align investments with their values. For years we have accompany our clients' expectations in this field. We were one of the first banks to launch an SRI offering ten years ago. We have broken the bar of €15 billion of AuM in sustainable investments with a short-term goal of €20 billion in 2020 but we will easily go beyond this as we are generalising our approach by integrating ESG criteria across our entire investment process.

How have your colleagues contributed to the success of your organisation?

In 2019, BNP Paribas was awarded the most attractive employer in France in 2019 by the *LinkedIn Top Companies* ranking, honoring our efforts to attract talent and to retain our staff. The bank also obtained the exclusive *Top Employers Europe 2019 Certification* for creating outstanding employee conditions, and for nurturing and developing talent.

Internally, the employee survey evidenced the efforts made to grow our colleagues and to fulfill their aspirations.

All these distinctions are proof of the high level of motivation associated with the rigorous recruitment and certification of our teams and ensure the success of our back and front teams.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Our three strategic priorities are: focus on client expectations, leverage our expertise across the entire BNP Paribas Group and adapt our business model to changing client expectations. We work closely with our clients to adapt our offering to meet their demands, such as in the field of impact investments, local shares financing and for direct investment in companies through equity funding or private equity.

The digital transformation of our business is accelerating. Working hand in hand with our clients, over 300 creative staff members in three design factories around the world are building an ambitious digital client experience leveraging all the opportunities offered by the latest technologies.

What have been the challenges in obtaining excellence?

It is all about anticipating change: be it client expectations, technology, regulations or market conditions. But as *The Bank for a Changing World*, we embrace change!

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

As a leading wealth manager, we seek inspiration outside our own sector: for example, the luxury industry is well-known for tailoring its products for the most demanding of clients, and for delivering an outstanding experience driven both by pleasure and added-value. We are also inspired by start-ups and Fintechs, with whom we are already working. For example by adopting new methodologies -, a start-up mentality, design thinking, agile methods, design factories - we aim to offer exclusive services that dovetail with our clients' expectations and that have a faster time-to-market.

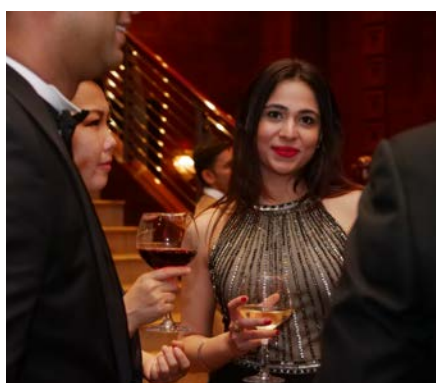
What do you hope will be the main consequence of achieving this accolade?

In the wealth management industry, only a high level of confidence motivates clients to entrust us with the management of their assets. Even though our leading position and financial soundness may be well-known, this *WealthBriefing* award will be independent proof that clients can expect from us the highest level of quality.

How will you use the award to raise profile in the industry and among clients?

Press release, websites news, social media, newsletters, e-mail signatures and much more: we will activate all our channels to promote this outstanding award. Our relationship managers are very proud and always present our "gallery of awards" to prospects and clients! ■





BNY MELLON DATA AND ANALYTICS SOLUTIONS DELIVERING BUSINESS EFFICIENCY

Dan Cavanaugh, Head of EMEA for BNY Mellon Data and Analytics Solutions tells **Tom Burroughes** from *WealthBriefing* about how it attained success.

The asset and wealth management industry in the Middle East and North Africa is maturing fast, as reflected in its rapid digital transformation and improved financial disclosure and corporate governance. In a bid to capitalise on the region's growing investor base and asset pool, asset managers and owners are looking to transform their operations to drive efficiencies through data-driven solutions. This has been a real boon for BNY Mellon Data and Analytics Solutions products, which focus on delivering an investment management platform centered on data. We offer differentiated products that help clients streamline processes and reduce costs by transforming data into actionable intelligence through enhanced reporting, timely insights and evidenced-based decision making.

Our success is attributable to not only the data-centric approach of our product suite—capabilities that are available anywhere, at any time, through one platform—but also our diligent client-centric approach. We work in close collaboration with our clients to ensure that our scalable solutions, deployment options, and research and development (R&D) focus reflect their needs. Our tailored solutions grow with clients as they grow their assets under management, pursue global expansion, and explore new strategies and asset classes. We remain committed to innovating and understanding our clients' needs, which are ever-changing in this dynamic region.

The MENA region is one of the fastest growing in the world, both in terms of sovereign wealth investors and high-net-worth individuals, so agility will be key to rising to the challenge of increased regulatory pressures and new market opportunities. Looking ahead, our continued investment in R&D for the BNY Mellon Data and Analytics Solutions offering, which includes the Eagle product suite, will enable us to develop leading-edge cloud solutions to help our clients better anticipate and plan for future needs across multiple business lines and locations.

What would you say has differentiated you from your peers this year?

In a continually shifting landscape with growing competitive and regulatory pressures, more and more firms are seeking not only software solutions but also service providers to partner with to help them meet their organisational goals. From a BNY Mellon Data and Analytics Solutions perspective, the unique

ability to deliver solutions on that continuum between software and service provides a powerful value proposition to asset owners. The Eagle product suite offering has always been client-centric, with services that can be scaled up or down, depending on the client's specific business needs.

Describe how your colleagues have contributed to the success.

The real key to our success is three-fold: Our clients-first attitude, our solutions synced with the emerging needs of asset owners, and our focus on innovation. By continuing to innovate, we are able to stay ahead of and satisfy the evolving objectives of asset owners in the MENA region, from their adoption of cloud-based technologies to their exploration of alternative investments to their growth from a scale perspective.

Furthermore, our open architecture platform enables an ecosystem that helps clients deploy industry-leading solutions that combine BNY Mellon's Eagle product suite capabilities with the best third-party solutions available in the larger marketplace.

What particular hurdles have you had to surmount to reach this point?

MENA is an emerging region of global importance, so as we grow in the region it's really important to ensure we are a good fit with our clients both in terms of capabilities and and culture. Again, this is where our client-centric approach is fundamental. We take an extremely targeted approach to the problems that we solve, and we are lucky to have the partners that we do in the region.

Looking forward, where do you think your organization can improve further?

Being diligent and rigorous in our client-focused approach is always our priority. Today we are industry-leading providers of data management, accounting, and performance solutions. We will keep investing in innovation in these areas while continuing to expand our data and analytics solutions to help our clients stay ahead of the curve as the industry continues to transform at a never-before-seen rate.

Please set out some examples of where your firm has made the most improvements. Are there products and services you want to highlight?

Digital transformation is a top priority for

today's asset managers and owners as they look to move away from the legacy technology systems that are holding them back. At the heart of this transformation is a major data management challenge. We continue to enhance our data management, accounting, and performance products, while also investing in the expansion of our product offering. BNY Mellon dedicates significant research and development resources to BNY Mellon's Data and Analytics Solutions to address the challenges our clients face not only today but also tomorrow.

Whom do you cite as inspirations to follow and learn from, whether they are inside or outside the wealth management industry?

There is so much to learn—not only from what we observe among our competitors, clients and partners within financial services, but also from innovators outside the industry. The innovation of the user experience is typically associated with seamless, consumer-oriented applications, and it is now infiltrating the business-to-business framework. In this regard, we can take cues from how technology giants beyond the financial services sector, such as Google and Amazon, engage with their audiences and align to their interests as we strengthen our strategy in capturing the imagination of the future generation of asset managers.

What advice would you give to other individuals and organisations seeking to chase excellence in the wealth management sector?

The asset and wealth management industry will look vastly different a decade from now. The firms that will survive and thrive then will be the ones that are thinking through what this transformation means for today and how to best prepare for tomorrow through innovation and partnerships. ■





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PRIVATE BANKING

FIRST ABU DHABI PRIVATE BANKING GETTING THE “FULL-SERVICE” EDGE

Shahzad Ali, Head of Private Banking UAE, First Abu Dhabi Private Banking tells **Tom Burroughes** from *WealthBriefing* about winning regional dominance.

What set you apart from your peers this year?

FAB private banking is a “full-service” private bank offering local, regional and international investments across multiple booking centres. With a regional dominance international investors can get unparalleled access to the regions investment opportunities.

How have your colleagues contributed to the success of your organisation?

From front office to support functions, we are all aligned to put our clients first and ensure the highest levels of customer service possible. We put the clients “at the centre of everything we do”.

What will you do to keep to the standard of an award-winner and push ahead in the future?

We have a continuous program to deepen and broaden our product offering, improve our internal processes and implement a “state of the art” operating platform in 2020.

What have been the challenges in obtaining excellence?

Post-merger legacy bank employees had to get aligned to a revised “customer first” strategy and we know that changing culture always takes some time!

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

Hana Al Rostamani (Head of PBG, FAB) as a trend-setter and leading woman in the banking field in the UAE.

What do you hope will be the main consequence of achieving this accolade?

It is a recognition for all our colleagues from front-office to support functions.

And, we hope, it will motivate us to continue our objective to be the leading private bank in the region in the years ahead.

How will you use the award to raise profile in the industry and among clients?

FAB will capitalize on this winning, through all available marketing channels and platforms, from internal communications, press releases, website, social media and other marketing printed collaterals. ■



“FROM FRONT OFFICE TO SUPPORT FUNCTIONS, WE ARE ALL **ALIGNED** TO PUT OUR CLIENTS **FIRST** AND ENSURE THE **HIGHEST** LEVELS OF CUSTOMER SERVICE POSSIBLE. WE PUT THE CLIENTS ‘AT THE **CENTRE** OF EVERYTHING WE DO’.”



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INDEX & CIE CAREFUL PROTECTORS OF WEALTH

Oliver Ansingh, CEO from Index & Cie talks to **Tom Burroughes** from *WealthBriefing* about blending old values and new technology.

How have your colleagues contributed to the success of your organisation?

Our team is the foundation on which Index & Cie has been built. The team hails from most corners of the globe; Europe, Latin America, Central and Southeast Asia and Middle East. All bring their own unique knowledge and understanding of different cultures. Top academic and professional formations complete the well-rounded profiles of our team members.

Working for a small and entrepreneurial firm demands increased involvement from all team members in order to build and maintain a best-of-breed product and service that stands out amongst its peers - as we feel is evidenced by winning these awards.

What will you do to keep to the standard of an award-winner and push ahead in the future?

At Index & Cie our aim is to help our clients preserve and grow their wealth in a conservative manner over the long term, and provide exceptional service for their day to day requirements. This is done by way of attracting and retaining highly talented professionals that share our long-term view of the business.

Being a young firm, having a flat organisational structure, and a platform that is continually in development, allow us the required flexibility to produce high quality as well as highly innovative solutions. This should allow us to maintain a compelling offering for years to come.

What have been the challenges in obtaining excellence?

Initially the challenges lay in building our offering. Smaller firms do not always get access to the right products and platforms. Furthermore, once built, it is continually being reviewed and improved. There are no short cuts to this process, and it just takes time.

I believe though after 4 years of continuous adaptations, adjustments and upgrades, we have a very solid offering that could appeal to most clients with Private Banking requirements in the UAE.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

We look at the big Swiss firms that have dominated the Wealth Management industry

for the last 100-150 years. The success they have achieved in this time frame is simply stunning.

Having said that we look to merge old school private banking values with the most modern and innovative solutions, taking Wealth Management well and truly into the next century.

What do you hope will be the main consequence of achieving this accolade?

We hope that the increased attention associated with winning these awards, will allow us to both reach a wider audience as well as further enhance the credibility of our offering by having been rated highly by our peer group.

How will you use the award to raise profile in the industry and among clients?

The full details about the awards and the gala dinner can be found on our website and LinkedIn page.

Furthermore, when communicating with clients, prospects and business partners we make reference to the awards won through our email signature. Both these actions aim to raise awareness of the accolades achieved. ■



“WORKING FOR A SMALL AND ENTREPRENEURIAL FIRM DEMANDS **INCREASED INVOLVEMENT** FROM ALL TEAM MEMBERS IN ORDER TO **BUILD AND MAINTAIN A BEST-OF-BREED** PRODUCT AND SERVICE THAT STANDS OUT AMONGST ITS PEERS - AS WE FEEL IS **EVIDENCED** BY WINNING THESE AWARDS.”

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INTERTRUST UAE TECHNOLOGY ON THE ROADMAP

Patricia 't Hart, Managing Director, Intertrust UAE talks to **Tom Burroughes** from *WealthBriefing* about its growth and evolution.

How have your colleagues contributed to the success of your organisation?

Growth - Intertrust's top priorities are to capture opportunities to expand and diversify our service offering, develop our technology foundation to serve changing client needs, and develop and maintain a dynamic and engaged global talent pool.

Tech is very firmly on our roadmap as demonstrated by our acquisition of Viteos, a tech-enabled fund solutions provider in June 2019. We continue to have the best people delivering the best service and now we have the technology to support it. In addition, we have first mover advantage and the leadership to drive it. The competition is not at the same standard.

This represents an evolution of our strategy and the next chapter in Intertrust's story. We have more than 17 years' experience within the UAE, operating in both the Dubai International Financial Centre (DIFC) and Abu Dhabi Global Market (ADGM). I was appointed as Managing Director in the region in 2018 and led our expansion into the ADGM, marking a new era for Intertrust in the region.

How have your colleagues contributed to the success of your organisation?

In the UAE we have a 14-strong team predominantly focusing on corporate services. We offer the full suite of corporate services across all free zones including incorporation, domiciliation, company secretarial, accounting, directorship, acting as GM, payroll, VAT registration, directorships and PRO visa services.

The team's dedication to our growth agenda has been exemplary and we simply wouldn't have achieved what we have without their hard work and positive attitude.

They have been supported by colleagues from our network of offices around the world. With a presence in 30 jurisdictions, we're able to provide clients with a truly global service which navigates cross-border complexities in the most co-ordinated, pragmatic and responsive fashion. Our team works especially closely with Intertrust's private wealth and

corporate services teams in Guernsey, Hong Kong, Jersey and Singapore to bring the global offering to new and existing clients in the Middle East. This close co-operation and the expertise of the Intertrust global network has seen new clients coming to the Middle East region, bringing with them business opportunities and diversification.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Tech-enabled growth is absolutely at the top of our agenda. Standing still is going backwards so we're actively exploring the best ways to expand Intertrust and provide the highest level of service for our clients.

We have a growth mindset but opportunities to expand are always thoroughly researched and explored before we act. For example, current client need suggests that China should form part of our growth plan and we're using experts on the ground to identify opportunities. In China specifically we're working very closely with Intertrust's Managing Director for the region, Bill Guo, a Chinese native who has been with us for a number of years.

Technology is going to help us to set new standards, especially through our acquisition of Viteos. With more than 700 skilled employees, Viteos has grown into an industry leader servicing \$350 billion in assets.

As well as widening our range of services with its comprehensive fund solutions, Viteos' leading edge technology across artificial intelligence, block chain and robotics process automation will enable us to significantly enhance our service offering, benefitting clients in the Americas, Europe and Asia – and across corporates, funds, capital markets and private wealth.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

I really enjoy working with our Global CEO Stephanie Miller. Her drive and determination have been key to the changes Intertrust has

undergone in recent times and her desire to create an organisation that is not only fit to survive in the future, but is proactively positioned to thrive, is really inspiring.

Stephanie has a clear vision for what she wants Intertrust to be and that has inspired me to view our work in the Middle East through that lens and lead an organisation here that has explicit, ambitious goals and a means to achieve them.

What do you hope will be the main consequence of achieving this accolade?

One of the great things about being recognised in this way is that it shows our employees that we are aware of their hard work and believe it is industry leading. Winning the award also demonstrates that their work matters and is setting a benchmark.

Hopefully this success will inspire the team to continue to meet those high standards and strengthen their belief in the exceptional level of client service they provide. I'm immensely proud of my team and their work and this shows that what they're doing is being noticed outside of our office.

How will you use the award to raise profile in the industry and among clients?

WealthBriefing has an excellent reputation and we know that our clients hold the title in high esteem. So to win this award really does send a message to our colleagues, business partners, employees and clients that we are doing outstanding work.

Our team doesn't work for accolades but it is always nice for hard work to be acknowledged outside of Intertrust and this award certainly does that. We're on a growth journey so this is another step along that path and we're positive about what the future holds for Intertrust in the Middle East and around the world. ■



"INTERTRUST'S TOP PRIORITIES ARE TO CAPTURE OPPORTUNITIES TO **EXPAND** AND **DIVERSIFY** OUR SERVICE OFFERING, **DEVELOP** OUR TECHNOLOGY FOUNDATION TO SERVE CHANGING CLIENT NEEDS, AND DEVELOP AND MAINTAIN A **DYNAMIC** AND **ENGAGED** GLOBAL TALENT POOL."



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JERSEY FINANCE THE POWER OF A HIGH REPUTATION

Mihaela Cornelia Moldoveanu, Business Development Director GCC, Jersey Finance tells **Tom Burroughes** from *WealthBriefing* on the IFC's global stature.

What set you apart from your peers this year?

Jersey continues to be a leading international finance centre (IFC) and is clearly standing out from the crowd in the context of geopolitical change and uncertainty. We are seeing that ultra-high net worth individuals (UHNWIs) are increasingly looking to Jersey for the stability and strength they need to ensure the future of their wealth is in safe hands during these challenging times.

Jersey has £400 billion in trusts established by private individuals (Capital Economics, 2016), and there is an ever-increasing uptake of the Jersey Foundation. We are seeing a rise in the number of family offices establishing operations in Jersey, either as headquarters or as niche satellite offices specialising in areas such as philanthropy, and an uplift in the number of investors from an increasingly broad range of geographical markets who are putting their faith in Jersey. In fact, more than 50 per cent of new business in Jersey comes from beyond European time zones, an important consideration for many in light of Brexit.

How have your colleagues contributed to the success of your organisation?

Jersey Finance is made up of a dynamic and professional team of 35 individuals, who represent Jersey across our international offices in Jersey, Dubai, Hong Kong and New York, as well as in London and running virtual offices in Shanghai and Mumbai. By working together across our international network, the team at Jersey Finance ensure we represent and support Jersey as an IFC, keeping us on the front foot of local and international developments.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Jersey Finance understands the importance of not resting on one's laurels. In a rapidly changing and volatile political and business environment, it is vital that we both maintain our high-quality and well respected regulatory and professional standards, as well as looking to the future by investing in nurturing our global network of allies and producing insightful and useful research reports about aspects of the finance industry. Recent examples include

The Evolution of Family Offices in Asia: Views from Asia's Wealth Management Community (November 2019), *Jersey: The Clear Choice for Family Offices* (September 2019) and *Jersey: A Clear Choice for Saudi Investors* (March 2019), illustrating the strong international nature of our work.

Introducing new products to market is also a key part of Jersey's role in the global finance industry. In December 2018, the Island's Government approved the introduction of provisions which allowed us to launch new International Savings Plans (ISPs) at the beginning of 2019. The ISP, which enables multi-national and international companies to set up savings plans in Jersey for non-resident employees, has a particular appeal in the Gulf region, which is a key market for Jersey's finance industry and where there is a strong demand for such schemes.

Jersey scores incredibly highly when benchmarked against global standards and it is our intention to maintain this level of quality. It achieved one of the highest scores globally when evaluated by MONEYVAL, is one of just 14 countries worldwide to be deemed "fully compliant" by the Organisation for Economic Co-operation and Development (OECD) in terms of tax compliance after two peer reviews, and is a signatory to *Foreign Account Tax Compliance Act (FATCA)* and the OECD's Common Reporting Standard (CRS).

Furthermore, in early 2019 EU Finance Ministers (ECOFIN) formally recognised Jersey as a cooperative jurisdiction following the introduction of economic substance legislation, and a recent review of Jersey's approach to beneficial ownership by the UK government specifically praised Jersey for being an example of best practice. In addition, a governmental commitment in 2019 has aligned Jersey with the EU's Fifth Anti-Money-Laundering Directive, demonstrating our commitment to remaining ahead of the game in terms of regulation and stability.

What have been the challenges in obtaining excellence?

To achieve such a high level of recognition for Jersey as a leading IFC, Jersey Finance and our professional contacts within Jersey's finance industry work incredibly hard to spread

the word about the excellent work we are doing as an IFC and also in making the correct contacts around the world in order to ensure we maintain a leading international status.

Jersey places a significant focus on keeping its regulatory standards high and in adapting to an ever-changing business environment and, whilst this requires considerable time and hard work, it is less of a challenge and more of a worthwhile investment which pays dividends for both the future of Jersey's finance community and its complex client base.

What do you hope will be the main consequence of achieving this accolade?

Receiving an accolade such as the *WealthBriefing* MENA Award for **Best International Financial Centre** is always a reassurance for us because it means that the work Jersey is putting into being a leading IFC in a volatile world is clearly paying off. The hope is that potential and existing clients around the globe will continue to see that we are a resilient and stable jurisdiction to work with and that we offer a wide range of professional services which are designed to suit a range of requirements.

How will you use the award to raise profile in the industry and among clients?

Jersey Finance is proud to both enter and receive awards on behalf of Jersey's finance industry, to show the vital work our professionals within the industry do for clients across the globe. The fact that Jersey consistently ranks as the leading IFC against a number of competitive jurisdictions is a clear indicator of the enduring appeal we have for investors, businesses and HNWIs who are looking for stability and expertise in uncertain times. Every year we set out to improve on and adapt our offering so that Jersey is constantly evolving and able to act as a robust yet flexible solution for clients. ■



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Private
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LGT PRIVATE BANKING A UNIQUE STRUCTURE

Peter Schaer, Senior Executive Officer from LGT Private Banking tells **Tom Burroughes** from *WealthBriefing* how its distinctive offering is winning.

What set you apart from your peers this year?

At LGT, we are in the privileged position of having an ownership structure that is unique for a private bank – and this fact once again made a major contribution to our success last year. For over 80 years, LGT has been owned by the Princely House of Liechtenstein. The Princely Family's values and convictions have a major influence on our corporate culture and how we serve our clients. For example, taking an entrepreneurial approach and thinking and acting long-term are very important to our owner. This gives our employees a feeling of personal responsibility as well as stability.

For our owner, a core element of this long-term approach is sustainability. LGT has been engaged in this area for almost 20 years now and has gained substantial experience and expertise in integrating sustainability criteria when it comes to investing. Last year in particular, we were once again able to further expand our offering for our private clients in this area and made sustainable investing even easier and more transparent for them.

How have your colleagues contributed to the success of your organisation?

Our team in Dubai has grown significantly over the last few years. The acquisition of the ABN AMRO private banking business in Asia and the Middle East in 2016 resulted in a big leap for us in terms of growth and of course also attracted greater attention in the Dubai financial centre. Since then, we have grown together as a team and today can fully dedicate ourselves to our clients.

Moreover, in many areas, such as sustainable investing, we can draw on the experience and expertise of the Group. The strong collaboration in Dubai as well as with our headquarters in Liechtenstein and the other LGT locations is extremely valuable.

What have been the challenges in obtaining excellence?

The strong growth of our team in Dubai represented both an opportunity and a challenge. Our employees come from various countries, have very different CVs and have often experienced a number of different corporate cultures. Integrating everyone and having them grow together into one team was a challenge that we were happy to take on. And it was LGT's strong corporate culture and sense of collaboration that helped us make our new colleagues feel welcome.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Serving as an outstanding partner to our clients in their investment matters is an important goal for us, and will remain so in the future. We want to further develop our services and offering to that end.

One area of focus will be sustainable investing. We are convinced that as an intermediary between clients and investment managers on the one hand, and companies, organisations and governments that are seeking capital on the other, we can make an even greater and important contribution to directing capital flows toward sustainable investments. This is

why we want to make sustainable investing easier and more transparent for our clients. For example, we will be expanding our LGT Sustainability Rating, which gives our clients a good overview of the sustainability quality of their investments, to include the UN Sustainable Development Goals. We want to become a leading provider in this area in order to generate added value for our clients and society.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

In this increasingly complex business world, in which many companies tend to focus on their own profits, we need to share concepts and ideas. Collaboration is important, not only within our company but also with our peers in the wealth management industry. ■



“SERVING AS AN **OUTSTANDING** PARTNER TO OUR CLIENTS IN THEIR **INVESTMENT** MATTERS IS AN IMPORTANT GOAL FOR US, AND WILL REMAIN SO IN THE FUTURE. WE WANT TO FURTHER DEVELOP OUR **SERVICES** AND **OFFERING** TO THAT END.”



LOMBARD ODIER STRONG GROWTH AND INVESTMENT KNOW-HOW

Christophe Lalandre, Senior Executive Officer and Market Leader UAE/Oman, Lombard Odier tells **Tom Burroughes** from *WealthBriefing* about its “rethink everything” mindset.

What set you apart from your peers this year?

The Middle East is a strategic region for us, and we've seen outstanding growth recently, both in terms of our local presence and our broad range of investment solutions. In 2018, our discretionary mandate was officially certified “Shariah compliant” by the Shariah Supervisory Board of Amanie Advisors. This year we became the first Swiss private bank to open a branch in the prestigious Abu Dhabi Global Market financial centre. We continue to offer our clients exceptional wealth management and wealth planning services, bespoke investment solutions, and a “rethink everything” philosophy that means we are continually anticipating and responding to their needs with creativity and fresh perspectives. Both our Senior Managing Partner and our Chief Investment Officer visited Dubai and Abu Dhabi in April 2019, underlining our commitment to the region.

Describe how your colleagues have contributed to the success?

At Lombard Odier, we believe in the importance of working together towards a single goal: serving our clients for the long term and behaving as responsible entrepreneurs. Our single, dedicated Middle East team – located across Dubai, Abu Dhabi, Geneva, Zurich and London – serves our clients in a truly integrated way. We tailor our investment solutions to suit their needs, not vice versa, building portfolios based on our clients' individual circumstances, goals and risk appetite. Our asset allocation aims to identify the factors that drive market returns. We complement this with bold bottom-up convictions – including thematic investing – from our large in-house investment intelligence team. Our decentralised portfolio teams have an in-depth knowledge of local securities. Our success in the Middle East reflects the contribution of every single team member – it is thanks to this collective success that our team has won top regional honours in each of the last eight years consecutively.

What particular hurdles have you had to surmount to reach this point?

We know there are a large number of banks in the region, so a differentiated offering is essential. We recruit senior employees, who know how to serve leading business people, entrepreneurs and their families. Our bankers are highly respected senior figures, with decades of experience and deep connections here. We do not want growth at any price; we are interested in finding the right individuals to serve local institutions and families, and this takes time.

Please set out some examples of where your firm has made the most improvements?

We believe our Shariah discretionary mandate is a stand-out solution in the sector. It is an innovative, bespoke and fully customisable offering (not a fund), which gives clients seeking Islamic solutions access to the full capabilities of Lombard Odier as a global wealth manager. It can be built using any mixture of sukuk, equities and short-term instruments, Shariah compliant funds and exchange-traded funds (ETFs), as well as real estate, gold and structured products. We select sukuk from the entire investable sukuk universe; deploy strict, conservative filters to choose equities that align with the principles of Islamic finance; and have special partnerships with ETFs and thematic funds.

Looking forward, where do you think your organisation can improve further?

We pride ourselves on delivering excellence for our clients, and have done since 1796. To do this, we are constantly rethinking the way we serve them, redesigning and improving our services, to suit an evolving world and a rapidly changing investment landscape. Today we recognise that a Sustainability Revolution is underway, and that our current operating model is not sustainable. This requires a paradigm shift in our industry's mind-set, and we are leading the charge. Many far-sighted companies are aware of the challenges ahead and are adapting their business models accordingly – but by no means all. One of our fiduciary responsibilities is to identify the companies that are truly committed to sustainability (the “Eagles”) and build portfolios around them to deliver superior returns for our clients, while at the same time avoiding the head-in-the-sand “Ostriches” whose businesses will struggle in the new world order.

To stay on the front foot, what sort of qualities do you and your colleagues need to continue showing?

We continue to apply the same principles on which we were founded: integrity, accountability and a long-term vision. This is a crucial part of our mind-set, and has been for well over two centuries. Our independent ownership model aligns our interests with those of our clients. Our partners are entrepreneurs, who own and manage the business as well as looking after some of the firm's key client relationships. They share many of our clients' concerns: on wealth transmission, and on running a successful business for the long term. For me, this is a key driver of our success.

Whom do you cite as inspirations to follow and learn from, whether they are inside or outside the wealth management industry?

I would cite a mentor and leader close to home: Patrick Odier, a sixth generation Managing Partner at Lombard Odier, and an inspiration to many in our industry. For over 30 years, he has grown and transformed our bank into a leading force for the 21st century. Under his stewardship, we developed our own sustainable investment methodologies at the same time as international standards, such as the UN Principles of Responsible Investing (of which we were an early signatory). Just last month, he chaired the landmark “Building Bridges” Summit in Geneva, bringing together participants from the world of finance and international development, and mobilising the Swiss financial sector to address the UN's Sustainable Development Goals. For me he is a visionary leader. The fact that Lombard Odier Managing Partners visit the region on a regular basis shows a strong commitment to our local clients and is a strong motivation for the team.

What advice would you give to other individuals and organisations seeking to chase excellence in the wealth management sector?

The most important piece of advice I would give is to stay close to your clients and take inspiration from them. Their histories are often fascinating, and they are the reason I am proud to work in our industry. Our clients expect the best, and they seek a pure wealth management specialist in the same way as they would seek a specialist for their health, their business affairs or their children's education. Working hard to meet their needs, for the long-term – and often over several generations – is my definition of delivering excellence. ■



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MABLEDON CAPITAL PUTTING CUSTOMERS FIRST

Mohammad Athar, CEO, Mabledon Capital tells **Tom Burroughes** from *WealthBriefing* on what sets it apart.

What set you apart from your peers this year?

Our customer-first approach, simple business model, diversified offering and strong association with international business partners makes us progressive.

How have your colleagues contributed to the success of your organisation?

We have a cohesive team which is engaged, and has evolved over time. Things get done faster when you enjoy working with your colleagues and look forward to interacting with them.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Continue to plan everything, putting our customers' needs first and ensuring that my team is happy and engaged. We will work closely with our global partners to get best-in-class solutions.

What have been the challenges in obtaining excellence?

We believe that excellence is the gradual result of always striving to do better, Yes, I can tell you a few challenges:

- Getting same customer attention and trust they had with global private banks

- Hiring talents from the international market – to bring perspective and insight
- Continuous business expansion against the global market condition

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

We look up to international private banks which started as family offices in Switzerland and ultimately became large conglomerates.

What do you hope will be the main consequence of achieving this accolade?

This *WealthBriefing* Award for **Best Multi-Family Office** can boost our company's reputation, setting us "apart from the crowd."

Also, as per our CIO Mr. Syed Ejaz Naim, this award has brought a lot of responsibility as a market leader to constantly improve the alpha on our client's portfolios.

How will you use the award to raise profile in the industry and among clients?

We are using all platforms to reach our internal, external and prospective clients: Press releases on our website, Newsletters emailed to all our partner and customers, Social media announcement gathered more than 20K impressions/views so far. ■

"OUR CUSTOMER FIRST APPROACH, SIMPLE BUSINESS MODEL, **DIVERSIFIED** OFFERING AND STRONG ASSOCIATION WITH INTERNATIONAL BUSINESS PARTNERS MAKES US **PROGRESSIVE.**"





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The road to prosperity is a long one. Because those individuals with the drive to succeed usually find that their drive keeps going long after they've reached their initial goals. We believe it's our job to facilitate that ambition. And with deep roots in the region, as well as extensive knowledge and understanding of the market's needs, we're able to manage such individuals' wealth with unparalleled precision. Leaving you free to go wherever the wind takes you.

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MASHREQ PRIVATE BANKING CAPTURING GENERATIONAL TRANSFORMATION

Vipul Kapur, Head of Private Banking, Mashreq Private Banking tells **Tom Burroughes** from *WealthBriefing* about mixing local, global expertise.

What set you apart from your peers this year?

Mashreq has been in the wealth management industry for many years, and we have seen generational transformations start to unfold with client preferences moving toward simpler more engaging experiences. Investors are now looking for a more comprehensive advisory solution that incorporates their needs across a wide range of products, services and jurisdictions. To stay relevant in times of great change we have focused on four key areas, advancements in technology, seamless open architecture working models, best in class propositions and products, and of course ensuring that we have the right talent.

We understand that client demographics and preferences are shifting, which means that it is imperative that we are always at the forefront of digital innovation. We have made significant investments into incorporating digital into our comprehensive wealth management offerings by refocusing our digital footprint to ensure timely relevant value propositions so that our clients can make the most informed decisions more efficiently. Instead of relying solely on the traditional relationship-based model, we have evolved into becoming more of an information partner for our clients.

We have revamped our products & solutions platform to enable us to offer our clients a wider variety of solutions when it comes to managing and growing their wealth with In-house model portfolios, fixed maturity plans, overdrafts against properties for investment, and alternative structured solutions to name a few.

How have your colleagues contributed to the success of your organisation?

Our business is driven by people and acquiring the right talent has always been a priority for us. Having the right teams in place means that we are able to deliver innovative, digitally-led propositions to our clients.

When clients trust you with their wealth, they inherently expect a lot. As one of the oldest financial institutions in the country, Mashreq's local expertise across wealth combined with global partnerships means our clients get the best of both worlds. Through our Corporate & Investment bank, Mashreq Securities and the Mashreq Capital division in DIFC; we are able to structure products that cater to the individual and unique needs of our clients here in the UAE and abroad.

Leveraging our local and global expertise as well as growing our partnerships with third-party providers has been a prime focus of ours and most certainly a key factor in our success in the wealth management sector.

What have been the challenges in obtaining excellence?

The wealth management industry as a whole is in a period of massive change. The ability to see the changes coming, adapt to them and implement strategies to achieve excellence is one of the main challenges we all face. How a business responds to change can make the difference between growth and obsolescence.

We help our clients realise their goals through insights and expertise, innovation and agility, operational efficiencies and next-level customer experience at each stage of their wealth journey. Instead of the traditional company model, we have become cross-functional, with all our teams constantly organizing and adapting by implementing Agile principles into our business. Working together in teams to provide clients with our full suite of capabilities has never been more important.

As the oldest privately-owned bank in the UAE, Mashreq, has always been a pioneer when it comes to innovation. We were the first bank to have an ATM in the region as well as the first local bank to have a US dollar clearing license and overseas processing centers. We have been embracing change for the last 52 years and are committed to continuing to do so in the future.

We have embarked on a massive digitalisation initiative, transforming the way we provide clients access to their information and changing the way they are able to engage with their relationship managers and advisors. It's about accepting that the terrain is evolving. Our customers expect a different kind of service and that is the direction we will continue to move in.

Achieving and maintaining excellence and our commitment to continuously improve is unwavering.

How long have you been a part of the Wealth Management Industry and how do you see it evolving over the coming years?

I have been in the wealth management industry for nearly three decades, so I have seen the business models transform over time. The role of the relationship manager and advisor in private banking has always held its value, however, the way he or she engages with

clients is ever-changing and we have to be ready to support that.

In today's connected world, clients have access to instant, diverse and sometimes too much information. Our challenge and opportunity is to provide actionable or "knowledge-based information" that our clients can use to make educated decisions that lead to positive outcomes.

We have a unique operating model that offers our clients a team-based approach to managing their wealth by providing them access to certified relationship managers, qualified investment and insurance advisors, forex specialists, and client service managers. Through digitization, analytics & personalization our clients are able to consume information based on their individual requirements.

There is a significant change in the demographics of the consumer with a transfer of wealth to GenX and GenY as well as a massive shift in the number of women starting to manage their own wealth. The younger generation wants to participate and have more control over their wealth management. It is our responsibility to advise, provide education through thought leadership and deliver exceptional customer experiences to help them navigate their way through every stage of the journey.

It is estimated that 50-60% of the next generation are more likely to switch banks and wealth managers as compared to earlier generations. This means that we have to work very hard to protect the clients we already have and embrace the opportunity to gain greater market share by engaging with potential clients in a way that is relevant to them. ■





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NEDBANK PRIVATE WEALTH SUCCEEDING WITH GREAT PERSONAL SERVICE

Andrew Bates, Head of Private Banking - Middle East, Nedbank Private Wealth tells **Tom Burroughes** from *WealthBriefing* about its bespoke offerings.

Nedbank Private Wealth is a full-service boutique private bank providing wealth planning, trust and banking services for discerning high-net-worth individuals, their families and trustees.

Our private banking offices are situated in London, Jersey and the Isle of Man, as well as our representative office in Dubai. Our international trust business is located in Jersey and Guernsey. This means we can book assets either onshore or offshore, and manage assets across jurisdictions, which is particularly helpful for international or expatriate clients.

The service we provide is highly bespoke and tailored to meet each client's individual requirements. Clients benefit from a comprehensive wealth management platform, allowing banking, lending and wealth planning to be managed through a single relationship with their private banker. We pride ourselves on delivering great personal service, with direct lines to our experienced and well-established private banking teams.

Working with clients and their tax and legal advisers, we can also implement wealth structures to provide intergenerational wealth succession through our trust company teams.

We are delighted to have been named **Best Boutique Private Bank** in this year's awards.

What set you apart from your peers this year?

Our in-house trust business sets us apart from many of our peers. When a client has worked hard to build their wealth, it is understandable they will want to preserve it, for themselves and the generations that follow. Through our international trust business, Nedgroup Trust, our qualified and experienced team provide a wide variety of services, from a basic trust or company structure through to sophisticated and highly complex fiduciary and family office arrangements. We work closely with a client's tax and legal advisers to implement wealth structures that provide intergenerational wealth succession to leave a legacy that stands the test of time. It also means we can look after our clients' wealth structuring needs without having to involve a third party provider, with the associated expense and time this would entail.

Our experience and the longevity of our client relationships mean we are flexible and responsive to clients' needs. Many of our clients have

complex financial arrangements with international assets spread across jurisdictions, and we are used to managing this. If they want help with a mortgage to get their child on the property ladder, or to put a trust in place to help with philanthropic giving in the future, we can help as we always take a broad view of our whole relationship with each client and their family.

How have your colleagues contributed to the success of your organisation?

We have a fantastic team here in the Middle East – our highly experienced staff contribute to our success as they are dedicated to providing excellent service to our clients at all times. They are all long-term Dubai residents with extensive local experience, as opposed to secondments from other offices.

Working closely with our trust colleagues and across our jurisdictions, we provide a holistic approach to clients' wealth management needs. Although the trust team is based in the Channel Islands, they visit the Middle East regularly and this allows a deep understanding of their clients and their families across the business.

What will you do to keep to the standard of an award-winner and push ahead in the future?

We are making significant investments in digital technology to make things easier for our clients – providing a wider range of ways they can communicate with us and manage their finances. We continue to develop our online and mobile services for the future. Our clients can now view their total wealth with us online and on our app, and also send domestic and international payments, submit foreign exchange transactions, set up standing orders and manage their payees. There are further developments still in the pipeline (such as a secure messaging platform and a new online banking platform).

We continue to invest in our staff and are recognised as one of the best employers, appearing in *The Sunday Times* 100 Best Companies to work for listing for fourteen years. We appreciate that consistency of staff and client support means consistent service for our clients.

We do not rest on our laurels though. We welcome client feedback and are always looking for new ways that we can support our clients and make their lives easier.

What have been the challenges in obtaining excellence?

Getting the details exactly right for each client can be challenging. We spend a lot of time with them to really understand where their stress levels lie with regard to their wealth, what they need and how we can work with them to achieve this. We have recently implemented a new client relationship management (CRM) system and a lot of attention has gone into setting it up effectively to make this easier.

What do you hope will be the main consequence of achieving this accolade?

It is a great honour to receive this independent endorsement of all the hard work our team puts in to support our clients. It demonstrates that we are a boutique private bank that can provide a holistic wealth management approach and service excellence for expatriates and international high-net-worth individuals in the region. We hope this recognition will build awareness of our business and the services we can offer in the MENA region.

How will you use the award to raise profile in the industry and among clients?

We have already promoted the award on our social media sites and website. We will also include a story in our forthcoming client newsletter – giving our clients the comfort that they have chosen an independently endorsed provider.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

While it's always important to keep a watching eye on developments both inside and outside the industry, our main aim is to meet the needs of our clients. This is an ongoing process – by getting to know them and working closely with them we can develop and improve the services we can offer. ■

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 **Profile**
Software

PROFILE SOFTWARE A COMMITMENT TO INNOVATE

What set you apart from your peers this year?

Profile Software is an international financial solutions provider with 30 years of experience in the financial services sector and a specialisation in investment and wealth management platforms. The company has delivered a range of innovative systems to the marketplace over the past years as part of the overall evolution of the industry, such as the mobile-first wealth management app, the marketplace lending platform and the robo advisory solution, to name a few. All these years the main focus of our innovation and product development has been on our customers, that is to deliver value added services.

The award received also highlights the added features available in our wealth management platform that allow officers to make a better use of risk metrics. Such innovations and product enhancements revolving around user and client satisfaction are what differentiates us from our peers. We are thankful to the panel of judges who saw this commitment and offering in our submission, enabling us to win the award for "**Compliance/Reg-Tech Solution**" in the Wealth Management industry, in the region.

How have your colleagues contributed to the success of your organisation?

There is no doubt that every successful business is the result of teamwork effort of all parties involved regardless position or authority. In Profile's case, being an IT company, a huge contribution to our success has been made by our R&D and Development

Departments that enhanced our platforms with competitive features and functionality that equip users to better execute their operations and automate their processes.

All other departments (Sales, Services, etc.) have had their share to the company's recognition and special kudos should be given to each team member for their ideas, time and commitment to the company's strategic focus and customer feedback received.

What will you do to keep to the standard of an award-winner and push ahead in the future?

As it has been evident all the past years of our operations, our commitment to developing innovative platforms that offer real value to our client is our key motivation. This has equipped us to successfully expand our international presence and operations, so it is our guarantee to continue delivering competitive products and services to a demanding marketplace.

The rapid industry evolution requires the development of software platforms that offer flexibility, modularity and connectivity to allow companies to grow without creating a burden in their operations. The age of automation is approaching, and it is more imperative than ever as an "award-winning" company, to continue develop software that can easily accommodate current and future needs.

What have the challenges been in obtaining excellence?

Operating in the IT domain, competition is fierce. In addition, the market trends over the past two decades have surpassed the

technology evolution of the past 60 years. It is therefore self-explanatory for a firm like Profile Software that the key priorities, in order to achieve excellence, are to invest heavily in its product quality and performance expanding its operations in regions of strategic focus and gain clients' recognition. This took years of research, commitment and dedication.

The fact that the company is listed in Athens Stock Exchange and through careful planning has managed to maintain steady profitability all the past years, certainly made the journey safer for both our clients and our approach.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

For any IT company whether in the financial services domain or not, what stands as inspiration is the big firms of the industry that have achieved success, excellence, became internationally known, and deliver solutions that are widely used.

We can, definitely, learn more from their experience, market approach as well as from the mistakes they may have made. ■



"PROFILE SOFTWARE IS AN INTERNATIONAL FINANCIAL **SOLUTIONS** PROVIDER WITH 30 YEARS OF **EXPERIENCE** IN THE FINANCIAL SERVICES SECTOR AND A SPECIALISATION IN INVESTMENT AND WEALTH MANAGEMENT PLATFORMS. THE COMPANY HAS DELIVERED A RANGE OF **INNOVATIVE** SYSTEMS TO THE MARKETPLACE OVER THE PAST YEARS AS PART OF THE OVERALL **EVOLUTION** OF THE INDUSTRY."



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REFINITIV NIMBLE AND COMPREHENSIVE: A POTENT MIX

Joe Mrak, Global Head of Wealth Management, Refinitiv talks to **Tom Burroughes** from *WealthBriefing* about its wide footprint, product range and expertise.

What set you apart from your peers this past year?

I think our debut as a new company, yet one with a long history of innovation and highly experienced staff with a deep understanding of the market, made us stand out. We serve more than 40,000 institutions in more than 190 countries, and offer more than 130 different fintech, data, analytics, trading, and risk assessment tools.

Our size masks a nimble company that is able to innovate and collaborate like a start-up, which is clear to see by the growth of our wealth business with a strong global footprint that allows us to scale. We're proud of the high-tech solutions and partnerships we launched during the past year—driven by a strong focus on our clients and their challenges.

Looking forward, what do you think your organization can improve further? Examples?

I'd like to think we're always striving to do better—that's in our DNA. We'll continue to pay close attention to what our clients want, stay ahead of market trends that are changing the wealth management business, and deliver solutions quickly and efficiently. As a new company, we're working to make sure the market knows who we are, and what we offer.

We've made a lot of progress during the past year, but the job isn't done. I look forward to the possibilities for the wealth industry in 2020 and working with our clients to continually deliver innovative solutions.

To stay on the front foot, what sort of qualities do you and your colleagues need to continue showing?

A key quality is the ability to listen carefully to clients and anticipate their needs, not simply react to them. We don't want to stumble when an opening in the market presents itself, so from the top down we seek to be curious, diligent, and unwavering in our devotion to our wealth management clients. They also have

clients to serve, and our job is to help them succeed.

Please set out some examples of where your firm has made the most improvements. Are there products and services you want to highlight?

We have a host of new products, such as our digital widget capability and Refinitiv Workspace for Wealth Advisors, our new client portal that brings all of our vast capabilities together. Widgets is a turnkey data visualization solution, but also one that offers clients the ability to pick and choose what they want and create their own bespoke portals.

Our Refinitiv Workspace for Wealth Advisors is HTML-based, so it doesn't require installation, and it's designed so that wealth managers can configure it to their specific needs, choosing the capabilities and functions they want. We've seen great demand in the market for something like this, which allows advisors to truly put the client first. I think what we have delivered and look to continue delivering into 2020, truly stands apart.

What advice would you give to other individuals and organizations seeking to chase excellence in the wealth management sector?

I would tell them to listen carefully to what clients want and pay close attention to market trends. Change can happen quickly—think of all the technological disruption we're seeing these days—so it's important to be able to adapt. Innovation is only half the equation when it comes to achieving excellence. It doesn't matter how innovative something is if it doesn't solve a problem for the client, or only marginally moves the needle.

Innovation is the bedrock of our work, but delivering a final product that exceeds expectations—ours and our clients'—is even more important. That kind of excellence is what will keep us at the forefront of the industry and why clients turn to us. ■



“INNOVATION IS THE BEDROCK OF OUR WORK, BUT DELIVERING A FINAL PRODUCT THAT EXCEEDS **EXPECTATIONS**—OURS AND OUR CLIENTS’—IS EVEN MORE IMPORTANT. THAT KIND OF **EXCELLENCE** IS WHAT WILL KEEP US AT THE FOREFRONT OF THE INDUSTRY AND WHY CLIENTS TURN TO US.”

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SS&C ADVENT GLOBAL REACH PLUS LOCAL EXPERTISE

Issa Jadon, Director of Client Relationships, MENA from SS&C Advent tells **Tom Burroughes** from *WealthBriefing* on the qualities that provide its edge.

What set you apart from your peers this year?

Innovation, growth and being recognised for our work through a number of awards.

What sets SS&C Advent apart is the seamless combination of global reach and local expertise.

Our dedicated GCC teams in Dubai are composed of seasoned professionals with a wealth of experience in technology implementations and management, along with front-line knowledge of local regulations, industry practices and evolving market trends.

How have your colleagues contributed to the success of your organisation?

By keeping their finger on the pulse of clients' requirements and regional developments, our local teams are able to provide clients with the exceptional service and support for which SS&C Advent has become known around the world.

SS&C Advent has introduced new products like Genesis, which is a game changer for portfolio modeling and rebalancing!

The long term vision is a comprehensive tool to deliver an efficient way to turn investment strategies and decisions into action.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Demonstrate a client-centric company culture. We are guided by four principles, which drive our clients' success: Commitment to our Client's Success, Take Ownership, Inspire our Teammates and Innovate Intelligently.

Our growth is fueled by teamwork. As a company, we reward innovation and professionalism. To quote one of our employees: "Our customers rely on us to keep them at the cutting edge of technology so they can provide better services to their clients".

What have been the challenges in obtaining excellence?

Technology is also constantly evolving and it is vital we continue to innovate in order to stay at the cutting edge and remain a competitive force in this industry. With such diversity in

local regulatory requirements, market practices, instrument types and client expectations, a key challenge is to ensure our products and services have the flexibility and specialisation to cope with all these different market flavours.

Bringing together our world-class technology development capabilities with extensive on-the-ground knowledge helps us overcome the challenge and incorporate the required regional specificities into our solutions.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

At Advent we are constantly inspired by our clients who continue to keep us at the forefront of the industry.

We also keep a keen eye on technologies that influence and improve the client experience, and continually strive to deliver technology and services that bring constant and incremental improvement to the client's operations, effectiveness and efficiency.

What do you hope will be the main consequence of achieving this accolade?

By winning the Best Risk Profiling and Best Front Office solution in the region, we hope to share our success with the regional and international audiences.

It demonstrates our commitment to paving the way for digital success for our customers, so in return they deliver a powerful client experience – the sort that keeps their customers happy and increases trust.

How will you use the award to raise profile in the industry and among clients?

As a well known and respected publisher within the wealth industry we will use this recognition as a key proving point for our capabilities. We will promote this actively across our marketing campaigns and social media activities to both existing clients, prospects and market influencers.

We will also ensure our staff are aware of this prestigious achievement and use it as a motivation and recognition of their contributions to our ongoing success. ■

"AT ADVENT WE ARE CONSTANTLY **INSPIRED** BY OUR CLIENTS WHO CONTINUE TO KEEP US AT THE FOREFRONT OF THE INDUSTRY. WE ALSO KEEP A KEEN EYE ON TECHNOLOGIES THAT **INFLUENCE** AND **IMPROVE** THE CLIENT EXPERIENCE, AND CONTINUALLY **STRIVE** TO DELIVER TECHNOLOGY AND SERVICES THAT BRING **CONSTANT** AND **INCREMENTAL** IMPROVEMENT TO THE CLIENT'S OPERATIONS, EFFECTIVENESS AND EFFICIENCY."





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UNION BANCAIRE PRIVEE (UBP) FAMILY VALUES MADE REAL

Mohamed Abdellatif, CEO UBP Middle East & **Jan van Bueren**, Global Head Family Office Advisory at Union Bancaire Privée (UBP) talks to **Tom Burroughes** from *WealthBriefing* about guiding families effectively.

What set you apart from your peers this year?

UBP's Family Office Advisory (FOSS) has developed its advisory process with a specific focus on providing tailored practical guidance and understandable advice to help families create their own custom single-family office. The process consists of 12 dedicated 'modules', to ensure a structured approach. Themes such as family-office governance, leadership, business plan, legal structure, staffing and operational procedures are all addressed. The experiences we gain with different families are in these modules.

The FOSS advisors act simultaneously as project manager and advisor, guiding families step-by-step through the process, preventing a fragmented process spread over different advisors. Not only is the FOSS concept unique, but it also makes us stand out from other banks in that the FOSS service is delivered both holistically and independently. As the FOSS unit stems from UBP's Wealth Planning team, the whole approach is focussed on governance and control, instead of being financially and/or commission-driven.

How have your colleagues contributed to the success of your organisation?

Without the full support and trust of the de Picciotto family and UBP's senior management, it would not have been possible to develop and launch this activity. That backing is a clear reflection of the entrepreneurial spirit of the bank and the values that derive from its family structure. Our success comes from a sound balance between the team dynamics and the market focus required to meet clients' expectations.

What will you do to keep to the standard of an award-winner and push ahead in the future?

In order to satisfy growing demand for bespoke family office advisory in Asia, before the end of the year we will be expanding our family office advisory services to Asia in the form of dedicated expert teams in UBP's Hong Kong and Singapore offices. The best way to keep a very high level is to work with a large number of clients and a stable team. The experiences we gain with these clients are integrated back into

our processes, enhancing them even more.

Ultimately for the MENA region, this award has prompted us to look back at our growth model in the last 20 years and think about how to build on it and contribute to achieving UBP's goal of becoming the world's largest family-owned bank.

What have been the challenges in obtaining excellence?

The growing number of affluent families, especially in the MENA region, has put some pressure on demand for bespoke solutions for managing their wealth. Our challenges have also been our inspiration: the fact that a family that wants to establish a single-family office is confronted with so many different themes, such as governance, legal structure, investment strategy, IT, etc., has inspired us to develop FOSS's unique, holistic approach.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

Almost all families that have come to a stage where they are considering establishing a single-family office are (or have been) operating a very profitable family business, sometimes for generations.

The success of these families and how they operate are a huge inspiration to us and it is a great joy to be able to work with them on the professionalisation of their governance and wealth management.

What do you hope will be the main consequence of achieving this accolade?

Winning the '**Best Family Office Advisory offering MENA**' award is a great honour and will enable us to raise UBP's profile even further in the MENA region and support us in our single-family office advisory activities globally.

How will you use the award to raise profile in the industry and among clients?

We intend to mention this award on UBP's corporate website, www.ubp.com, and our dedicated family office advisory website, www.family-office-advisory.com, and put it forward as a testament to our expertise and added value. ■

"UBP'S FAMILY OFFICE ADVISORY (FOSS) HAS **DEVELOPED ITS** ADVISORY PROCESS WITH A **SPECIFIC** FOCUS ON PROVIDING **TAILORED PRACTICAL GUIDANCE** AND **UNDERSTANDABLE** ADVICE TO HELP FAMILIES **CREATE** THEIR OWN CUSTOM SINGLE-FAMILY OFFICE."





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WINNERS: TECHNOLOGY CATEGORIES

BEST FRONT-OFFICE SOLUTION



MOST INNOVATIVE CLIENT SOLUTION



BNY MELLON

EAGLE
INVESTMENT SYSTEMS



BEST ONBOARDING SOLUTION

fenengo·



BEST CLIENT REPORTING SOLUTION



COMPLIANCE/REG-TECH SOLUTION



BEST RISK PROFILING SOLUTION



BEST DATA PROVIDER



MOST INNOVATIVE OVERALL FINTECH SOLUTION



BNY MELLON

EAGLE
INVESTMENT SYSTEMS



WINNER: FAMILY OFFICE CATEGORY

BEST WEALTH MANAGER SERVING FAMILY OFFICES





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We are proud and honoured to have received the **WealthBriefing MENA 'Best Client Reporting Solution'** award for our purpose built digital online platform Edge. We look forward to continuing our commitment to client service excellence and innovation, and would like to thank our clients, colleagues and partners who have contributed to our success.

Easily accessible via an app on any smartphone or tablet, Edge provides an oversight of all assets, stores related documents and presents easy to understand governance charts. Our JTC Private Office clients have the ability to store the things most important to them and their family. Edge really is your life in one place.



J T C P R I V A T E O F F I C E

Information on JTC and its applicable regulators can be accessed via www.jtcgroup.com

WINNERS: PRIVATE CLIENT/CONSULTANCY CATEGORIES

BEST LEGAL TEAM



BEST INDEPENDENT TRUST OR FIDUCIARY COMPANY



BEST TAX/ACCOUNTANCY TEAM



BEST ESTATE PLANNING SERVICE



BEST LAW FIRM ADVISING HNWS



BEST FAMILY OFFICE ADVISORY OFFERING



UNION BANCAIRE PRIVÉE



BEST TRUST COMPANY



BEST FAMILY OFFICE GOVERNANCE SERVICE



WINNERS: INDIVIDUAL COUNTRY CATEGORIES

BEST PRIVATE BANK SERVING UNITED ARAB EMIRATES



BEST PRIVATE BANK SERVING KINGDOM OF SAUDI ARABIA



BEST PRIVATE BANK SERVING SULTANATE OF OMAN



BEST PRIVATE BANK SERVING STATE OF KUWAIT





WINNERS: INVESTMENT MANAGEMENT CATEGORIES

BEST FUND MANAGER



BEST OVERALL PRIVATE BANK INVESTMENT TEAM



BEST FUND MANAGER REGIONAL REACH



MOST INNOVATIVE INVESTMENT PROPOSITION



BEST FUND MANAGER GLOBAL REACH



BEST INDEPENDENT WEALTH MANAGER/FIM/EAM



BEST REAL ESTATE INVESTMENT PROPOSITION



BEST MULTI-FAMILY OFFICE



WINNER: SPECIAL WEALTH MANAGEMENT CATEGORY

BEST INTERNATIONAL FINANCIAL CENTRE (IFC)



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At Huddleston Jones, we are often approached by our clients when their organisations are undergoing growth or transformation. We believe our role is not just to support this growth, but guide our clients towards transformational appointments that provide strategic contribution and lasting value.

Selecting the best is a matter of judgement. Clients will always see the best results from a search partner whose values they share. At Huddleston Jones, search is not just about network, it requires skill, expertise, knowledge and determination delivered at the highest standards.

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WINNERS: BANKING CATEGORIES

MOST INNOVATIVE WEALTH MANAGEMENT MODEL



BEST PRIVATE BANK – CREDIT PROVIDER



BNP PARIBAS
WEALTH MANAGEMENT



BEST PRIVATE BANK WEALTH PLANNING TEAM



BNP PARIBAS
WEALTH MANAGEMENT



BEST PRIVATE BANK – DISCRETIONARY FUND MANAGEMENT (DFM) OFFERING



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BEST PRIVATE BANK EXTERNAL ASSET MANAGER PROPOSITION



BEST PRIVATE BANK – ESG OFFERING



Private
Banking



BEST SHARIAH-COMPLIANT WEALTH MANAGEMENT OFFERING



LOMBARD ODIER
LOMBARD ODIER DARIER HENTSCH



BEST PRIVATE BANK – CLIENT SERVICE



BEST PURE PLAY PRIVATE BANK



Private
Banking



BEST PRIVATE BANK – DIGITAL OFFERING



Liechtensteinische
Landesbank¹⁸⁶¹



BEST BOUTIQUE PRIVATE BANK



NEDBANK
PRIVATE WEALTH
SINCE 1834



MOST PROMISING NEW PRIVATE BANK PROPOSITION



BEST PRIVATE BANK – INVESTMENT MANAGEMENT PLATFORM



PRIVATE BANK



BEST PRIVATE BANK SERVICING NRI/NRP CLIENTS





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WINNERS: BANKING CATEGORIES (continued)

BEST PRIVATE BANK SERVICING EXPAT UHNW COMMUNITY



BEST OVERALL MENA PRIVATE BANK



BNP PARIBAS
WEALTH MANAGEMENT



BEST OVERALL INTERNATIONAL PRIVATE BANK (HQ OUTSIDE MENA)



LOMBARD ODIER
LOMBARD ODIER DAKIER HENTSCH



WINNERS: SPECIAL WEALTH MANAGEMENT CATEGORIES

WEALTH MANAGEMENT RISING STAR UNDER 30 – MENA



SHAIMA ALI HAIDER



LEADING WOMAN IN WEALTH MANAGEMENT – MENA



SAMIRA ZAKOUR



THE WEALTHBRIEFING MENA AWARDS 2019 ATTENDEE LIST

A

AGC Equity Partners
Al Tamimi & Company
Arbuthnot Latham
Ascot and Chapels
Asiaciti Trust Group

B

Bank Internationale a Luxembourg
Bank J Safra Sarasin Asset
Management (Middle East)
BNP Paribas Wealth Management
BNY Mellon Data and Analytics Solutions

C

Charles Monat Associates
Collas Crill Trust

E

ENBD
EY

F

Fenergo
First Abu Dhabi Bank

G

GTAG

H

Huriya Private
Huzars Ventures

I

Index & Cie
Intertrust Group

J

Jersey Finance
JTC

L

LGT (Middle East)
Liechtensteinische Landesbank
Lombard Odier

M

M/HQ
Mabledon Capital
Mashreq Private Bank
Mayfair Private
Mindful Wealth
Mirabaud (Middle East)

N

Nedbank Private Wealth
Northern Trust

P

Profile Software
PwC

R

Rasmala
Refinitiv

S

Sanne
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U

Union Bancaire Privee (UBP)

W

Wealth X



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are the
watchwords
of the judging
process*



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FEBRUARY 2020
WealthBriefing Swiss Awards

FEBRUARY 2020
WealthBriefingAsia Greater China Awards

MARCH 2020
Family Wealth Report Awards

APRIL 2020
WealthBriefing European Awards

MAY 2020
WealthBriefingAsia Awards

NOVEMBER 2020
WealthBriefing MENA Awards

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