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THROUGH THE **WEALTHBRIEFING** AWARDS PROGRAMME

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WEALTHBRIEFING
EUROPEAN AWARDS



November 2020



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FOREWORD

Tom Burroughes, Group Editor, *WealthBriefing*

The *WealthBriefing* European Awards are now a regular part of the industry calendar and are a great opportunity to honour those who drive excellent client service, build businesses and support the wider economy. And that work in supporting entrepreneurs and investors has never been more important in the extraordinary year of 2020. It is vital to recognise the work that goes on in this segment of the European economy – the role of a vibrant wealth management sector is all too easily overlooked. These awards help ensure the industry's profile remains high.

The centre of these awards is the judging process. A panel of judges, drawn from senior figures at banks, technology providers, law firms, multi-family offices, consultancies and other institutions work through entrants' submissions to draw up the winners. Judges bring their experience, knowledge and understanding to the table. Importantly, the quality of a submission plays a high role in determining who makes the shortlist and eventual winners. Judges are divided into teams so that they do not vote on entrants from their own sectors. This ensures they avoid seeing potentially confidential information and this reduces potential bias. The list of judges is also published on this publication's website. We also review award categories regularly. Do please contact the team with ideas and feedback.

Reputation is clearly important in today's business world and these awards play a big role in marketing and branding. We know these awards are highly valued and the organisers of these awards also appreciate the work entrants make in getting involved.

The quality of the people in wealth management, such as their commitment, work ethic and passion for their business – continues to shine through. At a time when the industry's advice and work has been put to a severe test by global events, these awards are a testament to these qualities.

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OVERVIEW OF EUROPEAN WEALTH MANAGEMENT SECTOR

Europe's high net worth population and stock of wealth expanded by around 9 per cent in 2019, according to the latest Capgemini *World Wealth Report* published this year, and while this year's figures may look different, the region still operates from a relatively strong base. In the UK, the HNW population and stock of wealth rose by more than 6 per cent in 2019, defying some of the worries about Brexit. Germany has the largest number of millionaires – 1.466 million, with France at 702,000 and the UK at 591,000, Italy at 298,000 and Netherlands at 287,000. Switzerland has 438,000 HNW individuals – that figure for 2019 rose by a solid 14 per cent, faster than other European nations mentioned here.

Obviously the pandemic will affect wealth growth this year. Even so, it is worth noting that stock markets have at the time of writing bounced back from their lows, assisted by accommodative central bank monetary poli-

cy. The events of recent months mean wealth managers' value propositions have been put under the microscope. Big-brand houses such as UBS, Deutsche Bank, HSBC Private Banking, Barclays and Coutts – to name a few – have had to prove their worth like never before. And among the medium and smaller scale firms, their ability to deliver high-touch service while contending with remote working and digital channels has been tested. The European wealth industry remains highly fragmented – predictions of massive M&A consolidation haven't been borne out – but perhaps the sheer variety of this market should be seen as a strength. Wealth management is not a one-size-fits-all business, and Europe is arguably the most diverse sector in the world for its range of business models. Single and multi-family offices, boutique wealth managers, law firms, accountants and tax advisors continue to build business in Europe.

Regulatory shifts and desire to hold money in stable centres when some other parts of the world are going through difficult times mean European capital continue to thrive. Europe's large number of family-owned firms, such as in Italy and Germany, are natural wealth management clients, and issues around wealth transition, succession planning and risk management drive service demand.

The digital transformation of the industry is accelerating – the pandemic has forced firms to make changes in months that might have taken years.

Events have also challenged the rising generation of advisors, bankers and other industry professionals to prove their mettle, while also underscoring the importance of wisdom and experience among older members of the profession. Like a victorious sports team, wealth management continues to require a blend of youth and experience.

JUDGING PANEL

The 2020 *WealthBriefing* European 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 European 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.



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Managing Director
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MARTIN HEALE

Director
Schroder US Wealth
Management



TOM SLOCOCK

Wealth Management
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Deutsche Bank Wealth
Management

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.

**ADAM SORRIN**

*Head of Data & Access
Management*
RBS Private Banking

**IAIN TAIT**

*Partner & Head of
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**BRUCE WEATHERILL**

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*Head of Business
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**WILLIAM TROUT**

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- ▶ Best Philanthropy Offering
- ▶ Best Estate Planning



PUTTING THE “WOW FACTOR” INTO PRIVATE BANKING – EXCEEDING EXPECTATIONS

Tom Burroughes, Group Editor at *WealthBriefing*, speaks to the bank about what it thinks has made it stand out for the awards programme this year and how it intends to continue setting standards in the years ahead. We also speak to **Pieter van Mierlo**, Chief Executive ABN AMRO Private Banking, about some of the achievements it has chalked up.

ABN AMRO, the European banking group, explains why it's well positioned to scoop industry accolades by winning over clients with its offerings. The Netherlands-headquartered bank has been through a number of changes in recent years. Its private bank is very much focused on the European continent and in a number of markets. As brands go, it is certainly one of the most recognisable and benefits in its Netherlands home turf of a strong retail presence on the ground.

Accelerating the sustainability shift

At ABN AMRO, we realise our products, services and choices affect the lives of millions and can impact the planet. We strive through our strategy to realise our purpose: “banking for better, for generations to come”, using data, knowledge and expertise to help clients transition to sustainable products and business models.

For example, we aim to make sustainable investment the default and through concerted efforts, have more than doubled our sustainable client assets since 2018 to €18.6 billion (first quarter of 2020).

350 years of local expertise backed by global strength

As a leading European private bank with a multi-domestic model, we give clients both international access and local knowledge. Our prestigious brands - ABN AMRO Mees-Pierson (the Netherlands), Bethmann Bank (Germany), Neufilze OBC (France) and ABN AMRO Private Banking (Belgium) - represent more than 350 years' expertise, backed by the global strength of the ABN AMRO Group.

A case in point: Offering impact investing solutions is highly innovative in the French private banking landscape. By leveraging the work of ABN AMRO Group, Neufilze OBC is able to establish itself as a pioneer in this field, demonstrating the strength of our network.

Digital and personal

We strongly believe in using digital channels and platforms to deepen our relationship with clients by supporting the personal touch provided by our bankers and client service teams, which remains the heart of our service: digital and personal. We continuously invest in making our core banking systems into a fully-integrated, frictionless end-to-end client experience. Beyond standard internet banking, we have introduced a network of digital channels to increase client convenience and connectivity, as well as support client's moves to a more digital relationship with us.

This future-proofing and continuous improvement in our client experience pay off in the unprecedented COVID-19 pandemic, where safety measures and lockdowns in various countries make it almost impossible to meet with clients in person. Through video banking, which we were already rolling out before the pandemic struck, our front-office staff can still have face-to-face meetings with clients, albeit remotely via a secured platform, giving clients the personal touch and service that they are used to. Investment teams in all our countries also leveraged digital platforms to organise live webinars with question-and-answer opportunities for clients. These have record attendance and are highly appreciated by clients given the turbulence in the markets.

Exceeding expectations and “wowing” clients

“At ABN AMRO Private Banking, we strive to exceed expectations and ‘wow’ clients with an experience as relevant, convenient and simple as possible,” Pieter van Mierlo, chief executive ABN AMRO Private Banking, said. “Our holistic approach provides clients with expert advice that's risk-controlling, forward-looking and sustainable, both economically and environmentally. We are modern and enterprising, embracing open architecture and keeping pace with investment

trends. Our digital innovations are driven by client needs, industry advances and societal developments.

“We are very honoured and humbled that our ambition is recognised by clients and industry alike – having won some 90 awards and commendations in the past two years across our four markets, with an overall Net Promoter Score of +9,” he said. ■





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Accuro is a regulated financial services group. Accuro Trust (Switzerland) SA is a Member of the Association Romande des Intermédiaires Financiers (ARIF) and a Member of the Swiss Association of Trust Companies (SATC). ARIF is a self-regulating body approved by the Swiss Financial Market Supervisory Authority (FINMA) for the supervision of the financial intermediaries referred to in article 2 para. 3 of the Swiss Federal Law on combating money laundering and terrorism financing in the financial sector (AMLA). Accuro Trust (Jersey) Ltd is regulated by the Jersey Financial Services Commission. Accuro Trust (Mauritius) Ltd is authorised and regulated by the Mauritius Financial Services Commission.

ACCURO'S SUCCESS STEMS FROM GOING AGAINST THE GRAIN

WealthBriefing's Tom Burroughes talks to Paul Douglas, Managing Director at Accuro Trust (Jersey) Ltd, about the firm's success.

What sets you apart from your peers this year and why?

Accuro is a management-owned fiduciary business. Our clients are UHNW families and entrepreneurs with diverse portfolios and complex structures. Our \$14 billion of assets under administration range from securities' portfolios and industrial concerns to luxury assets. This January we re-invested in our business, buying out our 30 per cent investor, to secure complete control of our firm. This move has gone against the trend of the fiduciary industry, which has continued to gravitate towards institutional and listed ownership. Our re-investment of capital into the business (rather than cash extraction) evidences our commitment to a "no-exit plan" strategy.

Our long-term commitment and emphasis on relationships reassures our clients. It also demonstrates that notwithstanding the dramatic change in economic conditions this year, we continue to prioritise relationships that are meaningful and not motivated by short-term gain. This year has seen us compete and win against other firms that far exceed our size. We have also been honoured that over the past year, existing clients have consolidated their wealth with Accuro such that we have become their *de facto* private office.

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

Our team members all come from diverse backgrounds, but we all have common values. We are proud of having decade-plus retention rates. This reassures our clients with continuity of service, a deep understanding of their circumstances and consequently mutual trust and respect. All of our equity holders lead and deliver our client service. There are no passive investors nor speculators in our ownership - our equity is fully owned by our team (including in part, all of our staff through an employee benefit trust) and our team collaborate to constantly reinforce our clients' trust in us. Our administrators have a cap of twenty clients each, ensuring quality not quantity.

Our professional network has grown substantially this year, as we have invested in organic growth of private office and corporate services for our clients. Our success is entirely attributable to the efforts of our team and the trust of our clients, as well as the proximity and productivity of our close working relationships with the leading independent private client advisors we collaborate with. Those advisors draw energy from a unifying vision of client service and excellence demonstrated by our staff.

It is also important to note that we choose to define success, not only through profitability and relationships, but also by ensuring that we are committed to fulfilling our responsibilities.

These include responsibilities to our local community, our charity partners and local sporting events. During the pandemic lockdown we responded by funding, from our own pockets, wellbeing and mental health awareness and coping sessions for our community partners and their teams. This was in addition to our local societal efforts with vulnerable groups, managed entirely by our colleagues and reflective of their passion and commitment for our success in all its forms.

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

Accuro's vision is to be a force for good, socially and environmentally, whilst doing well as a business. Our aim is to raise awareness and to facilitate responsible wealth and legacy, including addressing inequality and the crisis our planet faces.

We have continued to invest in our colleagues via our "Accuro Academy" which has delivered individual coaching, in-house mentoring, mental health seminars and a leadership development programme.

Awareness of this investment in staff has seen employment applications to us consequently soar. Over 80% of our front office staff are fully qualified STEP members, accountants, solicitors and barristers, Chartered Secretaries and Chartered Tax Advisors.

What have been the challenges you have overcome to reach such a standard?

We have maintained our niche focus exclusively on the international private client sector and that in turn has helped us win a higher calibre of client with larger portfolios of assets and more complex, demanding structures. Private clients are the very people who have an ability to add tremendous value to all areas of society by giving back and making a tangible difference to their local and international communities.

Other firms have grown through book acquisition or merger. We have funded our own organic growth from the revenues of our business. We have had to work harder to build our success story and to back ourselves without raising funds from the capital markets. Our diligent and dynamic approach demands that we consider our regulatory position and risk profile throughout all of our work. We

adhere to the strictest standards but do not shy away from dynamic and agile solutions. We always maintain a long-term focus and that often brings with it the challenge of not being distracted by short term pressures.

Whom do you look to for inspiration and ideas?

As an organisation we look beyond our industry and are motivated and driven by those leaders who have made a marked change to the world. We are inspired by the United Nations sustainability development goals and are constantly looking at ways in which we as an organisation can align ourselves with such goals. We also take inspiration from our clients who include captains of industry and renowned philanthropists seeking to better the lives of the next generation and their environment. Our learning culture drives each person within the organisation to constantly grow and seek out new ideas to improve themselves and Accuro.

What do you hope will be the result of receiving this accolade? How does it help your business in the region?

We are honoured by this very reputable industry recognition. The robustness of the judging process gives credence to the steps we have taken to deliver high quality services to our clients and the positive working environment we have created for our team. This will no doubt resonate with prospective clients and employees who may be considering Accuro as a firm with which they may wish to be associated. ■





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RELENTLESS INVESTMENT INNOVATION PUTS BARCLAYS IN THE WINNING FRAME

Brook Fraser, Analyst, and **Cindy Koewandhono**, Vice President, at Barclays, talk to **Tom Burroughes** of *WealthBriefing* about the achievements to date of Barclays' private bank and its future direction.

What sets you apart from your peers this year and why?

What differentiates us in the private banking market is our continued dedication to innovate and develop our market-leading proposition and investment services to meet our clients' complex needs and investment interests. We have launched new products including over the counter derivatives for professional clients, covering products within foreign exchange, equities, rates and credit.

Our Discretionary Portfolio Management offering, providing multi-asset, specialist and bespoke mandates to our clients, has attracted an investment growth of more than 10 per cent in new discretionary balances. In 2019 our flagship multi-asset product offered top decile performance.

What also sets us apart from our peers this year is our Strategic Solutions Group, offering advised private funds and direct product investment, alongside the ability to link to our corporate and investment solutions business. We have launched multiple direct investment opportunities which in 2019 were also available to view through a new online portal launched in 2019 for professional investors.

Direct investments included UK infrastructure, investments linked to impact and sustainable initiatives, tech and other sectors. In 2019 we saw an increase in transactions which included mandates such as bond issuances (including green bonds), block trades, distressed debt purchases and various other offerings. With our expertise in wealth advisory, philanthropy and banking and credit solutions, we are able to cater for diverse investment characteristics and needs.

We launched Smart Giving in 2019, an international campaign which aims to increase

donations from high net worth and ultra-high net worth individuals to the charity sector.

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

Our team-based coverage model delivers exceptional quality of service. Each client has a dedicated banker, executive, and investment advisor, and access to a number of product and service specialists.

We expanded the number of bankers and product specialists supporting clients, and continue to invest in talent development and our colleague agenda. We have established a career development programme for our colleagues, and have launched a "Private Bank Academy" to ensure our talent has the right tools and professional qualifications. We also have a strong dedication to our in house citizenship module.

We recently partnered with an external charity Pilotlight to deliver a programme to support charities from a commercial perspective, where a number of our colleagues helped support chosen charities - each with a different problem.

What have the challenges been in obtaining excellence?

We have had to evolve sophisticated requests from clients, which has been challenging. We aim to introduce technology solutions that support compliance requirements, but aligning the tech initiatives with the bank's jurisdictional footprint across the UK, Switzerland, Monaco, Jersey, Dubai and Ireland, and the business model and client needs.

We have progressed with our digital vision, enhancing our app, and improving the Barclays.Net user experience. ■





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BLOCKCHAIN

BLOCK ASSET MANAGEMENT CAREFULLY RIDES THE GROWING CRYPTO-ASSET TREND

Tom Burroughes, Group Editor of *WealthBriefing*, interviews Manuel E De Luque Muntaner, Founder and Chief Executive of Block Asset Management, about its accomplishments to date.

Block Asset Management is a specialist, blockchain and digital assets focused alternative investment fund manager (AIFM). The team created the world's first dedicated Blockchain & Digital Assets Fund of Funds in December 2017. The fund was created to provide the most diverse investment opportunity in the crypto space and with the objective of outperforming the EurekaHedge Cryptocurrency Hedge Fund Index (ECH-FI) with reduced volatility. BAM are also the first dedicated crypto-focused AIFM to be registered with the CSSF in Luxembourg.

What sets you apart from your peers this year and why?

As with any new or emerging asset class, where volatility, risk & reward are all increased, the BAM team were all too aware that diversification and thorough due diligence were of paramount importance. Due diligence is an area that the team excels. The directors have come from the traditional financial sector, having worked for Citibank, Credit Suisse, Julius Baer, UBS & Societe Generale, we therefore also appointed a carefully selected crypto advisory board. This gave us the opportunity to create a unique dual layered due diligence process, applying both a traditional, and a specially created crypto due diligence process (the result is an extensive 55 page DDQ). Hundreds of funds were reviewed before launch but as new funds are entering the market on an almost weekly basis (our database now has over 800 funds) and given that the FoF is actively managed, the DD process is a never ending task and part of the team's daily responsibilities.

During our research the team identified 6 strategies within this exciting new asset class (Trading & Arbitrage, Index Tracking, Infrastructure, Lending, PE/VC investing and Blockchain related listed companies) and set about finding the "best in class" or most investable funds within these areas. This is not always the best performing!

How have your colleagues contributed towards the success of your organisation? What will you do to keep to the standard of an award-winner and push ahead in the future?

As a direct result of our extensive due diligence process, the teams careful fund selection and active management has served

us well. Since launch we have consistently achieved our goal of outperforming our benchmark, the EurekaHedge Cryptocurrency HFI, with reduced volatility (outperformance of 27.84 per cent from launch 31/01/18 to latest NAV date 31/08/20). The BAM team, whilst acknowledging that the crypto asset class is of course high risk, explain that they are in essence "acting as a risk filter and reducing unnecessary risks that are rife within the space".

Investors must tread very carefully when investing in the digital assets space as there are many funds that are not what they appear. There are considerable concerns over custody & storage of assets to consider and the fact that regulation (or lack of) in the sector is constantly evolving. These are issues that managers in more traditional assets do not face and the Block Asset Management team are always conscious of. We must maintain our high standards and to do so we are always learning, attending conferences and webinars and keep abreast of regulatory news/changes in multiple jurisdictions.

What have the challenges been in obtaining excellence?

We have faced obvious challenges on our journey. The first major challenge was the process of having the AIFM registered with the Luxembourg regulator (the CSSF). At the time of launch we were aware that there was no specialist digital assets AIFM registered with the regulator, so we were pioneers. This also meant we were the first to have an inspection from the regulator, this was a lengthy process and a learning curve for both parties, but all went well. The other obvious challenge was that many of the Asset Managers we had worked with collectively in the past and the qualified investor market in general were not so well educated when it came to this new "Crypto" asset class.

There was still much scepticism and stigma (fuelled by the mainstream media) surrounding crypto investing. Thankfully this is changing. Every year we are seeing great progress in the crypto space, with advancements in infrastructure and governance, regulation is coming country by country and this is most welcome. We have seen Harvard and Yale endowments invest in crypto funds, then came the CME futures market, and this year reputable names such as Fidelity offering custody and clearing services.

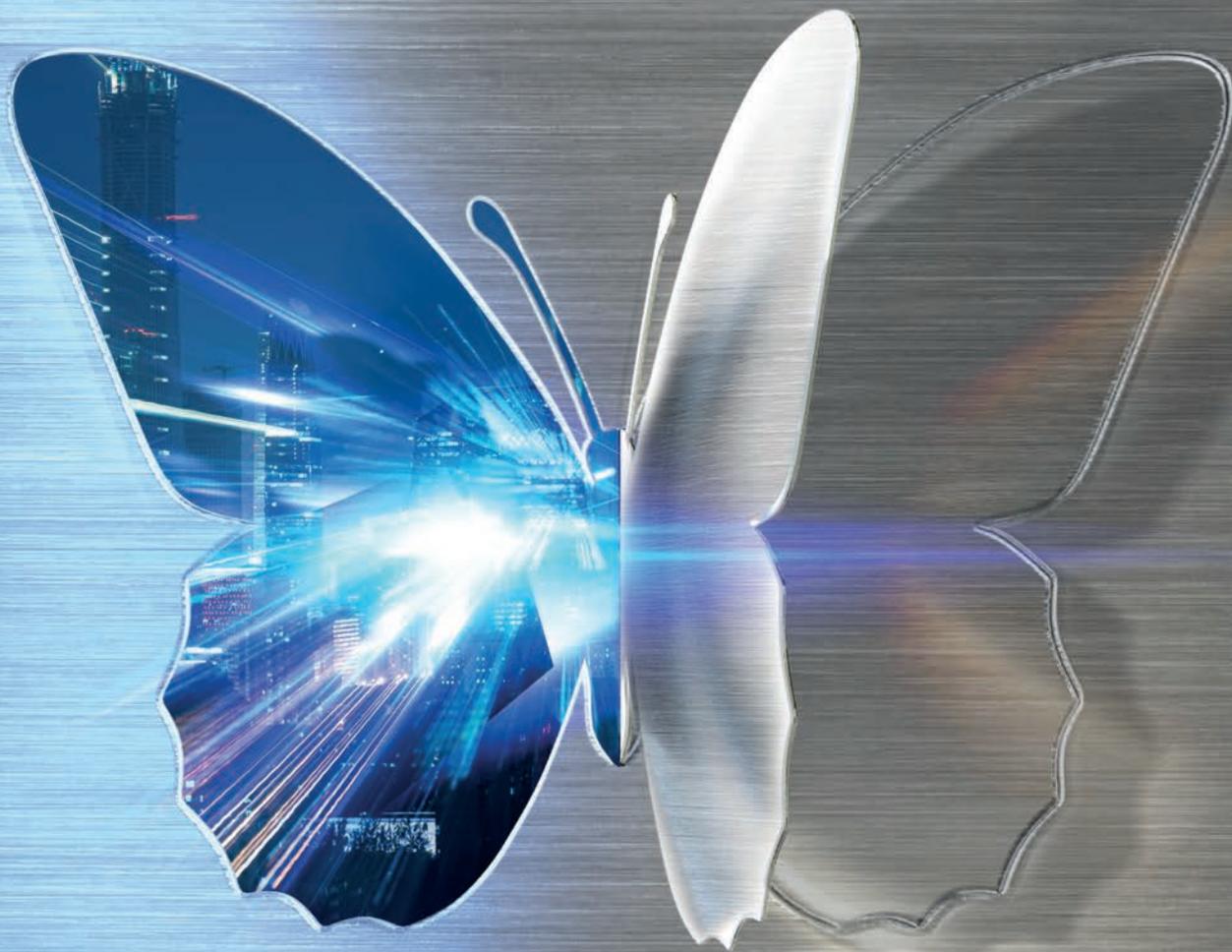
Education & reputation is key and BAM have been active participants in major crypto events such as Consensus in New York and Davos Blockchain Week. We also presented at the Blockchain Summit's in Malta and the Isle of Man as well as hosting our own educational blockchain & crypto conferences in Uruguay, Panama, Madrid & Zurich.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Winning the *WealthBriefing* European Award 2020 for 'Best Investment Product Provider' is a great achievement. We are delighted to have won this prestigious award. It is a great honour to be recognised by industry peers and this is testament to the hard work that the team have put in over the last 3 years.

Such recognition serves to justify the dedication the team has shown and prove that our unique, holistic approach to investing in the digital assets space has been successful. The accolade will enhance our already excellent reputation in the sector and will provide further reassurance to Asset Managers and potential investors that Block Asset Management is a secure choice when looking for diversified investment into the blockchain & digital assets asset class. ■





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The only constant is change. The wealth management industry is evolving fast, driven by regulatory demands and technological advances.

Businesses that don't adapt to change will be left behind. One thing remains the same: the requirement to protect your clients' assets.

For over 30 years, we've provided custodian services to wealth managers and advisers, enabling them to focus on their objectives and achieve rapid growth.

As our clients' needs have changed, so our services have evolved. That's why we've introduced two integrated digital front-end solutions: **Nexus Wealth**[®] and **Nexus Investor**[®]. Both modular and flexible, they are essential instruments for serious wealth managers.

To learn more or request a call back, visit pershing.com/emea



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TRUST, STRENGTH AND RESILIENCE: HOW PERSHING STAYS ON THE MARCH

Geoff Towers, Chief Executive of Pershing Ltd, part of BNY Mellon, talks to **Tom Burroughes** of *WealthBriefing* about its awards achievement.

We are honoured to have once again been awarded the *WealthBriefing* European Award for *Best Global Custodian to Private Client Businesses*.

This recognition acknowledges BNY Mellon | Pershing's key role in supporting so many wealth management firms.

For the broader industry, this pandemic and its ongoing associated challenges have once again highlighted the fact that what matters most when choosing a partner is trust.

With Pershing, the trust our clients place in us allows them to focus on what matters for them: serving their clients and growing their business.

Whether that be for safe custody, taking responsibility for individual client assets under a fully disclosed model, managing investors' books and records or managing all corporate events or income processing—our services offers clients peace of mind.

But this recognition does not mean that we are resting on our laurels. We do not take our clients' business for granted and never will. Instead we see it is a testament to our unrivalled expertise and will continue to work for our clients each and every day.

Strength and Resilience

The twin challenges of a global pandemic and some of the fastest moving markets most of us have ever seen have brought robustness and resiliency right back into focus. Keeping clients' assets safe is the absolute bedrock of trust to wealth management.

Pershing is part of BNY Mellon, one of the world's largest custodians and a Global Systemically Important Bank (G-SIB) as defined by the Financial Stability Board and other authorities. As such, the organisation is held to higher standards and requirements than most others. Clients have increasingly paid attention to the robustness of our client asset protection and the strength of our balance sheet.

Pershing's fully disclosed, custody solutions across the UK, Channel Islands and Ireland have proved popular with both established and new entry firms. Our robustness was proven again when we were able to move quickly to work from home without stopping services or reducing security. Our traders might be 'WFH' but all regulatory requirements for call recording, best execution etc. are still being met.

We have also seen increased demand for our trading and execution services. Our ability to provide best execution and often improved liquidity together with a pay-as-you-go model versus the fixed costs of an in-house desk have proved popular.

Pershing always supports our clients to evolve and grow their business safely and efficiently – whether that is processing the huge trading volumes of recent times or collaborating on how best to meet the never ending flow of new regulations.

Pershing's Growth

Pershing has been in the UK and Europe for 33 years. Our recent history has been one of transformation and remarkable growth – significantly outperforming the market. Much of this is due to our revised modular approach and to our belief in long term partnerships. We've worked closely with clients to support their growth plans and our modular offering allows clients to start and stop various services as it suits their business best. We've on-boarded new and very fast growing clients and worked with them to develop the best ways of working.

Always Evolving

At the heart of our business are our outstanding professionals. Deeply experienced, our people specialise in ensuring we are both "always on" and "always evolving". We will always support our clients to evolve and grow their business safely and efficiently – whether that is processing the huge trading volumes of recent times or collaborating on how best to meet the never ending flow of new regulations.

Our business is one of trust. All our people know that. We work hard to win it and then keep it.

Navigating Uncertainty

It is in difficult times that our clients see what they are really buying. Since the beginning of the 2020 lockdown period, we have fully maintained our services to clients. Our previous investment in people, technology and infrastructure globally, combined with a rapid implementation of robust business continuity plans, were critical in being able to deliver this. Like everyone else, we didn't know it was coming but we were still ready for it.

Every one of our clients is different. We serve platforms, aggregators and serial acquirers, traditional family offices and some that are hard to categorise. Each client has their own set of priorities but our wide range of service offerings and our belief in partnership means that we are able to keep our individual promises to every client.

At the end of the day, investors shouldn't have to be concerned about the safety of their assets and nor should our clients. That's why they choose partners that offer strength, stability and expertise.

This award recognises what Pershing is at its core: a firm that offers certainty and stability for our clients thanks to our market-leading position in providing clearing, settlement and custody. ■



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PUTTING TRADITIONAL VALUES AND MODERN MONEY MANAGEMENT TOGETHER

Andrew Rowlands, Head of Marketing at Bordier, talks to **Tom Burroughes** of *WealthBriefing* about the investment management success story.

What can you tell readers about your company and what you do?

We are a specialist investment management firm, based in St James's, London. Part of the Swiss Bordier Group, which has ten other offices spread across six countries and three continents, we are a truly global business, with assets under management of approximately £11.7 billion.

We work with UK and international clients, in partnership with their introducers, managing assets for trusts, family offices, pension schemes, charities and livery companies alike - our group structure enabling our clients to access a wide range of services, including international investment management.

What sets you apart from your peers this year and why?

We pride ourselves on marrying a contemporary approach to managing money with the old-fashioned values of high-quality client service - and as part of the Bordier Group, we draw upon more than 175 years' wealth management experience and can offer services many of our peers cannot.

More importantly still, we market no in-house funds and are entirely independent, with the sole focus of doing what is right for our clients. We align their interests with our own, very often investing alongside them.

In the current environment, our clients take even greater comfort in the Group's CET1 ratio; at 35.5 per cent it is a key indicator of financial strength and Bordier has maintained a stable ratio of around 25 per cent over the last decade. The group's liquidity ratio has also been between 5-15 times higher than the level required of Swiss institutions since 2015. Whilst some might regard this cushion as excessive, we consider it to be prudent and in our clients' best interests. This may be a result of having unlimited liability at partner level - the ultimate "skin in the game". There is nothing that concentrates the investment mind quite like it when assessing risk. An executive team with a stable and long tenure also helps reassure clients.

We place a high value on communication and believe it is important to communicate consistently and effectively with clients, especially at times of market stress. Our clients benefit from a low client-to-manager ratio, so we have a deep understanding of their requirements and can provide a highly personal and efficient service.

Another aspect that helps differentiate us from our peers is the fact that we have no external shareholders; they are very often both impatient and short term in their outlook. Bordier is a true family-owned business, and again, this means we can be genuinely long term in our outlook - like our clients. The firm is managed in an entrepreneurial manner, but having been established as long ago as 1844, in such a way as to ensure we are here in another 176 years' time.

The combination of family ownership, a long-term outlook and unlimited liability at the Partner level add up to a genuine, long-lasting and complete alignment with our clients and the trusted adviser community - something we do not see as being present in most larger firms.

How has your business coped with the pandemic along with its effect on markets?

Our business continues to grow and to function with 100 per cent efficiency. We have always prepared for the possibility of having to work remotely, so we didn't have to implement many new systems. We have had some great feedback from our clients based on our frequent communications and availability. High client service levels and regular communication are core to our proposition and we have continued to maintain a high level of dialogue with clients and introducers during this period of uncertainty. This results in a deep understanding of our clients' requirements, a highly personal service and helps to differentiate us from our peers. At times of heightened apprehension, we believe clients are reassured that we are there to support them and acting proactively, even if we are doing so remotely. We have all become very well adapted to conference calls, Zoom and other systems now - and internal communications, which can suffer when working remotely, remains at a high level.

Taken from an investment perspective, the geopolitical and economic climate clearly remains uncertain and this has been reflected in the behaviour of markets so far this year. Our business has been built managing clients' assets through the generations, so we construct client portfolios for the longer term and downside protection is a high priority during periods of heightened uncertainty. That is not to say we are cautious in our approach, more that we take a balanced, global investment approach, investing across a broad cross

section of asset classes. We are actively seeking out new investment opportunities and access to our underlying fund managers, with whom we have built deep, established relationships with, remains unchanged.

Our investment team boasts a stable and long tenure, with an average experience of 25 years, which means they have experienced several stock-market cycles and therefore have the expertise and long experience to guide our clients through what remains a challenging period.

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

We have the ability and drive to continually develop and improve, and our close relationships with clients and introducers means we are dialled into their needs and quick to respond to their changing requirements.

Whilst we take time to reflect on our delivery and to review our services in the context of the wider discretionary market, we are continually adapting to the changing landscape and keep our focus on the road ahead. We are always looking to build on our reputation for innovation to ensure we set even higher standards and can deliver in a world of ever greater client expectations.

We are responsive to ever changing requirements, whether that be the demand from clients for lower cost solutions or from introducers seeking services that support them with ongoing risk mapping and that can help them to underline their value to clients in an increasingly competitive market environment.

A good example of how we are looking to the future is our recent work with introducer firms to support the design, build and implementation of their own centralised investment or retirement propositions. This demand follows the introduction of MiFID II and the need for introducer firms to be able to meet the regulatory requirements around ensuring the ongoing suitability of their investment recommendations and consistency of client outcomes. ■





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BROWN SHIPLEY ON WINNING SEATS AT THE CLIENT'S TABLE

Tom Burroughes of *WealthBriefing* talks to Alan Mathewson, CEO of Brown Shipley, about its journey to these awards.

Brown Shipley is a wealth manager offering clients informed financial advice and tailored services on all aspects of wealth planning, investment management and lending. Brown Shipley has offices in London, Manchester, Birmingham, Cambridge, Leeds, Edinburgh, Norwich and Nottingham; and a heritage dating back to 1810.

Brown Shipley's parent company is Quintet Private Bank, which from Luxembourg heads a major European network of private banks and wealth managers.

What sets you apart from your peers and why?

At Brown Shipley, we are a boutique private bank with the backing of our parent company, Quintet Private Bank. This means we can operate in an agile, entrepreneurial way but have the firepower and resource of a much bigger financial institution.

In contrast to a number of our peers, we can offer clients both sides of the balance sheet - lending and investments. This means we can lend pledged against a client's investments, which is particularly useful when they may need liquidity quickly.

As a business, our stated aim is to become the most trusted fiduciary of family wealth. We actively seek client feedback through Net Promoter Scores as a means to understand whether they would recommend us to friends and family - a true proof point of satisfaction in client service.

Our scores have increased since the start of the crisis, which is a real testament to the hard

work our team have put in to keep in touch with clients and keep their interests at the heart of our business. We want to have a seat at our client's kitchen table where important decisions are made - this shows we are moving in the right direction.

How have your colleagues contributed towards the success of your organisations?

Our colleagues work together in innovative ways to develop solutions to meet client needs. An example relating to lending specifically, is that we launched a lending innovation lab with Quintet, to focus on the clients' lending journey and how we can continue to improve our lending services.

One recent outcome is a new lending tool on MyBrownShipley, our dedicated app, which one of our lending colleagues has helped developed. This lending tool is in response to client requests and allows clients to receive quotes on lending much faster than previously possible.

We understand speed can be of the essence when a buying opportunity presents. This is just one example of how we continue to develop our proposition to adapt to best meet clients' private banking needs.

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

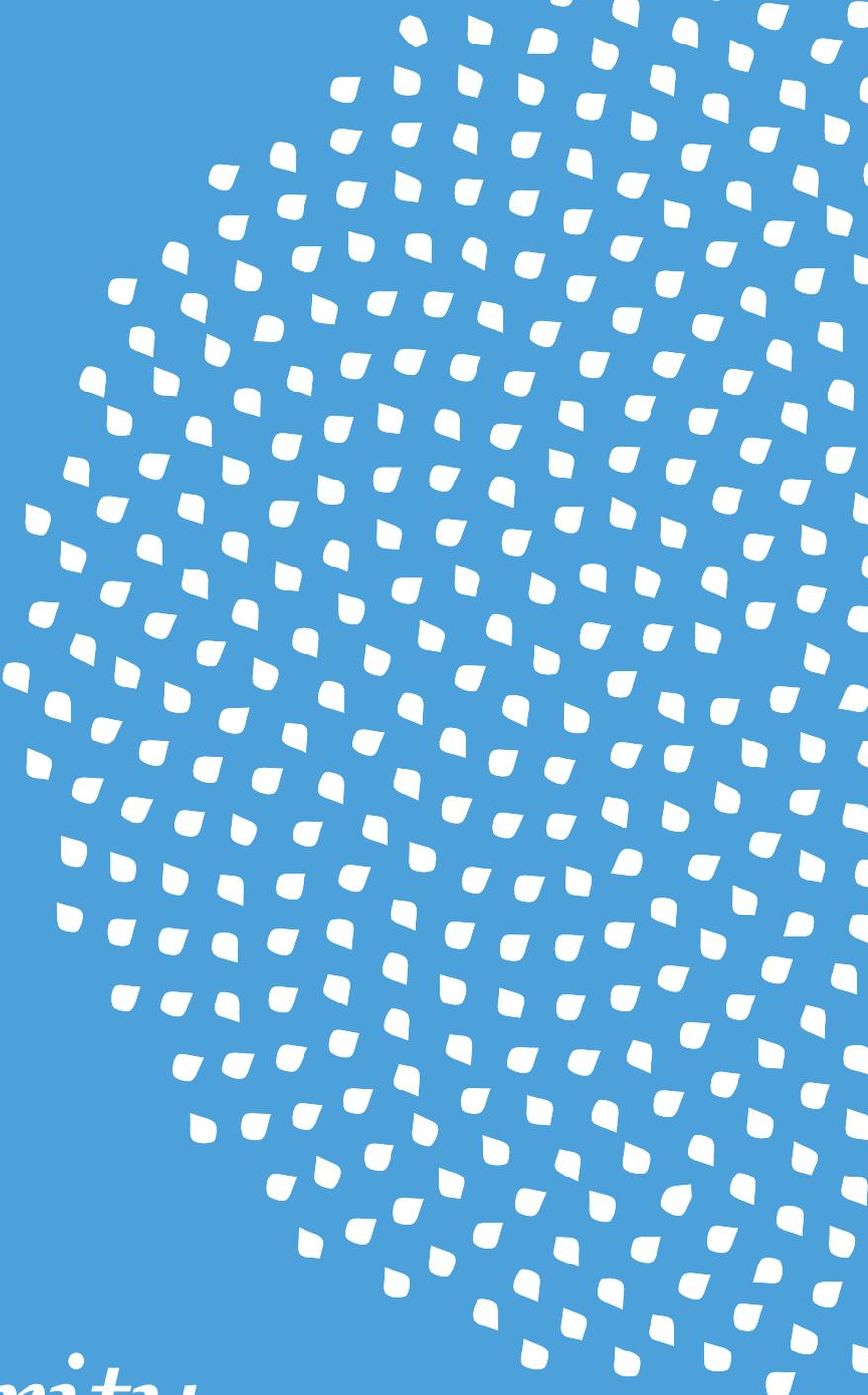
We can't stand still. We need to continue developing and innovating in order to have solutions which comprehensively meet the private banking requirements of our clients and prospects.

COVID-19 has turbo boosted greater digitalisation and, as an industry, we can't unlearn the lessons we've learnt in how we operate, for example using technology to allow more flexible working and engaging with clients digitally. Arguably private banking is somewhat behind the curve in digital developments compared to retail banking, and there are learnings we can take from this to implement and evolve.

We believe in a hybrid model of private banking which means clients can have the personal contact, whether face to face or via digital meetings along with tools, such as MyBrownShipley, which allows clients to view their portfolios via an app whenever they wish. We must continue to adapt and improve our digital propositions. ■



“AS A BUSINESS, OUR STATED AIM IS TO BECOME THE MOST **TRUSTED** FIDUCIARY OF FAMILY WEALTH. WE **ACTIVELY** SEEK CLIENT FEEDBACK THROUGH NET PROMOTER SCORES AS A MEANS TO UNDERSTAND WHETHER THEY WOULD RECOMMEND US TO FRIENDS AND FAMILY - A TRUE **PROOF** POINT OF **SATISFACTION** IN CLIENT SERVICE.”



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A BLEND OF CLIENT SERVICE AND EXCELLENCE SHINES OUT AT CAPGEN

Tom Burroughes, Group Editor at *WealthBriefing*, talks to Ian Barnard, CEO at CapGen, about how it has hit award-winning heights.

CapGen was built to look after the investment needs of the world's wealthiest families, spanning portfolio management, commercial real estate and direct private equity. We pride ourselves on combining investment excellence with the kind of service that only a firm dedicated to working with families could provide. Today CapGen manages the investments of 20 families, all of whose wealth is structured. Our 45-strong team work with everyone from wealth owners to trustees and family office executives to cater to their broad range of requirements.

What sets you apart from your peers this year and why?

This has been an extraordinary year in so many ways, but it's hugely gratifying to look back and see that despite having spent more than half of it working from home, we've driven the business forwards considerably. We've taken on five new clients, including three new relationships and two charity mandates from existing clients, we've built a new office, re-branded the firm, expanded our communications team, promoted three members of staff to the partnership and launched a responsible wealth initiative; becoming members of the UNPRI and fully embedding ESG into our investment process.

We also appointed two senior industry figures to our investment practice; Quintin Price as Chairman of the Asset Allocation Committee and Sarah Fromson as Chairman of the Investment Committee. While it's a shame that we couldn't all be together in the office to celebrate this landmark year, I often remind the team that they should take even more pride in the fact that these milestones were achieved in such unusual circumstances.

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

Our team hasn't just contributed to CapGen's success; they are the reason for it. Now for argument's sake you could say that of most organisations, but we do work in quite a unique way. Because we work with larger clients, we're typically working closely not just with one individual, but with large teams of lawyers, advisors, family office boards and executives, and trustees. In order to do that successfully, you need a big, capable team who communicate extremely well, to both se-

cure and demonstrate good client outcomes. Every one of our clients is treated as their own separate endowment, with personal asset allocation, manager selection and reporting, so it really is a team effort to work to that level of service.

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

We have always maintained a belief that steady growth is the best way for us to develop this business for the long term. Managed growth of a small number of high touch client relationships per year allows us to keep reinvesting in the talent and infrastructure that will best serve our clients.

What have been the challenges you have had to overcome to reach such a standard?

One of the biggest challenges has been overcoming the perception that in order to grow a business like ours you have to start pursuing scale over quality, we've rigidly stuck to our standards - we are built to offer a very high level of service, and that will never change. Our chairman and our managing partner are both clients of the firm, and their number one priority is that we always maintain and invest in our outstanding level of client service. There was also the perception when we first launched this business, that service lived in family offices and investment excellence lived in megalithic institutions, we built this business to challenge that norm. We've now reached a point where serious investment talent is attracted to the kind of dynamism that you can only really find in independent firms.

Whom do you look to for inspiration and ideas?

An early inspiration for us in the starting of this business was the global investment strategist Barton Biggs. CapGen's genesis was in a single-family office in Geneva, where our three founding partners had worked together to create a new investment strategy model that challenged the norms of the time. It was Barton who saw what we had created, saw something unique in it, and encouraged us to create this business so that we could offer the same thing to other families. He was a great supporter of ours and his legacy of truly global investing will

always be central to the way that we manage money for clients.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We're thrilled to receive this award for the third year in a row, particularly so because the judges come from our own industry, so it's a privilege to be recognised by them in this way. Our clients are based all over the world, but our origins as a business were in Geneva, so it's lovely to be celebrated by what feels in many ways like our original home market. ■

"WE'VE NOW REACHED A POINT WHERE SERIOUS INVESTMENT TALENT IS ATTRACTED TO THE KIND OF DYNAMISM THAT YOU CAN ONLY REALLY FIND IN INDEPENDENT FIRMS."



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CROSS-BORDER EXPERTISE KEEPS CAREY OLSEN ON STRONG GROWTH PATH

Tom Burroughes of *WealthBriefing* talks to Russell Clark (Guernsey) and Keith Dixon (Jersey) of Carey Olsen about the qualities that allow the offshore law firm to excel.

Tell us a little bit about Carey Olsen?

Founded in Guernsey in 1898, Carey Olsen is now a full service offshore law firm advising on Bermuda, British Virgin Islands, Cayman Islands, Guernsey (Alderney and Sark) and Jersey law from a network of nine international offices that includes an established presence in Cape Town, Hong Kong, London and Singapore.

Clients include global financial institutions, investment funds, private equity houses, multi-national corporations, public organisations, sovereign wealth funds, ultra-high net worth individuals, family offices, directors, trustees and private clients. In total, we now employ nearly 500 people and our 58 partners head up a full complement of 250 lawyers. Our largest presence is in the Channel Islands where our Guernsey and Jersey offices employ more than 300 people between them, including 37 of our global partners.

What has set you apart from your peers this year?

It has been another outstanding year for Carey Olsen with growth being one of our key themes.

We have seen six strategic lateral partner hires in our Asia and Caribbean offices, new state of the art offices in London and Hong Kong and the development of new practice areas and service lines across the group. Overall headcount has also grown by almost 10 per cent.

Alongside this, we have further enhanced our dominant position in the Channel Islands, which was underlined most recently by the Legal 500 UK directory rankings with Carey Olsen leading all Channel Islands firms after securing 18 top-tier rankings – nine in both Guernsey and Jersey – six more than our nearest competitor.

What do you consider to be the key ingredients behind your success as an organisation?

Carey Olsen has one of the largest trusts and private wealth teams in the offshore world with 50 partners and associates providing advice to local and international clients and their advisers.

From a UK and European perspective our Jersey and Guernsey offices are key to our success. Our Jersey office boasts the largest and most experienced team of trusts lawyers in that island with four partners leading a practice area that also consists of 11 non-partner lawyers and four other fee earners. Our Guernsey office's trusts and private wealth team is led by three partners and supported by 10 other lawyers, making it the largest private client team in Guernsey as well.

The teams in Jersey and Guernsey advise a mix of global and institutional trustees, family offices and high net worth private clients on commercial and private trusts, foundations, charitable and not-for-profit organisations, succession, pension and estate planning issues as well as on associated regulatory and compliance matters.

We continue to act for the majority of Channel Island-based trust and fiduciary companies and are instructed in connection with many of the most significant trust cases in the Royal Courts of Jersey and Guernsey, including claims for breach of trust, claims for relief from the consequences of mistake, and applications for directions in the Court's supervisory jurisdiction. A particular area of focus is representing and advising trustees on their involvement in, and exposure to, matrimonial proceedings concerning their beneficiaries. Our team is notable for its seamless delivery of specialist non-contentious and Court-related trust law advice given the inclusion of Court-going trust specialists within our team structure.

In the past year we have seen an increase in trust matters, particularly relating to restructuring of high value trusts and underlying corporate structures. Indeed, we have seen a number of families migrating their trusts and companies into the Channel Islands from elsewhere.

The establishment of more private trust companies and family offices is another trend. We pride ourselves on our ability to deal with complex issues arising for trustees, whether as a result of cross-jurisdictional tax complexity or challenging financial situations or any other issues requiring innovative and bespoke solutions.

How important are your staff to the firm's success?

It goes without saying that our staff are critical to our success. After all, it is their hard work, endeavour and high levels of client service that allows for the continuing quality of instructions we receive from our clients.

It is for this very reason that we are so proud from a fiduciary perspective to have recently been re-accredited as a Platinum Employer Partner by the Society of Trust and Estate Practitioners (STEP) – three years after we became the first offshore law firm to achieve the highest standard available.

The re-accreditation exercise saw the firm go through a rigorous review process that included meeting with STEP officials and submitting relevant data and evidence that demonstrated, amongst other things, that the importance of learning and development is championed from the top and cascaded through the organisation, staff are encouraged to share knowledge and to learn from others, performance success is recognised and rewarded, and continuing professional development is planned, record and reviewed. ■

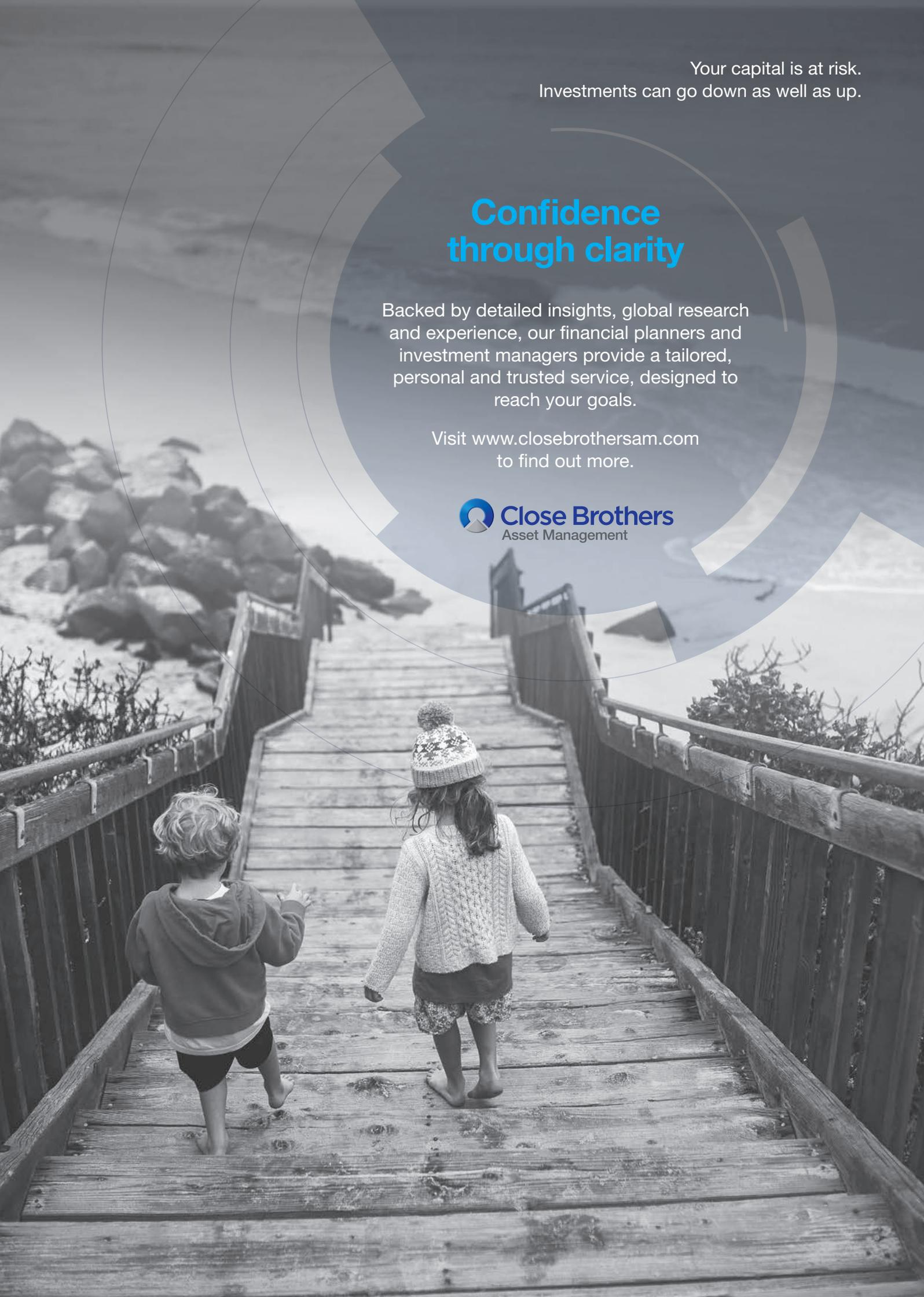
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IT'S ALL ABOUT THE CLIENT AT CLOSE BROTHERS ASSET MANAGEMENT

Tom Burroughes, Group Editor at *WealthBriefing*, talks to **Andy Cumming**, Head of Advice at Close Brothers Asset Management, about its award-winning standards.

What sets you apart from your peers this year and why?

Our clients and our employees tell us that Close Brothers Asset Management (CBAM) has a very distinctive feel. We are part of the Close Brothers Group, a FTSE 250 business, and pride ourselves on our client-centred approach - combining our extensive heritage, passionate teams, and expertise, to deliver high quality services to our clients.

We take a flexible approach to meet our clients' needs. We genuinely believe that one size does not fit all, and there's no greater proof of this than the diverse range of clients that use our services.

Our clients are investment-only, advice-only or a blend of the two, depending on their underlying assets, needs and objectives. We make the very best of a continued understanding of their needs and circumstances to draw on CBAM's extensive capabilities and deliver high-quality financial advice and investment services to professionals, business owners, private individuals and their families.

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

CBAM's client retention levels are consistently outstanding, thanks to strong adviser and portfolio manager tenure and the deep-rooted relationships and insights that this affords. Our financial planners and investment managers work as lead, or collaborate, to provide insightful, consolidated advice, and timely, targeted solutions. Dedicated teams and assistants ensure a high-touch service, while strong client and staff tenure engender deep relationships that mutually benefit the client.

Our culture is centred around our clients and collaborating to deliver an excellent service and experience: like many of our clients, our people take an entrepreneurial approach, thinking laterally in their advice and devising creative solutions that maximise opportunity while helping to safe guard clients' wealth for the future. We foster success in our people and are proud to have built a business with a "can do" culture: every one of our employees is genuinely passionate about doing the right thing for our clients. This shines through in every aspect of our interaction with those who entrust us with their wealth.

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

The world is changing fast. We have an ambitious programme of investments in digital technology, training and recruitment to ensure we remain well placed to service our clients across advice, investment management and providing safe custody for their assets. With a team of dedicated global research specialists, we combine our insight with stringent risk management processes to handpick investments that realise clients' evolving objectives in the toughest of markets.

Our culture and values give our advisers the tools and the flexibility they need to deliver the best results for our clients. We tailor solutions to each individual client in a service-oriented approach rather than a product-driven approach. The result is a complete financial planning and investment management service that meets clients' specific needs and maximises opportunity in a timely and targeted way.

What have been the challenges you have had to overcome to reach such a standard?

Our clients have reported throughout the pandemic, the uncertainty posed by Brexit, and the wider disruption before that, that they've valued our high-touch service and relationship approach which is enabled by dedicated, long-standing teams with a passion to deliver in all circumstances.

Working from 11 UK locations, our advisers operate in our clients' own markets, but came into their own in the pandemic, embracing technology to provide a seamless delivery of service. And as we emerged from lockdown and some clients expressed an appetite for in-person advice, the team thought laterally and logically to enable this safely and effectively.

While many service businesses have retracted throughout the pandemic, we have become closer to clients than ever. Budget earmarked for events has been diverted into webinars, which have become more frequent and provided a stage through which we can reassure, enlighten and connect with our clients. We look forward to building on this in the future.

Whom do you look to for inspiration and ideas?

CBAM's extensive network is a significant source of inspiration and ideas. Our strong intermediary links have enabled the exchange of solutions for our mutual clients' benefit.

Our greatest source of inspiration, however, is our client base. Every one of our clients has their own personal and professional story. It is by listening hard to all that they tell us, and applying our own expansive insight on the wealth and investment landscape, that we understand their needs and have the capacity to add value to their lives. And our thriving financial education framework has furthered our connections with the next generation, which adds to our forward-thinking approach, and ensures we can take a long-term perspective on managing our clients' wealth.

Relevant and timely insight helps us to continue improving our services, and our intermediary research conducted in 2020 has enabled us to ensure our continued relationships with intermediaries will go from strength to strength.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

CBAM is delighted to have won this award, which cements the strides we have made in providing a market-leading financial advice and investment service to professionals, business owners, wealthy individuals and their families. We hope clients and our partners will join us in celebrating our success, and that the award will enhance awareness amongst new and future business connections. ■



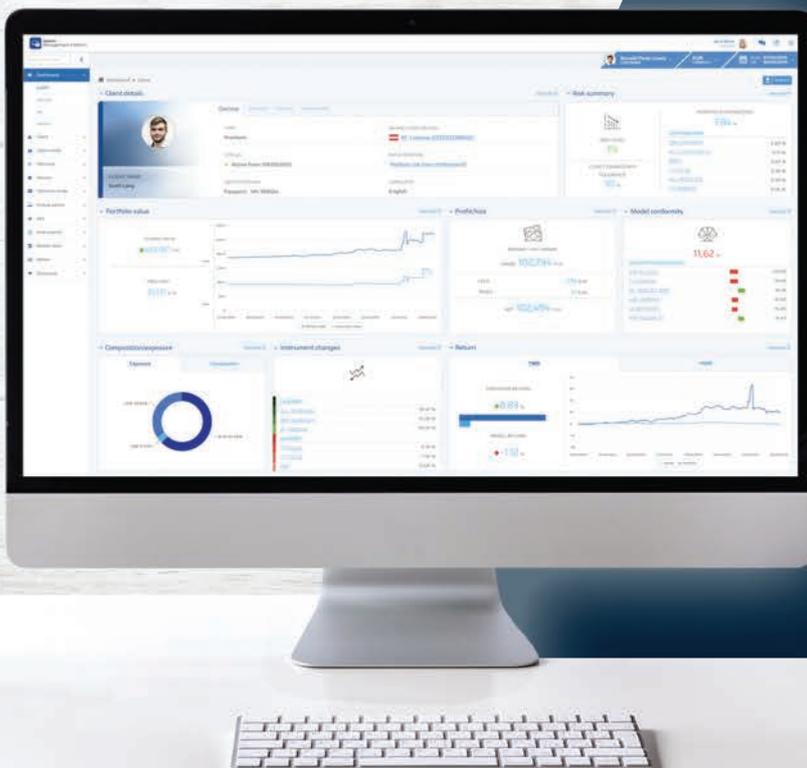
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DORSUM'S TOTAL FOCUS ON INVESTMENT SECTOR VALUE CHAIN BEARS FRUIT

Dorsum, the software and solutions provider talks to **Tom Burroughes** of *WealthBriefing* about the qualities that put it into the award-winning frame.

What sets you apart from your peers this year and why?

Dorsum is a multi-award winning, innovative investment software and solutions provider. Since our foundation in 1996, we became a market leader in the CEE region. Our investment software family offers versatile solutions to players in capital and wealth management markets. We support our clients with long-term commitments to cooperation in terms of functionality, time and budget.

By focusing exclusively on the investment sector's complete service value chain, we have greater insight into this specific industry than our competitors who struggle to deal with multiple financial sectors.

Our philosophy is that it is not enough to work within budget and on time, our aim is to reach excellence. We listen to the market to know the latest trends, to keep up with the competition and to stay ahead. But we also listen to our clients' needs and come up with solutions that address those needs directly.

With our award-winning product, the Wealth Management Communication HUB, advisors can reach the mass-affluent and private segment with digital banking products without losing the personal touch. It features real-time human chat, an integrated chatbot system with pre-prepared tutorials, an AI-driven automated notification system and GDPR compliant digital document transfer and approval.

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

Successful organisations require dedicated and diverse teams, with the courage to challenge assumptions and articulate fresh ideas.

The success of Dorsum reflects the combined efforts of this team of more than 250 experts, and the range of perspectives, expertise and experience they bring to the table.

Our team consists of members working at Dorsum almost since the beginning, gaining a lot of experience in multinational projects. The expertise of our diverse teams of technology professionals, senior banking experts and UX designers is unquestionable.

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

We continue to demand the highest quality in product development and innovation to laser focus on the private banking sector in the CEE region. We strive to maintain close relationship with potential and existing clients to understand their evolving needs in these changing environments.

What have been the challenges you have had to overcome to reach such a standard?

Outstanding thought leadership in our sector requires a combination of innovation, commercial thinking and expertise in understanding the current and future needs of the industry. To achieve this goal, we are not afraid to dedicate resources to continuous internal experimentation.

This year is unique, as our everyday workflow changed along with the entire world. This will continue to be a major challenge for our business. Throughout this disruption Dorsum has been at the forefront helping companies adapt to the new "unusual business-as-usual" with

business consulting projects, remote support and software-as-a-services product solutions.

Whom do you look to for inspiration and ideas?

We are continuously researching the wealth management markets, holding events and taking part in various industry conferences across Europe to keep ourselves up to speed with the latest trends. But our clients come first. They are a great inspiration for us and their needs inform the roadmap features of our products down the line. Furthermore, we also look outside of our industry, because outside the box innovative thinking allowed BigTech and Startup companies to reshape the industry.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Dorsum's corporate vision is to be Europe's top investment software and solutions provider for investment and wealth management service firms. We want to be the premiere, stable partner of financial institutions in the transformation of their digital investment services to increase their client base and generate higher returns. This award is a great confirmation that we are on a right track to reach our highest goals. ■



“OUTSTANDING THOUGHT LEADERSHIP IN OUR SECTOR REQUIRES A COMBINATION OF **INNOVATION**, COMMERCIAL **THINKING** AND **EXPERTISE** IN **UNDERSTANDING** THE CURRENT AND FUTURE NEEDS OF THE INDUSTRY.”

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Robert Macro:

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THE RIGHT BLEND OF QUALITIES GIVES DRUCES THE EDGE

Acclaim talks to **Robert Macro**, Head of Private Client at Druces, about how it has been able to stand apart this year.

What sets you apart from your peers this year and why?

At its heart, Druces is a business that both cherishes its heritage and strives for the highest modern standards in all that it does.

This combination - more than 250 years' experience as a City firm dealing with wealthy families and their business interests, coupled with a 21st century outlook - is proving to be a compelling offering in the current private wealth market. International and domestic clients obviously need technical expertise and fluent relationship management. However, they also tell us that they value the reassurance of working with a firm in whose DNA is the experience of guiding clients through earlier times, no less turbulent than the 2020 pandemic.

It is during this extraordinary year that I have been appointed head of private client at Druces. I suppose you might say that there is a similar dualism in my own career path to the way we describe the Druces' approach. In my case, earlier in my career, I worked in the BVI and had much more of a corporate and funds focus to my practice. Later I returned to the UK and brought that corporate skillset to bear in the context of private clients, family offices and, indeed, other private wealth businesses. This combination of off-shore and on; corporate and personal; "traditional" private clients and institutions plays into the Druces approach and informs my plans to shape and grow our team.

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

I am certainly lucky to have a strong team around me which has been enhanced by some significant hires. Most recently Estelle Tague (former head of private wealth at her last firm) joined us during the first lockdown; she has hit the ground running. Before her, Matthew Duncan became a partner last year and is helping in particular with his Dubai connections and the growth of the on-shore side of the practice.

I think it's striking that we have real firepower throughout the team: from our senior partner Roy Campbell - an elder statesman of the private client world with strong international links - to our "Rising Star" senior associate Paul Levy and newly promoted Mike Rowland. We have also been assisted by our head of business development, Julian Washington who has a strong private wealth background of his own. Overall, I would have to say that success is breeding success. The whole team is developing, stepping up, and getting us to where we want to be.

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

We have momentum now and the challenge is to maintain that whilst planning the next phase of our development. I am lucky to be building on strong foundations but also have the challenge of being busier than ever with client work whilst also making time to manage and grow the practice.

Your readers will know that a typical "private client" department in a law firm usually encompasses everything from philanthropy and charity clients; mental capacity and court of protection work; contentious matters; domestic and offshore estate planning...and so on. I am taking a fresh look at the way that we nurture these different strands of expertise under the private client umbrella. In doing that I am asking various senior colleagues to help me drive these specialisms to where we aim to take them.

A good example is our French law expertise (we have dual qualified advisers in the team). I do not have French law experience personally and so, with a collaborative approach, my aim is to let the various experts lead these practice areas, not only to drive growth, but also to maintain the high standards which have won us our WealthBriefing award this year.

What have been the challenges you have had to overcome to reach such a standard?

We have faced the same challenges in 2020 as everyone else, not least having to onboard new members of staff who weren't able to come into the office and meet the team.

I think that with international clients, thankfully, we were already well used to dealing with them remotely (for the simple reason that many of them are not regularly in the UK). The challenges were at least as significant with on-shore clients where we (and they) had to adjust to fewer face-to-face meetings quite suddenly. Within the department I can tell you that there are a few interesting war stories this year including tales of solicitors standing in client's gardens, wearing PPE, looking in through open windows to witness a signature to a will!

Despite my comment about international clients, I have to concede that it was a challenge and an adjustment not to be able to travel this year. Trips to the Channel Islands, Switzerland and Dubai were cancelled and - although we have continued to make and renew professional contacts via video and telephone - I think we are all looking forward to being able to press the flesh again in 2021.

Whom do you look to for inspiration and ideas?

For inspiration I have always looked outside of the law. If you are at a law firm which does not have unlimited resource for business development, you need to understand how other services in wealth management obtain and look after clients.

Service delivery for high net worth clients and their providers is paramount, so the views of other bespoke providers such as the private banks, investment houses, financial advisers, accountants, family office leaders, leaders of law firms and ancillary services from other countries become vital.

The trend in legal businesses is to look at numbers but when people buy into their trusted advisers, they are buying the person and the firm behind them. Individuals or groups with an opinion continue to interest me, even more so when you see it is backed up by action. I tend to stay away from trends that fail to recognise the paramount importance of the personal relationship with the client.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Our *WealthBriefing* award is a fantastic recognition of the team and a welcome boost to our profile at a time when the usual circuit of private wealth industry events is on hold. I have no doubt that the award will help keep us front of mind in a market where there is strong competition.

I also take it as a vote of confidence in the Druces model: a City firm which, unlike most others, has grown its private client offering (rather than dispensing with it). I think the *WealthBriefing* accolade helps us to signal to the market that Druces is not only a business with a cherished 250-year heritage, but also a forward-looking firm with the very highest aspirations for its international private wealth practice into the next decade. ■





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MAPPING WHERE THE RISKS ARE IN CLIENT PORTFOLIOS WITH CUTTING-EDGE TECH

Mathieu Muller-Forgue, Partnership Manager at Edgelab, talks to **Tom Burroughes**, Group Editor of *WealthBriefing* about its progress in the wealth management arena.

Can you describe your company in a few sentences?

Edgelab provides technological solutions to the private banking and wealth management sectors, addressing the need for automated investment risk measurement and regulatory-compliant investment proposals. It's like Google Maps for investment portfolios.

When you enter where you want to go in Google Maps, the app suggests the fastest, most efficient way to reach your destination. Moreover, it considers the traffic and conditions along the way, and you don't even need to manually provide your current location. Imagine the same for investments.

Our risk analytics accurately measure where the investment portfolio is at the moment regarding risk and its target allocation. Then our portfolio assistant automatically recommends the trades that will get the portfolio to its target. It even adjusts the proposal based on the bank's guidelines and client's individual preferences.

What sets you apart from your peers this year?

If we use the same analogy with navigation, one of our unique strengths is accuracy. We can precisely calculate the current portfolio "location" in terms of risk. Our risk model reflects the world we live in, with all the dynamics that are happening. It considers all possible risk factors that could impact an instrument and simulates outcomes under various scenarios. This enables us to accurately estimate the risk of every possible asset, including complex instruments like derivatives.

Moreover, we have made it easier for investment institutions of all sizes to use our products. Rather than having to go through long and complex software implementation projects, they can just "plug in" via API to our capabilities. Not only can they get started faster and more cheaply, but they can also enhance their existing systems, instead of replacing them.

What have the challenges been in obtaining excellence?

The challenges we've faced come from the fact that we don't follow the traditional product-market fit convention, which implies that you first identify a good market, then build a product that can satisfy that market and wait for the paying customers to come. There is nothing wrong with this approach. But we prefer to zoom in and - instead of trying to satisfy the whole market - focus on building the right product for the right user.

By co-creating with clients and building products that address their unique needs, we have a sharper understanding of what problem the product should actually solve. It's risky, because you never know if that product will eventually get broader market adoption. But we believe this is the right way to get a sense for real market opportunities while also building a strong relationship with clients.

Who do you look up to for inspiration and examples to emulate and compare yourself against?

No doubt, our clients come first. They are a great inspiration for us and set our product roadmap. But we also look outside of our industry, because for us innovation comes from connecting seemingly random dots. ■

"OUR RISK MODEL **REFLECTS** THE WORLD WE LIVE IN, WITH ALL THE **DYNAMICS** THAT ARE HAPPENING. IT CONSIDERS ALL POSSIBLE RISK FACTORS THAT COULD **IMPACT** AN INSTRUMENT AND SIMULATES OUTCOMES UNDER VARIOUS SCENARIOS. THIS ENABLES US TO **ACCURATELY** ESTIMATE THE RISK OF EVERY POSSIBLE ASSET, INCLUDING **COMPLEX** INSTRUMENTS LIKE DERIVATIVES."



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- From idea generation
- Through client engagement
- To portfolio management

EVOOQ PUTS TECHNOLOGY PIECES TOGETHER FOR SMOOTH WEALTH MANAGEMENT EXPERIENCE

Philipp Zollinger, of Technology firm Evooq, discusses the firm's award-winning credentials with **Tom Burroughes**, Group Editor of *WealthBriefing*.

Evo oq enables private banks and wealth managers to achieve long-term success by delivering customized tech solutions with unprecedented value. Our solutions span the whole client management and investment process - from customer on-boarding and risk profiling, discretionary and advisory portfolio management to campaign management - and address continually changing needs and regulatory requirements. Clients can streamline operational workflows and let their teams focus on tasks that deliver a competitive advantage, such as differentiated offerings and service quality.

What sets you apart from your peers this year and why?

At a first glance, wealth management appears to be an industry with many mature technological solutions. But most of the products on the market provide only isolated pieces of the whole puzzle. No matter how good the individual solutions may be, they cannot be optimized to create value as a whole when applied individually. Individual software solutions lead to friction when switching between workspaces, gathering meaningful insights and translating them into personalized client solutions.

Evo oq puts the pieces together, providing a single ecosystem where everything is seamlessly integrated. What used to take four to five separate tools can now be executed end-to-end with our solutions.

Moreover, once clients are in our ecosystem, they can change their business in a multitude of ways, ranging from incremental improvements to complete transformation. To get started with Evo oq, they simply choose which of their needs they'd like to address first (knowing they can add more services later).

Our interconnected suite of modules can be easily implemented as standalone units,

a fully integrated platform or any combination of individual solutions. The potential use cases are limited only by clients' imaginations.

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

The interconnectedness of our product philosophy is reflected in the way we work as a team. Our various departments - such as product management, development, client delivery, sales and markets - collaborate on everything we do. We are held together by a shared goal that everyone knows would be unattainable alone.

What have the challenges been in obtaining excellence?

Financial institutions are anxious about integrating new technologies, which is understandable. No matter how good the solution is, if it is not applicable for or poorly integrated into their processes, it will hit resistance and fail to bring value to the institutions.

We aim to identify the challenges that limit the success of our clients - such as data architecture/data flows, business processes and security - and to ensure through ongoing communication and flexible integration that the solution they implement will bring them the expected efficiency gains, usability and quality.

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

There is a saying: "Everything you have ever done is a part of everything you are about to do." We use our extensive industry experience to identify opportunities to improve outcomes and build innovative solutions. But we also draw inspiration from the digital leaders that are shaping the expectations of what a great service and experience is. ■

"EVOOQ PUTS THE PIECES TOGETHER, PROVIDING A SINGLE ECOSYSTEM WHERE EVERYTHING IS SEAMLESSLY INTEGRATED. WHAT USED TO TAKE FOUR TO FIVE SEPARATE TOOLS CAN NOW BE EXECUTED END-TO-END WITH OUR SOLUTIONS."



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ENDING TRADE-OFF BETWEEN COMPLIANCE AND A GREAT CLIENT EXPERIENCE

Tom Burroughes, Group Editor at *WealthBriefing*, talks to **Stephen Manly**, Sales Director at Fenergo, about its journey to award-winning excellence.

What sets you apart from your peers this year and why?

With the operational challenges presented by the global pandemic, rising financial crime and increasing regulatory reform, wealth managers are under unprecedented pressure to satisfy compliance obligations while meeting expectations to provide a digital, streamlined client experience.

Legacy technology, poor data management and manual processes however make KYC and anti-money laundering compliance increasingly onerous. Client business is being lost as a result.

Fenergo has been successful in helping to remove this trade-off between regulatory compliance and client experience because we have been listening very carefully to our wealth customers, to really understand their current operational challenges as well as their future business aspirations.

Importantly, we have been able to leverage our community development approach, whereby our individual customers contribute to our client lifecycle management solution development roadmap, enabling Fenergo to share the latest in innovation and best practice with our entire customer community. In this uncertain year, one thing is clear: we are all in this together.

Specifically, in response to COVID-19 and the challenges experienced in the wealth management sector, Fenergo has brought forward the launches of Remote Account Opening and Fen-Xcelerate, (our client lifecycle management SaaS offering). In doing so we are

addressing the demand for digital and remote account opening capabilities for both private banks and independent wealth management firms alike.

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

As part of Fenergo's strategic objective, to deliver regulatory robust and innovative CLM solutions for an improved client experience, the business is continuing to augment our platform to meet the exact digital and regulatory challenges of wealth management firms. To achieve that we continue to invest heavily in R&D – we've spent more than \$20 million in R&D in the last fiscal year.

What have been the challenges you have had to overcome to reach such a standard?

Fenergo is a fast growth company and in the past 12 months alone, Fenergo has closed deals with 21 leading financial institutions, many of whom operate across multiple business lines, geographies and regulatory jurisdictions. Our biggest challenge has been scaling our business to meet this growing global demand for our solutions.

To address this, Fenergo has expanded its global footprint with offices and staff in 14 global locations. Our global employee base has grown by 1705 per cent since 2012 and currently stands at 850 people.

In addition, we have expanded our project delivery capacity by developing strategic relationships with project implementation

partners including IBM, DXC Technology, Luxoft, PWC, Accenture, Cap Gemini, C-Shark and Genpact.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

I believe that this award recognises Fenergo's commitment to responding to the needs of our wealth management customers. It is my hope that it will encourage those wealth management firms who are not yet customers to open a dialogue with us. By working together, we can fight financial crime while simultaneously delivering great client journeys to the benefit of both the end client and the wealth management firms and employees who are servicing them. ■



“FENERGO IS A **FAST** GROWTH COMPANY AND IN THE PAST 12 MONTHS ALONE, FENERGO HAS CLOSED DEALS WITH 21 **LEADING** FINANCIAL INSTITUTIONS, MANY OF WHOM OPERATE ACROSS **MULTIPLE** BUSINESS LINES, GEOGRAPHIES AND REGULATORY JURISDICTIONS. OUR **BIGGEST** CHALLENGE HAS BEEN **SCALING** OUR BUSINESS TO MEET THIS **GROWING** GLOBAL DEMAND FOR OUR SOLUTIONS.”



Imagine...

a future where wealth managers, insurers and banks can realise every client's aspiration of a differentiated, digital and dynamic experience.

RE-DEFINING PERFORMANCE



finantix.com

FINANTIX GETS INSPIRED BY ITS CLIENTS TO BUILD A WORLD-CLASS BUSINESS

Christine Ciriani, Chief Executive Officer and Chief Commercial Officer, Finantix, talks to **Tom Burroughes** from *WealthBriefing* about the journey this firm has been on as it marks another award result.

What sets you apart from your peers this year?

In a nutshell, accelerated delivery! We have implemented global projects on-time, on-budget in consistently challenging situations while continuing to evolve our product through ongoing and consistent investment in R & D to drive innovation

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

- Client-first attitude
- True global teamwork
- Reliability and dependability

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

Continue to work closely with our clients and market analysts to evolve the Finantix product offering, to stay ahead of the curve, remain relevant, and acquire talent and product know-how through organic and inorganic growth without ever compromising our singular focus on product quality and culture.

What have the challenges been in obtaining excellence?

Finantix enables all key actors from clients to front-office to mid-office and compliance in supporting the delivery of insightful, compliant and digitalised sales and advice. Our value proposition can be adopted with enterprise-ready integrated comprehensive solutions or point-solutions. This message can be a complex one to communicate!

We are also growing and want to grow sustainably with a focus on our culture of quality,

innovation, respect and reliability - so with grow come growing pains, as you might expect! Our growth needs to be carefully and consistently managed so we retain our DNA, and our focus on innovation and delivery excellence.

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

There are many examples of inspiration around us. Following Finantix's participation in Davos this year, which showed how trust and fintech go hand-in-hand, for us we find inspiration in our clients who are continuing to pave the way in re-defining themselves and are electing to service their clients in a differentiated manner.

This includes Tier One banks, who continue to evolve the products they offer across their client segments, to smaller niche players who are using digital to differentiate and attract NextGen customers through personalised service and a focus on holistic wealth management.

We also gain inspiration from working with associations on machine learning and ESG, as we look at how we can use AI to improve delivering ESG products to clients effectively, and through non-financial technology firms on how they improve workplace automation and how we would apply that to RM efficiency.

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

That our team continues to feel proud of the company they work for – an accolade like this rewards their hard work and efforts.

Second, that our clients and prospects feel they are working with a firm recognised by such a prestigious group with a strong reputation in the industry segments we work in.

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

Share the good news! We will definitely use our refreshed marketing to share the news of the award win internally with our staff who will all have contributed in some way to our award win and making it possible; and externally, using a variety of communications channels to reach our clients, prospects, alliance and delivery partners and alumni! ■

“WE ARE ALSO GROWING AND WANT TO GROW **SUSTAINABLY** WITH A FOCUS ON OUR CULTURE OF **QUALITY, INNOVATION, RESPECT AND RELIABILITY** - SO WITH GROW COME GROWING PAINS, AS YOU MIGHT EXPECT!”





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FUNDCOUNT BREAKS DOWN BOUNDARIES WITH INTEGRATED ACCOUNTING PLATFORM

Ashley Whittaker, President, Global Sales at FundCount, talks to Tom Burroughes of *WealthBriefing* about its achievements this year.

What is it about your organization that has merited this year's award?

FundCount offers a single, integrated platform for all accounting activity. There are no functional silos – investment accounting, partnership accounting, a real-time general ledger, and reporting are all available within one system. When combined with FundCount's automated workflow, reconciliation and compliance tools, this integrated approach maximizes efficiency for wealth managers.

FundCount is also unique in the breadth of coverage. In addition to marketable securities and debt instruments, FundCount manages the accounting, analysis and reporting for every alternative and private-type investment imaginable. With clients in 22 countries, FundCount is truly multicurrency.

What else sets you apart from your peers?

In addition to our ability to deliver integrated accounting, investment insight and efficiency, there are several unique attributes that make FundCount stand out in a competitive market. These factors – ultimate user control, flexibility, and relevance – have contributed to the company's ongoing success and growing list of satisfied clients around the world.

Ultimate user control – Providing users with ultimate control over client reporting has been and continues to be a significant differentiator for FundCount. What takes hours or days with most systems can be done in minutes with FundCount. Reports can be created on-demand right from the desktop rather than wait for a vendor to respond to a reporting request. The ease of creating and customizing reports in FundCount is unparalleled.

Flexibility – Wealth management structures can be incredibly intricate with various investments and layers of ownership, making it particularly difficult to track and aggregate data across the multiple entities and generations. FundCount was designed to be extremely flexible to accommodate the unique structure of each family office. Users can slice and dice

information and drill-down into nested entities to instantly see relationships. FundCount facilitates inter-entity reconciliation and investment activity disbursement through layers of entities. Single and multi-family offices remark that they have never seen such flexibility and consolidated reporting capabilities across asset types and accounting functions (i.e., portfolio, partnership, general ledger).

Wealth managers can create interactive reports for clients to access via their mobile phones, tablets or desktops. Reports can be delivered by email or through a secure client-branded online portal.

Remaining relevant – As a software provider, staying abreast of industry trends and clients' business needs is critical to ensure your solutions remain relevant. FundCount's talented team of subject matter experts, developers and product managers keep their finger on the pulse of the industry and work closely with clients to deliver solutions that address real-world challenges. We continually seek new ways to expand usability and enrich functionality so users can get the information they need, when they need it.

Integration with various applications is an area that is important to our clients because it streamlines operations and facilitates business growth. To respond to this need, FundCount has introduced the AppUniverse, which includes pre-built integrations with the most popular customer relationship management (CRM) platforms and other best-of-breed systems.

For example, integrations with Power BI and Tableau respond to the huge increase in demand for data visualization and digital communication tools. These integrations, apps and APIs extend the power of the FundCount to help clients achieve better operational efficiency, reduce risk and gain greater insight.

We also recognized the importance of real-time access over diverse devices and mediums, and have given users new tools to communicate with clients and stakeholders through the new FundCount Investor Portal. ■

“FUNDCOUNT IS ALSO **UNIQUE** IN THE **BREADTH** OF COVERAGE. IN ADDITION TO **MARKETABLE** SECURITIES AND DEBT INSTRUMENTS, FUNDCOUNT **MANAGES** THE ACCOUNTING, ANALYSIS AND REPORTING FOR EVERY ALTERNATIVE AND PRIVATE-TYPE **INVESTMENT** IMAGINABLE.”



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“ We are delighted to have been crowned ‘Best Alternative Investment Manager’ for a third year in a row as we continue to push further in satisfying client demand for alternative investments.

Tony Dalwood, Chief Executive, Gresham House

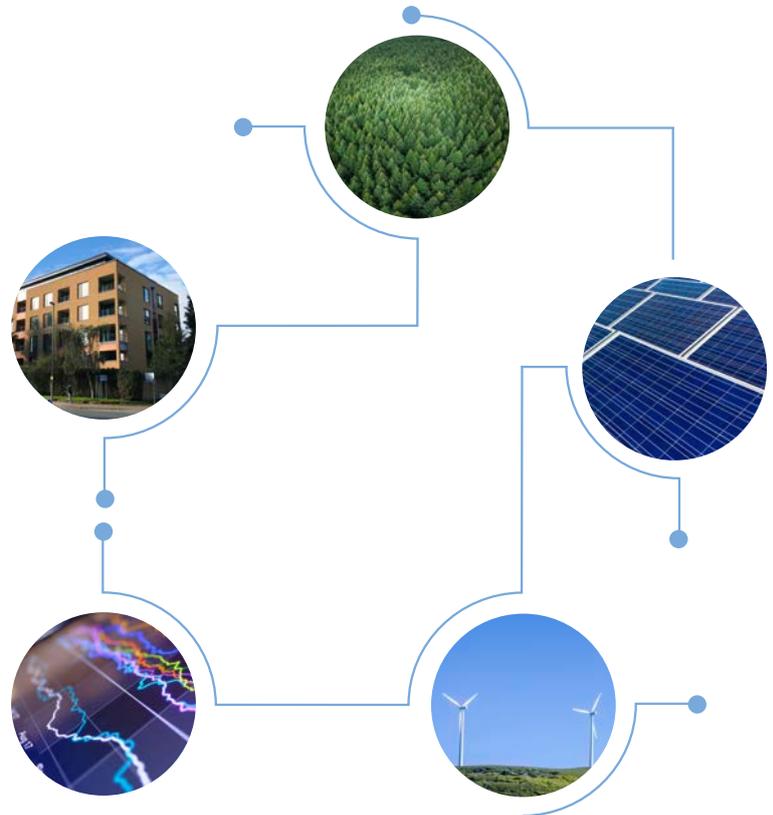


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SUSTAINABILITY DELIVERS RESULTS FOR GRESHAM HOUSE

Tony Dalwood, Chief Executive of Gresham House, talks to **Tom Burroughes**, *WealthBriefing* Group Editor, on how his firm has grabbed the limelight.

What sets you apart from your peers this year and why?

This year saw the various elements fundamental to the Gresham House story come together: organic growth, balance sheet capital utilisation, enhanced sustainability credentials, product development, investment performance and acquisitions.

Gresham House strives to understand and meet stakeholders' expectations and maintain a dynamic management framework which considers wider social, environmental and governance responsibilities and their impact on the long-term success of the business.

These factors contributed to growing shareholder value and stakeholder support, boosting brand goodwill and visibility, increasing earnings, swelling assets under management, as well as providing cash at our disposal.

Crucially, Gresham House has continued to grow despite the exceptionally difficult market conditions caused by the COVID-19 pandemic. We saw AuM rise to £3.3 billion by 30 June 2020, an increase of 17 per cent on the previous year, of which organic growth contributed 10 per cent.

Over the past year, we have also established a Sustainable Investing Committee, which comprises senior representatives from across the company and ensures delivery against the sustainable investing policies embedded in each investment strategy and across each stage of the investment lifecycle. We also achieved scores of A+ for Strategy & Governance, A+ for Infrastructure and A for Public & Private Equity from the Principles of Responsible Investment (PRI) and were awarded the Green Economy Mark by the London Stock Exchange.

Previous acquisitions continue to deliver against their targets, and we have captured more than £1 million of annualised cost synergies from the 2018 FIM and Livingbridge transactions.

Meanwhile, having focused on organic growth and integration synergies in 2019, this year we resumed our acquisitions-based growth, with the addition of TradeRisks Limited, a housing fund management, corporate finance and advisory business specialised in social and affordable housing - a key area for the UK economy which complements Gresham House's existing Housing business

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

We entered the pandemic in a favourable position due to the resilient nature of many of

our assets, which are naturally less correlated, and less sensitive, to stock market movements. However, our continued investment performance has been a direct reflection of the expertise, commitment and talent we have across the board.

Our greatest asset has always been our people - I am very proud of the quality of our team, which has continued to work diligently and to deliver on our objectives for the year, ensuring we have remained fully operational during these challenging times.

Our culture of empowerment, where individual flair and entrepreneurial thinking are encouraged, allows us to implement innovative investment solutions capable of building a sustainable future for stakeholders.

In 2020, we continued to build out our talented team with a number of strategic hires. In addition to the appointment of Rebecca Craddock-Taylor as director of sustainable investment, the senior appointments of David Gardner to lead our international forestry efforts and Peter Bachmann as a senior infrastructure investor have maintained our commitment to investing in our people.

What have been the challenges you have had to overcome to reach such a standard?

As for many other investors, the volatility of global markets remains our biggest challenge. The valuation of many asset markets remains distorted by global interest rate policy and quantitative easing, resulting in the longest economic cycle in modern economic history.

However, these dislocations provide opportunities for specialist investors like us. At Gresham House, we look to capture value through our differentiated and specialist asset management capabilities.

Notwithstanding the economic fallout from COVID-19, it remains our belief global interest rates will remain lower for longer. As such, the demand for yield and, therefore, alternative assets will remain a growth area, and we are well-positioned to benefit from this. We are a long-term business, with a long-term plan, based on long-term investment horizons. Our proposition is clear, and we will continue to look to build on our progress and successes to date.

Whom do you look to for inspiration and ideas?

We look to exceptional businesses which have sustained their image and reputation over many decades and even centuries - such as

institutions like Rothschild and Schroders, which are standout role models within our industry.

We are inspired by the integrity of a company's business model, the professionalism of the people and the execution of strategy - where the willingness to adapt to social, economic and environmental change have resulted in the unwavering support of clients and shareholders through uncertain times. These are qualities we can learn from and aspire to as we continue to grow and develop the business.

What will you do to keep to the standard of an award-winner and push ahead in the future? (What do you hope will be the result of receiving this accolade?)

2021 presents myriad opportunities for Gresham House, as we continue to build out our platform with both organic and acquisition-based growth - embedding sustainability, investing in talented people and broadening our client base, in order to continue to generate long-term shareholder value as well as social and environmental impact.

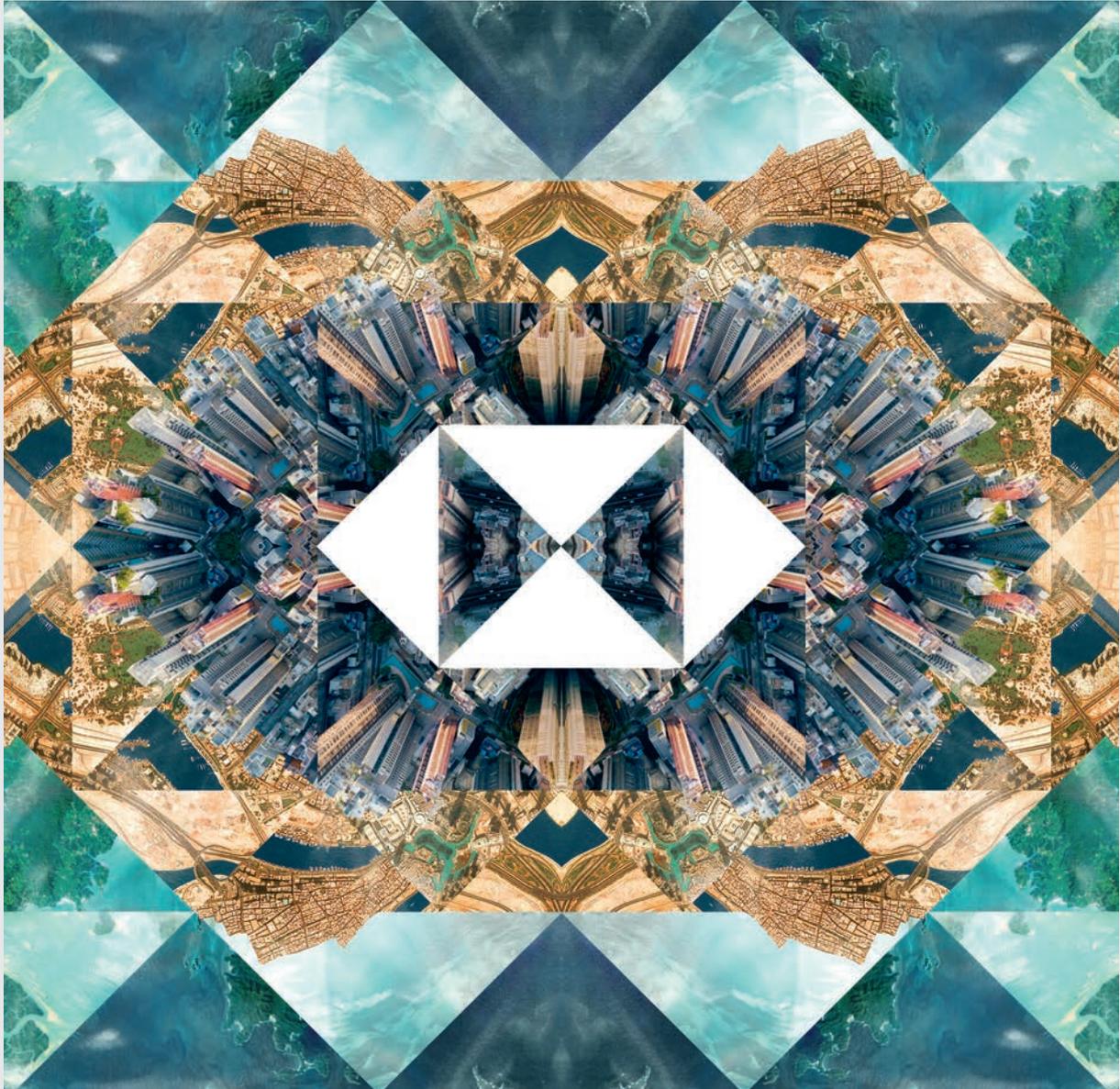
Despite clear macro and socio-economic challenges, the opportunities for growth from alternative asset allocation, underpinned by significant demand for sustainable investments, place Gresham House in a position of strength.

Our commitment to environmental, social and governance principles is central to expanding the business. Our investment platforms, such as forestry and renewables, naturally lend themselves to the increasing focus among governments, pension funds and investors seeking to align themselves closely with the UN Sustainable Development Goals.

The wave of capital flowing into ESG opportunities is continuing, and our range of sustainable investment opportunities positions us as a natural home for investors seeking strong financial returns via sustainable investing.

As we move into the next five years, we are confident we will continue on our trajectory of growth, delivering shareholder value and sustainable returns to clients and investors, while operating responsibly and sustainably in the growing sustainable investment space. ■





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HSBC PRIVATE BANKING TARGETS STEEP GROWTH PATH IN UK

Tom Burroughes, Group Editor at *WealthBriefing*, interviews a number of top executives at HSBC Private Banking about its award-winning success. He speaks to **Charles Boulton**, Chief Executive Officer, Private Banking; **Philip Crawford**, Managing Director, Business Head, International, Private Banking, and **Paul Fairfull**, MD, Business Head, Ultra-high Net Worth, Private Banking.

What sets you apart from your peers this year and why?

Boulton: We have a great reach across the rest of HSBC. The commercial bank is something of a bedrock of HSBC and helps us to be the bank of choice for business owners and entrepreneurs. It helps to support our existing clients with their banking and credit needs. Also, there are, unlike HSBC, a lot of banks with international offices that are not truly international banks.

Fairfull: The size, scale and capabilities of HSBC group mean that our UHNW offering can meet the unique and complex needs of our clients. And a second distinguishing feature is the mix of people and culture at HSBC. There is a strong culture of collaboration across a wide range of disciplines.

Crawford: Our international connectivity and access to fast growing markets around the world is key to bringing the best of our offering to our clients. Our teams are specialists and are able to develop a deep understanding of what is happening on the ground in our key markets. As a group, HSBC is present in 64 countries and territories across Europe, Asia, North America, Latin America, and Middle East and North Africa.

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

Boulton: Our colleagues have delivered everything asked of them and more, especially in the current environment. Our clients value continuity, relationships and permanence. We have a high proportion of long serving employees in Private Banking in the UK and are proud to have high levels of engagement.

Fairfull: When we went into lockdown [in March 2020] we had a crisis manual on how to deal with short-term business continuity scenarios, no-one expected this situation to last for many months. Our colleagues have adapted seamlessly, not just in the front office, those in the middle and back offices have come up with great ideas. I find that genuinely humbling.

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

Boulton: We have set a steep trajectory of growth. In the UK, HSBC has about two per cent of the overall wealth market and so we have a great opportunity to capture more of that. Embracing the right technology is a key focus area, and we continue to make substantial investments in technology to support growth and improve the client experience. For example, this year we have moved to the Avaloq core operating system and we are really excited about the imminent launch of our new advisory proposition where our Investment Counsellors will leverage the insights of Aladdin Wealth to provide truly holistic and bespoke portfolio based advice to our clients.

What have been the challenges you have had to overcome to reach such a standard?

Boulton: The biggest challenge is making sure that we have the right people in the right place. This is also all about setting up teams to support each other rather than compete with each other. And these are challenges you face in both booms and during difficult times.

Whom do you look to for inspiration and ideas?

Boulton: I respect any business that has a simple and easy-to-understand strategy. It is usually those in the technology space that are getting it right. I draw inspiration from good people leaders who are able to cultivate and maintain good teams.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Boulton: The awards help the private bank further raise its profile both externally and internally with other colleagues across HSBC, reminding them of the value of the private bank. From a hiring and retention perspective, *WealthBriefing's* awards are one of the ones we are always keen to win and we are delighted to yet again walk away with several awards. ■

“EMBRACING THE RIGHT TECHNOLOGY IS A KEY FOCUS AREA, AND WE CONTINUE TO MAKE SUBSTANTIAL INVESTMENTS IN TECHNOLOGY TO SUPPORT GROWTH AND IMPROVE THE CLIENT EXPERIENCE.”





Your challenges



Our capabilities

Empowering family offices globally

Whether you're a single family office, a multi-family office, an entrepreneur or executive looking to establish or expand a 'virtual' family office, our international, multi-specialist support service will enable you to preserve and unlock the true potential of private capital over multiple generations.

Our expertise

- Multi-asset class specialist administration, accounting and online reporting
- Governance and asset holding structures (*trusts, foundations, funds, companies*)
- Risk management and KRI reporting
- Regulatory and tax compliance
- Executive incentivisation and reporting
- Luxury assets and lifestyle
- ESG and philanthropy
- Structuring stewardship with legal and tax advice liaison
- Enhancing private asset deal flow



www.iqq.com/family-office-services

For information on the regulatory status of IQ-EQ companies, visit www.iqq.com/legal-and-compliance

IQ-EQ PACKS GLOBAL PUNCH - BLENDING EXPERTISE AND CLIENT UNDERSTANDING

Steve Sokić, Group Head of private wealth, talks to Tom Burroughs of *WealthBriefing*, on his firm's recent accomplishments.

IQ-EQ is a leading investor services group that brings together a rare combination of global technical expertise and deep understanding of our clients' needs. With a team of 3000+ people across 23 jurisdictions and over US\$500 billion in assets under administration (AUA), we provide a comprehensive range of compliance, administration, asset and advisory services to private clients, family offices, multinational companies and fund managers operating worldwide.

Within the private wealth sphere, we take care of structure establishment, provision of qualified professionals and end-to-end fiduciary, administration and reporting services across all asset classes, with particular expertise in alternative assets like real estate and private equity.

What sets you apart from your peers this year and why?

As our name suggests, at IQ-EQ we place equal value on intellectual and emotional intelligence, recognising that delivering for our clients depends not only on our ability to provide expert services (the IQ), but equally on how well we know them and their business (the EQ). We believe in personal relationships developed over time and our focus is always on delivering exceptional client service.

We act as a trusted partner to our clients, helping them to invest and preserve their capital in a sustainable and compliant manner. We also continually hone our service offering in direct response to evolving client needs.

Today's wealthy families, for example, live across multiple countries and often have an array of multi-jurisdictional assets requiring cross-border solutions and multi-sector expertise that keep pace with changing regulatory and compliance obligations. Not only are requirements growing in complexity, they increasingly span multiple traditional service lines – as businesses expand, as wealth grows, as family offices operate increasingly like asset managers.

IQ-EQ has thus built strength across all three of our industry's core service areas (private wealth, corporate and funds), providing our clients with one highly experienced provider who can seamlessly meet their needs in full. Our joined up, multi-segment offering also means we have a unique ability to connect private wealth investors with alternative investment opportunities, thereby assisting our clients with deal flow.

Building upon this, earlier this year we launched our dedicated, holistic and cross-segment Family Office Services offering, which was

developed in response to private wealth clients embracing more sophisticated governance as well as international and multi-asset class investment strategies. It encompasses both traditional fiduciary/admin services and more recent requirements, such as ESG reporting, deal flow and regulatory compliance.

One element of this complete solution is our innovative Investor Solutions offering, powered by IQ-EQ Cosmos, which supports investors, asset managers and family offices with investor reporting and portfolio monitoring. This is unique in the market as a service-centric solution combining a highly customisable, multi-asset reporting tool with expert in-house technical and technological support.

New for 2020, IQ-EQ Cosmos now includes a bespoke Family Office dashboard, providing a holistic view of family wealth with side-by-side assessment of asset classes, portfolios, funds and investments – including non-financial assets such as real estate and luxuries. We've also introduced the ability to monitor investments against key ESG variables as well as global sustainability benchmarks.

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

Simply put, we would not be successful without the incredible hard work and dedication of our worldwide teams. The strength of our people has really been exemplified by the resilience shown in the face of COVID-19.

When the pandemic hit, we successfully transitioned the majority of our global workforce to full-time home working in a matter of days, retaining 'BAU' status across all jurisdictions. We also ran a group-wide virtual client visitation programme to maintain close relationships while proactively protecting client interests against market volatility. Everyone has been so agile and I'm immensely proud to say that our teams have received considerable positive feedback from clients and intermediary partners praising our consistent service quality and timely delivery in spite of the lockdown disruption.

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

We will keep upholding our client service standards while continuing to innovate and strive for improvement! We've been running a global client listening programme throughout 2020 to ensure we're able to do just that, by hearing directly from our clients on what they most appreciate and how we can do better to keep meeting their needs. We have ambitious plans for continued growth so watch this space.

What have been the challenges you have had to overcome to reach such a standard?

It goes without saying that COVID-19 has been a major challenge this year. More generally, I'd say that a key ongoing challenge is ensuring we're able to attract and retain the very best talent. To this end, we pride ourselves on our high standards of employee training and professional development. Our signature L&D framework, Ascent, is open to talent across all levels, offering unique programmes and workshops that challenge our people to grow, develop personal strategies and feel inspired to chase their professional goals. We're also very supportive of flexible working arrangements, internal moves and secondment opportunities – all of which help ensure continued career fulfillment.

Whom do you look to for inspiration and ideas?

Inspiration and ideas are derived from both professional and personal spheres. Everyone's personal inspirations will be different, of course, but professionally I'd say that ideas come first and foremost from our listening to our clients. The environment and culture in which we work also plays a huge part, especially when collaboration is encouraged – as does engaging with the broader wealth management community.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

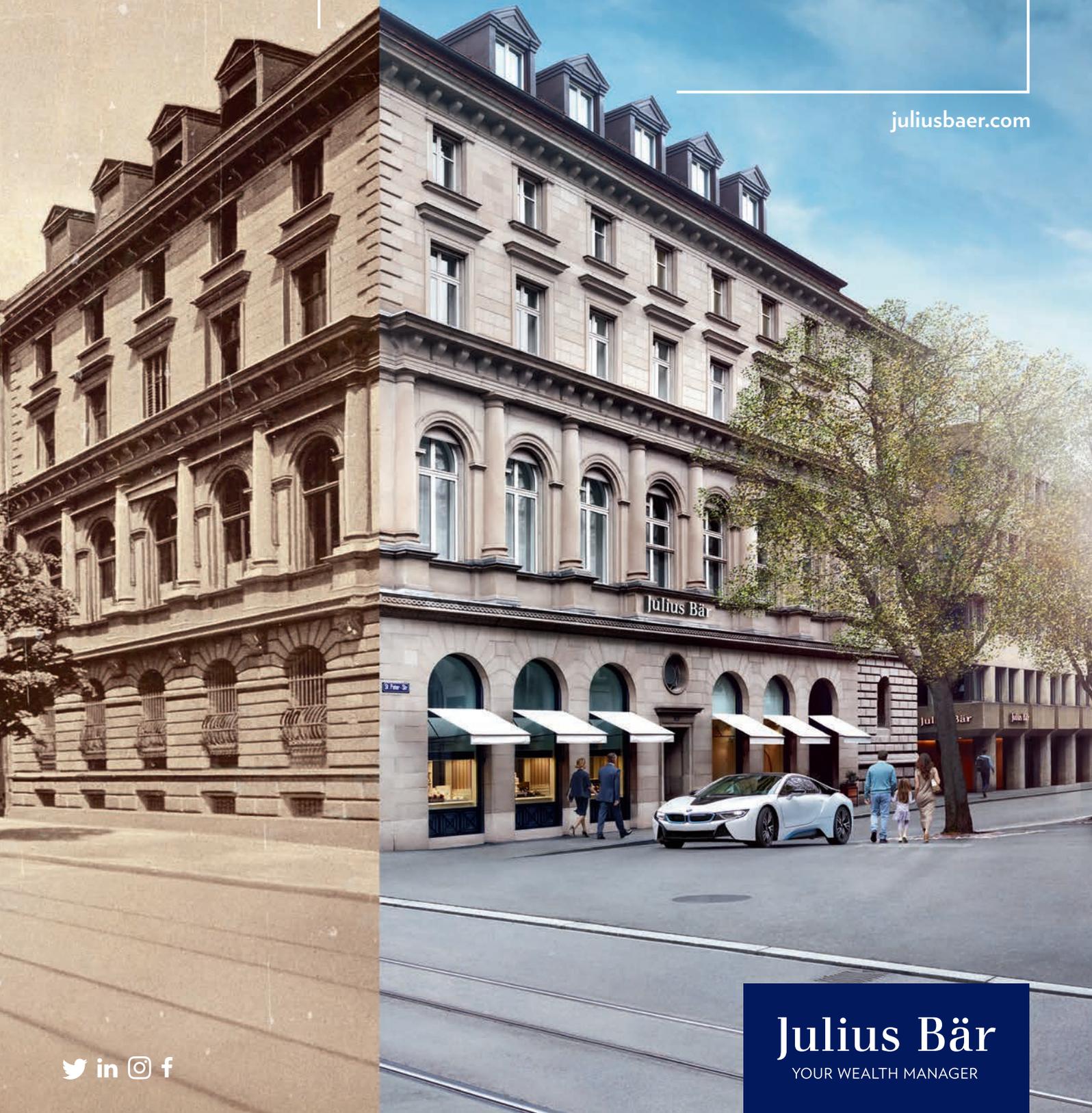
The *WealthBriefing* European Awards are well known and highly reputable within the industry and we are delighted to have won! It is a welcome testament to the strength of our private wealth service offering across Europe and gives us a clear stamp of approval in this regard. We have been very proud to share the news with our clients and intermediary partners and hope that the award will help us continue to attract business from new and existing clients alike. ■



WE ARE ONE PART HISTORY
AND ONE PART FUTURE.

WHAT CAN WE DO
FOR YOUR TOMORROW
TODAY?

juliusbaer.com



INVESTMENT MAKES JULIUS BAER TRUE PARTNER TO EXTERNAL ASSET MANAGERS

Tom Burroughes of *WealthBriefing* interviews with Marcel Suhner, Head of Intermediaries for Europe, and Marco Fischbacher, Head of Platform Strategy & Product Management, Julius Baer.

What sets you apart from your peers this year and why?

MS. We are honored to receive two awards this year, acknowledging how we are constantly innovating to give our clients a better service. Julius Baer's external asset manager platform and offering is unique. As defined by our strategic "Business Navigator" approach, we set out to be a true business partner to our intermediary clients. That means helping them to be successful through both raising revenues and reducing costs. Increasingly, we are sharpening our focus on individual EAMs' needs, while improving our technology offering and helping them with strategic or technology advice.

2020 has been exceptionally difficult for many clients. Throughout the year, our relationship managers stayed close to EAMs, supporting them in all aspects of the daily operations to facilitate the move to work from home. Our relationship managers put in a lot of extra effort and hours, especially in the early days of the crisis when markets were extraordinarily volatile.

Behind the year's accomplishments lies a story of continual long-term investment, in both our people and our technology. Julius Baer has been partnering with EAMs in Switzerland, the UK and continental Europe with considerable success, both for us and our clients. Often, we advise EAMs about how to select portfolio management systems, and have done so for several established firms and start-ups in 2020.

We believe that technology is a key differentiator for banks partnering with EAMs. During 2019 and 2020, we made the Markets Toolbox, a specialized online trading system, available to EAMs, including the unique SPARK engine that equips EAMs to tailor and execute structured products in a few clicks.

MF. The award for "best change management process/best implementation technology solution" is a perfect illustration of how Julius Baer invests in technology to improve our services. The Digital Advisory Suite is an in-house technology solution that has improved client service, as well as operational efficiency and employee satisfaction. It provides an efficient advisory cockpit while monitoring risk, complying with regulations and providing reporting. DiAS sends our relationship managers and investment advisors automatic notifications based on their clients' books. The advisors can then act immediately - for instance by tailoring an investment idea for a client - without leaving the digital suite. One of the keys to success has been how our business units and IT worked together to create this tool.

DiAS was initially rolled out in Europe and

the Middle East, and is now being extended to Asia. Change management was organised by a dedicated team. They started by raising awareness, using intranet news, videos and so on, as well as establishing a community of ambassadors in key locations. Next, they fostered understanding with explainer videos and web-based training. Finally, so-called 'floor runners' visited offices. All in all, we provided over 4,000 hours of individualised training.

How have your colleagues contributed towards the success of your organization?

MF. When it comes to DiAS, our colleagues in Europe and Asia have done a fantastic job. That's true for both the ambassadors and all the investment specialists across the bank who provide the ideas that are the raw material for our digital advisory assistant. Our entire organization has contributed a mix of expert knowhow, creative ideas and agile working.

MS. The award for best EAM platform is a credit to our European EAM team, which includes expert relationship managers with the specialist skills needed in the EAM industry. The entire team focuses on excellent client service - that means being close to clients and acting quickly to support them across a wide range of services such as technology, trading, investments, research and account management.

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

MF. Intelligent technology is underpinning the change in private banking. We are developing new features of the digital assistant on an ongoing basis to enable an easy, seamless and efficient advisory process. In order to develop and roll out great technology, all stakeholders have to focus even more on understanding and technologically supporting the development of truly meaningful relationships with our clients, redefining value generation and embracing our clients' unique belief systems beyond financial topics.

MS. Julius Baer has a clear strategy for the Intermediaries Division, which is one of the bank's strategic pillars. From 2021, we will sharpen our focus on the needs of different EAMs and provide them with even more customized investment intelligence and products, as well as technology expertise and risk management services. By investing in technology, we will help EAMs to be more efficient and meet rising regulatory obligations, differentiating ourselves at a time when they are looking to reduce their custodian bank relationships.

What challenges have you had to overcome to reach such a standard?

MS. Developing our platform to today's level of sophistication has required strategic vision, clever hiring and significant investment. Notably, we have built and trained an excellent team in what is a specialist field. This has happened against the backdrop of constant change in the regulatory environment for the past five years, initially with MiFID II in the EU and now with the new regulatory era in Switzerland.

Whom do you look to for inspiration and ideas?

MS. Within Julius Baer we always keep the spirit of the founding Baer family alive. They were entrepreneurial, and innovative. Today that also means monitoring developments in fintech, especially through our cooperation with Zurich's F10 incubator, which is a global innovation ecosystem. Our valued EAM partners are a further source of inspiration and ideas.

MF. Our most important sources of inspiration are our clients, client-facing staff and the insights of DiAS algorithms. The better we understand our clients' needs, the faster we can develop new technological solutions.

What do you hope will be the result of receiving these accolades? How does it help your business in this region?

MS. We believe that these accolades provide recognition and reaffirmation that Julius Baer's strategy for EAMs is correct and well implemented. Looking forward, we have plans to build on the Business Navigator approach by focusing more clearly on the needs of different groups of EAMs and providing them with a broader offering.

MF. We would like to thank our clients, staff and technology partners for having the trust and confidence to bank with us over the years. The accolade shows the power of engaging with all stakeholders to be an innovative private bank. ■





renaissance.

Look around and you'll see a world in transformation. For right now we have the rare chance to grow into something better. To rethink everything, reset and rebuild our economic model. Creating one that's Circular, Lean, Inclusive and Clean (CLIC™). And the metamorphosis is already under way. So now is the time to build forward. To build back better. And not only survive in this new world - but thrive in it. Learn more about our CLIC™ investment strategy at [LombardOdier.com](https://www.LombardOdier.com)

rethink everything.

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PRIVATE CLIENTS
ASSET MANAGEMENT
TECHNOLOGY

STRENGTH IN DEPTH WHERE IT COUNTS: THE LOMBARD ODIER STORY

WealthBriefing Group Editor **Tom Burroughes** talks to senior figures at Lombard Odier about its success in the awards: **Duncan MacIntyre**, Head of our their Global UK Business; **Alexandre Zeller**, Managing Partner; **Stéphane Monier**, Chief Investment Officer, Lombard Odier Private Bank, and **Patrick Odier**, Senior Managing Partner.

What sets you apart from your peers this year? How had colleagues contributed towards the success and what were the challenges to overcome in reaching a high standard?

Net new money flows were strong in the first half of 2020 but were offset by unprecedented market conditions over the six-month period. Total client assets at end-June 2020 stood at SFr290 billion.

Operating income for the first six months of 2020 was SFr674 million, up 16 per cent from a year earlier, driven by net new money flows and increased client activity. Consolidated net profit was at SFr119 million.

The group's balance sheet remains strong, highly liquid and conservatively invested, totalling SFr20.6 billion. The group has no external debt and is well capitalised, with a CET1 ratio of 29.7 per cent and a liquidity coverage ratio of 238 per cent at end-June 2020.

"Our strong results reflect the trust our clients place in us, the solidity of our bank and our investment expertise," Patrick Odier, senior managing partner, said. "We have systematically sought to position portfolios to shield clients from the worst of the market falls and benefit from the gradual recovery since mid-March. Our sustainability integration enhanced portfolio performance, while we generated significant net new money flows across our businesses, even amid the pandemic."

Sustainability is at the heart of Lombard Odier's approach to its business and investment philosophy. As a leader in this field, the bank has continued to integrate sustainability across its institutional and private client portfolios.

Our focus on developing our in-house alternative investment strategies has proven particularly useful at a time of heightened market volatility.

Industry-leading investment research

(Most Outstanding Contribution to Wealth Management thought Leadership – Individual – Stéphane Monier)

A team of more than 200 investment experts generate our private bank's investment research and publications. This includes a large in-house investment intelligence team, with specialists across all major asset classes, as

well as in private equity, hedge funds, and third party fund selection.

Our weekly CIO Viewpoints focus on macro-economic topics. Over the past two years, they have covered subjects as diverse as adapting portfolios to a post-pandemic future, the new debt paradigm, China's economic evolution, Covid-19 vaccine progress, a deep-dive on the technology sector and the implications of Brexit.

Our award-winning thought piece "Do central bankers have a climate change mandate?" is an illustration of our long-term investment thinking: going beyond market commentary to investigate and analyse the secular shifts at the heart of the global economy and their implications for investors.

"This award reflects the strength, depth and global reach of our investment teams," Monier said. "We generate innovative insights, focused on real value creation."

Cutting-edge technology

Our second award, "Best European Private Bank – Investment Management Platform", recognises the strength of our proprietary technology platform. Many banks operate different platforms in different jurisdictions. Our single global platform allows us to reconcile the work of relationship managers, investment teams and the custody of assets located across several jurisdictions – and even with various banks – into a single, secure view.

This year's awards submission sought to highlight how our client banking interface 'My LO' enables the seamless operation of our advisory solutions; the strength of our bespoke Global Assets+ offering, with individual solutions for individual clients; and our multi-year project to develop a technology platform for a new era.

"We are very proud to have won this award for our technology solutions," Zeller said. "It highlights the crucial role that our proprietary platform plays within our business, and the benefits it offers our clients, in terms of portfolio management services, analysis and reporting capabilities."

Excellence serving Global UK clients

We pride ourselves on delivering excellence for our "Global UK" clients: UK domestic

clients, UK resident non-domiciled and deemed domiciled clients, onshore and offshore Trustees - and this has been recognised with our third award, for "Best UK Private Bank - Client Service".

Global UK clients make up one of Lombard Odier's largest and most strategically important businesses. In 2019, we united our teams in Geneva, London and Zurich to serve them in a more holistic and flexible way. We are resolutely focussed on our growth strategy in the UK.

"We are proud that the strength of our client service has been recognised," MacIntyre said. "We seek to accompany our clients and their families over the long term, offering joined-up services across multiple currencies, jurisdictions and booking centres." ■



We support your business goals.

Our growth strategy is to help your growth strategy succeed.



Focus

Multrees is an independent provider of global custody, investment administration and consolidated reporting services to wealth managers and private investment offices.

Our single-minded and un-conflicted focus is on meeting our clients' needs and supporting them with responsive and efficient investment processing, branded customer reporting and integrated industry-leading technology solutions. This enables our clients to focus on their core requirements of growing

their business, building customer relationships and meeting regulatory obligations.

We are committed to providing the quality of service and expertise that you expect from an outsourcing provider. This is our focus and we don't take our eyes off the goal.



MULTREES

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Platform Services for Investment Firms

MULTREES' MODULAR APPROACH SUITS CLIENTS JUST FINE

Chris Fisher, Co-founder and CEO Multrees Investor Services, talks to **Tom Burroughes** of *WealthBriefing* about the qualities that have put the firm into the award-winning frame.

At Multrees, we often find ourselves comparing traditional platform models to a Sky TV package. As anyone who has, or has had, Sky TV will be all too familiar, its packages provide access to many, many TV channels. And, as a result, the cost is often higher compared to its competitors. But in reality, just how many of these channels does anyone actually use?

The same thing goes with many traditional platform providers, which ultimately expect the adviser's client to pay for access to a 'one size fits all' proposition that will inevitably include many services and functionality that the client and adviser simply don't need or want.

A platform isn't a single component

A 'one size fits all' platform also puts the onus on the adviser firm to compromise and constrain itself to the inevitable restrictions of the platform proposition and limitations of a single system. Not only does this ignore the fact that adviser firms are inevitably different, meaning there will always be services that aren't relevant for their business, it also treats platforms as though they are a single component. Quite the opposite: platforms are made up of multiple parts, from obvious ones like custody through to trading, investment administration, client interaction portals, and more.

This is where a modular approach to platform services – with modular pricing – comes in, ensuring that advisers and clients only pay for what they actually use. So, if an advice firm only requires custody services, that's all the client will pay for. And, importantly, there will still be an option for advisers to access a full-service proposition if that's what they need.

The adviser takes control

Our modular approach lets us build platform services entirely around the individual needs of each wealth management and adviser firm we work with. This requires very close collaboration, particularly at the outset, to ensure the adviser can really shape the platform to their business model instead of asking them to accept that aspects of their business will be driven by whatever their platform is doing. Open architecture plays a key role here too, allowing the flexibility to individually configure platform services - from access to best-in-class services and tools through to seamless integration with third party technology.

For advisers this level of control also means that the platform sits much more in the background and will have little to no contact with the end customer, particularly when it comes to things like signatures and client paperwork. With greater controls comes the need for greater trust between the platform and adviser.

In particular, the platform provider's compliance and risk team must be able to work closely enough with the adviser firm that they have complete confidence that rigorous controls are always being followed. This trusting relationship ultimately allows processes such as account opening and transfers to be carried out far quicker by us. And, crucially, it gives advisers more control over the client user journey and greater ownership of their client relationships.

'One size fits all' may still be the dominant approach taken by platforms but this isn't the only way and we're here to change that for the better. ■

“OUR MODULAR APPROACH LETS US BUILD PLATFORM SERVICES ENTIRELY AROUND THE INDIVIDUAL NEEDS OF EACH WEALTH MANAGEMENT AND ADVISER FIRM WE WORK WITH. ‘ONE SIZE FITS ALL’ MAY STILL BE THE DOMINANT APPROACH TAKEN BY PLATFORMS BUT THIS ISN'T THE ONLY WAY AND WE'RE HERE TO CHANGE THAT FOR THE BETTER.”



Family Office Focus: Efficiency in Accounting and Investment Analysis
(in partnership with Family Wealth Report & FundCount)

A deep dive into the key technological and operational challenges facing family offices in their accounting and investment analysis activities. Based on surveys and interviews among family offices managing over \$72 billion in assets, this is an invaluable benchmarking tool for the sector which presents fascinating insights into future developments from a range of industry experts.

New Client Acquisition: How Can Technology Drive Sales Effectiveness in Wealth Management
(in partnership with Finantix)

Exploring how wealth managers are pursuing digital client acquisition in all its permutations, this report offers cutting-edge insights into how technology can help firms dramatically ramp up advisor productivity and new business win rates in a market environment that is increasingly competitive and where digitalisation is a key differentiator.

Connecting the Client Journey: Why Onboarding Remains an Untapped Opportunity for Wealth Managers
(in partnership with Fenergo)

The quality of wealth managers' client onboarding processes is increasingly recognised as a make-or-break factor in business growth and profitability, standing at the intersection of firms' most pressing compliance, cost-control and client experience concerns. This report stands as a global benchmark of onboarding processes across the global

industry, as well as taking readers on a tour of the myriad ways industry leaders are leveraging new technologies.

Client Reporting – Regulatory Burden or Client Engagement Tool? 2018
(in partnership with

Computershare Communication Services)
This paper draws together insights from C-suite executives, consultants, technology experts and HNWI's themselves to provide a comprehensive analysis of where this most important element of communications strategy is heading. It covers must-have features, future trends, how to overcome technical challenges and why client reporting capabilities are becoming the next battleground for IFA business.

Technology & Operations Trends in the Wealth Management Industry 2018
(in partnership with SS&C Advent)

Our fifth annual research report examining technology and operations trends across the wealth management industry globally. This report is based on a survey of professionals in all major markets, with findings illuminated by a panel of senior industry executives and consultants. Among the many topics discussed are regtech adoption, in/outourcing drivers and client experience-focused innovations.

Applying Artificial Intelligence in Wealth Management - Compelling Use Cases Across the Client Life Cycle
(in partnership with Finantix & EY)

This comprehensive report identifies elements of

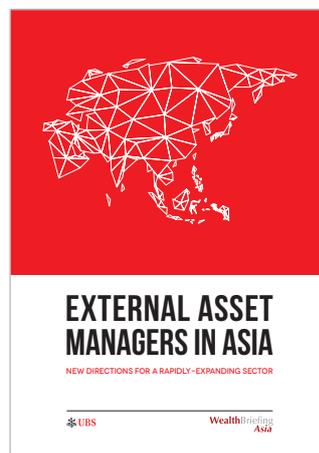
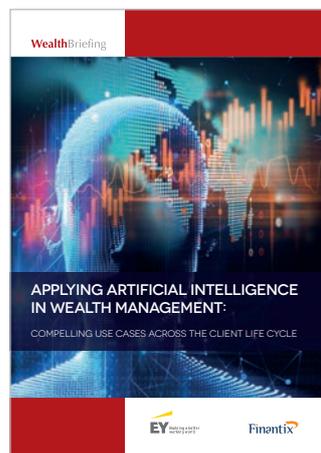
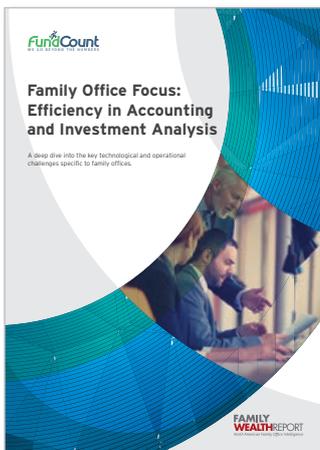
the institution and advisor's workloads that are ripe for AI amelioration, and points the way for firms seeking to maximise the competitive advantages offered by new technologies. AI experts and senior industry executives enrich each chapter, answering crucial questions on risk, KYC/AML, compliance, portfolio management and more.

External Asset Managers in Asia 2017 - New Directions for Rapidly-Expanding Sector
(in partnership with UBS)

Our second annual report examining the growth of Asia's EAM sector, covering both the powerhouses of Singapore and Hong Kong, and emerging markets like Thailand and the Philippines. This study looks at the growth prospects for independent advisors in the round as they seek to tap the region's booming wealth and growing client acceptance of the EAM model.

Global Compliance and Innovation Trends in Wealth Management
(in partnership with Appway & Deloitte)

This cutting-edge report takes readers on a tour of key compliance and innovation developments in the EU, Switzerland, the UK, the US, Canada, Singapore and Hong Kong. This study is intended to help firms strike the fine balance between being prepared for the onslaught of regulatory changes coming up in their jurisdictions, while also staying ahead of the innovation curve.



READINESS TO CHANGE, COURAGE IN TALKING TO CLIENTS: THE NYKREDIT FORMULA

Lotte Månsson, Director of Nykredit Private Banking, talks to **Tom Burroughes** of *WealthBriefing* about what makes this firm special.

What sets you apart from your peers this year and why?

This year plagued by COVID-19 and social distancing, we in Nykredit Private Banking has prioritised to keep our clients close and maintain a close, virtual connection. Delivering best in class client service has always been a cornerstone, but this year I think we have managed to differentiate ourselves from our peers by being able adjust quickly to communicating with clients through digital channels but still connect on a human, emotional level.

Before COVID-19, megatrends such as hybrid advice and digital development were already at centre stage. The general idea was that the more digital interactions the better. What COVID-19 gave us a pre-trial of was a world where all of our interactions were reduced to digital-only. It has fast forwarded our learnings on how to retain a meaningful – but virtual – relationship, over time.

It has also shown us that retaining a meaningful connection in the virtual world is almost an art in itself. And, driven by the situation we have had to master this art in no time – and we have found that it aligns with our values at Nykredit Private Banking, about having the whole of the client experience, including the emotional perspective, as a focus.

We need to have the courage to have conversations that include clients' emotional reasoning as well as their financial reasoning. We need to calibrate with client's emotional state during a conversation when we meet in the virtual world and by that help clients make even more considered financial decisions.

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

There would be no success if it were not from the colleagues. It is in the day-to-day work, i.e. client meetings and everyday tasks that we share knowledge to continue improving. Keeping the motivation high for all relationship managers is key and thus, we spend much time on facilitating a culture of passion for our profession. Moreover, we find it essential to deliver different option for our employees to continue expanding their skill-set.

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

In 2019, we started a journey in Nykredit Private Banking. Our aim is to reach a defined next level. We are not even close to reaching it yet, and thus we will continue to reinvent our value proposition, service offerings and product to make sure they meet clients' needs now and in the future.

Moreover, we have to look into the opportunities rising after corona. The pandemic have forced us to adapt to new professional and personal routines in no time even though they are sometimes hard to see in times of global crisis.

What have been the challenges you have had to overcome to reach such a standard?

The journey we are on in Nykredit Private Banking is ambitious and require a great amount of readiness for change and a willingness to re-skill from all our employees. As mentioned, motivation is an essential factor why highly skilled leaders is core to continue on the journey towards Next Level.

Oppositely, we have experienced that you have to be able to have honest conversations about the fact that the journey is not for everyone and that is okay.

Whom do you look to for inspiration and ideas?

We always make sure to look outside our sector for inspiration. Our clients benchmark their experience with us with the best they experience generally when interacting with brands or corporations. Therefore, we need to look to the best of the best to get inspired on improving our client service and overall experience.

Moreover, we have continuous dialogue with clients sitting on our advisory board. Here, we have broad conversations both about financial and personal topics. The conversations gives us important insights on how to structure our value proposition.

Finally, a great part of our idea generation happens from reviewing our overall client experience. The financial sector has changed tremendously in recent years - and we know when the next generation takes over family wealth, they will have different expectations and demands for us as a private banking partner. Thus, we have a constant need to track our performance and calibrate our client experience with the smaller movements in client needs.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We are very humble to receive the acknowledgment and it motivates us to continue pushing further in the direction we have chosen. We define client service as the central part of our value proposition but we do also see it as a business enabler. We are therefore excited to further develop the idea on working with emotional calibration. ■



Global reach

Trustees and private clients need trusted advisors and an interconnected world demands a global perspective. Our lawyers include some of the most respected names from across the offshore private client world.

We advise on BVI, Cayman, Guernsey and Jersey law across all timezones – and our Trusts Advisory Group draws together a seamless contentious and non-contentious advisory service which also includes relevant corporate support.

Legal Services
British Virgin Islands
Cayman Islands
Guernsey
Hong Kong
Jersey
London
Luxembourg
Shanghai
Tokyo

Ogier

INNOVATION CULTURE HELPS DRIVE EXCELLENCE AT OGIER

Tom Burroughes of *WealthBriefing* talks to **Rachael Reynolds**, who is Partner and Global Head of Dispute Resolution and Trust Disputes at Ogier on the qualities that made it an award winner and how it intends to push ahead.

What sets you apart from your peers this year and why?

It's the people around me that make all the difference. My phenomenally talented team have supported me, and gone above and beyond, throughout what has been a very successful few years. They make my job a real pleasure.

And the fact I love my job helps! I love the challenge of it, the opportunity to work alongside the client and other legal teams to find solutions for our clients to the complex and often unexpected situations facing them.

The firm's culture and approach makes that possible. We prioritise innovation to ensure the delivery of cost effective client service. We have "Lean Six Sigma" trained all our staff, helping them think innovatively and to have the mind-set of continuous improvement. It is exciting to see it being lived out in the firm day to day.

So this culture of collaboration and innovation marks us out, makes my job easier and more enjoyable, and is what has made all the difference to mine and our success over the last few years.

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

As I have said, the contribution of my colleagues is what has made the difference for me as well as the firm.

This is a not a job you could or would want to do solo. The team is integral to everything we do. Every matter is a collaboration, and the part I enjoy most about any case is the team that we build around it. My colleagues, both in my service line and across the firm, are all specialists and the best in what they do which

means that we can deliver the best service for the client. We regularly work across service lines, and in cross-jurisdictional teams. For example, a recent matter involved two of our offices and three different service lines.

The fact we are well used to working together and communicate regularly meant it was an efficient, streamlined and enjoyable process which achieved the result the client wanted in record time.

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

We have some exciting new initiatives planned for this year which will inevitably make an impact such as our environmental and sustainability focus and our continued efforts to increase our diversity and inclusion. As we keep the focus on teamwork and innovation, the firm will continue to push ahead and I look forward to being a part of that.

What have been the challenges you have had to overcome to reach such a standard?

As a team we were punching above our weight for several years, competing successfully with teams much larger than ours. The challenge has been managing the rapid growth of our team to meet client demand (we have tripled in size over the past three years, and have become one of the largest Dispute Resolution teams in Cayman) without compromising on quality. As we are a fused profession in Cayman we need people who can run a case but also present in Court, and people who are willing to come and live on a small Island in the Caribbean! But we have done just that and we now have a large, strong, tight-knit and experienced group who are true experts in their field.

We have also looked to improve our diversity and I am very proud that 85% of our new hires over the last 5 years are women.

Whom do you look to for inspiration and ideas?

There are several people in my life who have inspired me and have become mentors to me. I have sought advice in particular from women leaders I look up to, who have generously shared their time and expertise, and those people have become firm friends.

My family are also a source of inspiration and wellbeing – my husband and kids are always there for me and keep me going.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

The award is important to show that women are being recognised as leaders in their field, and shines a light on Cayman as a place of excellence and high quality and high value work. Hopefully this award will inspire and encourage other women to press on and put themselves forwards for leadership roles within their organisations.

I am also very grateful, as the award recognises Ogier's position as a leader in the market and as an advisor of choice. ■

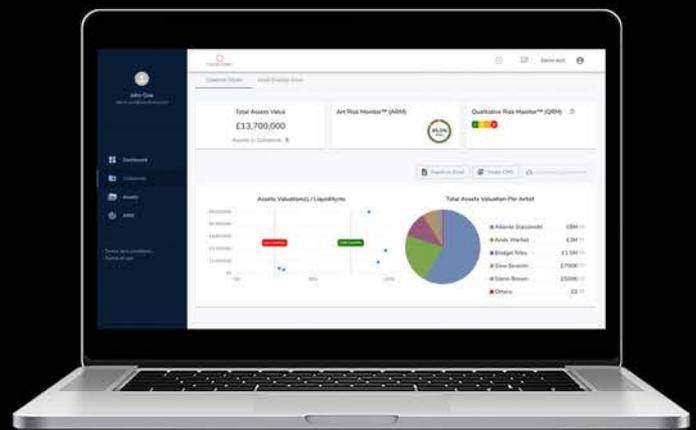
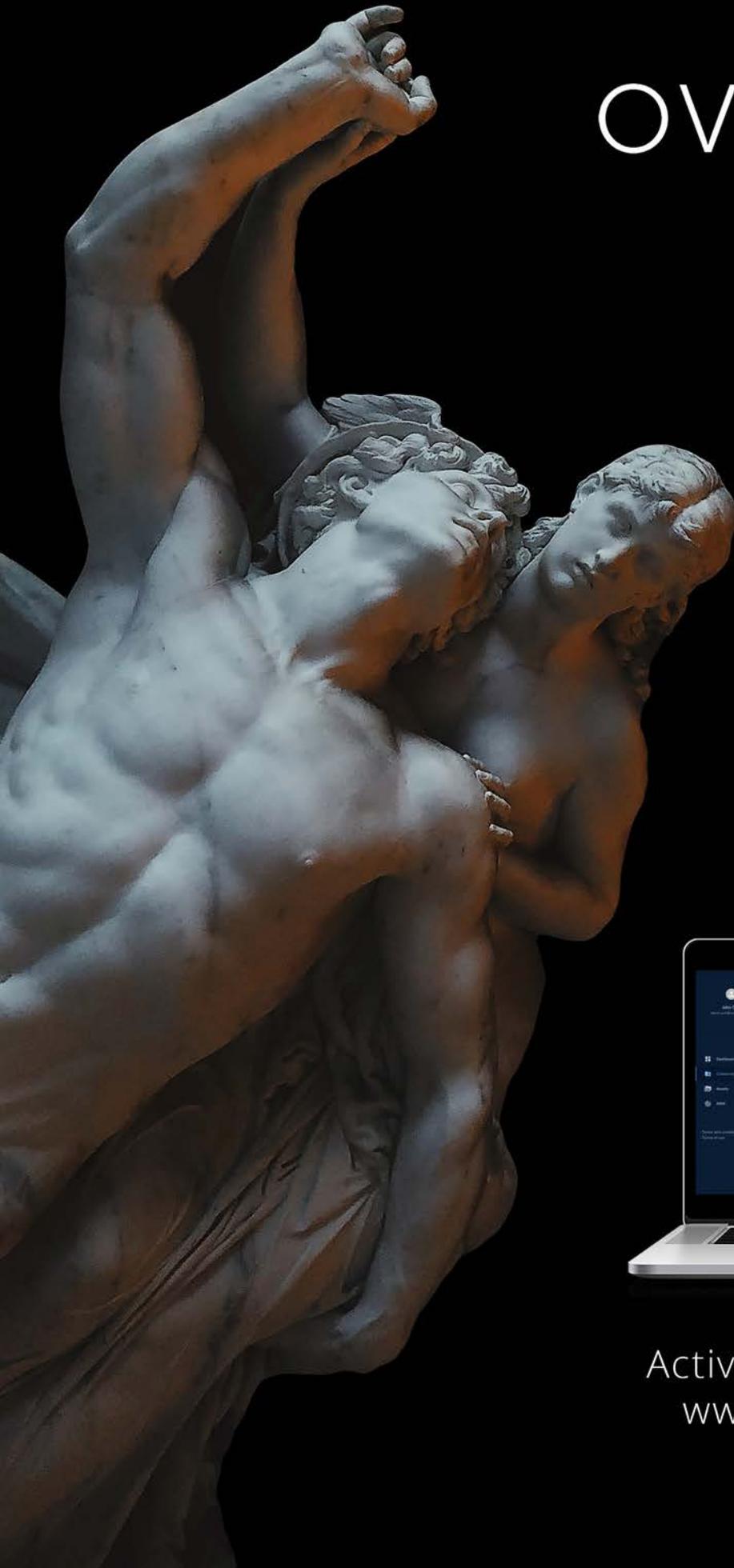


“THE AWARD IS **IMPORTANT** TO SHOW THAT WOMEN ARE BEING **RECOGNISED** AS LEADERS IN THEIR FIELD, AND SHINES A LIGHT ON CAYMAN AS A PLACE OF **EXCELLENCE** AND HIGH **QUALITY** AND HIGH **VALUE** WORK.”



OVERSTONE

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OVERSTONE UNLOCKS ART MARKET INVESTING, LENDING POTENTIAL

Tom Burroughes of *WealthBriefing* talks to Harco van den Oever, who is CEO of Overstone, about its award-winning prowess.

What sets you apart from your peers this year and why?

Overstone is institutionalising the use of art as an asset in order to drive liquidity for collectors, lenders and auction houses.

Although, according to a recent Deloitte report, 69% of collectors would be interested in using their art collection as collateral for a loan, 71% of private bankers said that difficulties associated with measuring and assessing risk was the key challenge to incorporating art-secured lending in their art and wealth service offering.

For collectors, art collections represent a vast amount of untapped value whilst few institutional lenders are yet willing to use art as collateral. For lenders, the Private Banking environment has become highly competitive with a dearth of high touch, high return lending products.

Overstone provides unique end-to-end capabilities and risk modelling technology to help the wealth industry leverage art in order to access liquidity for their clients. Our risk scoring is a one-of-a-kind offering, to our knowledge. As of late 2019 only 2% of art in private hands had been leveraged. The volatility introduced by Covid-19 has seen a sharp rise in the requests for art backed lending, and this number had undoubtedly increased, highlighting the need for this new source of liquidity. We are working towards facilitating and increasing that by setting an industry standard that can support art-backed transactions. Market professionals estimate that up to 75% of privately owned art is in storage and incurring maintenance costs.

We use best in class data science to score liquidity, volatility, authenticity risk and condition risk, as well as offer a highly efficient and reliable artwork due diligence. In addition, Overstone offers a secure, cloud-based platform, with financial indicators and risks monitored throughout the life of the loan.

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

There wouldn't be an organisation without my colleagues. They bring energy, ideas, experience – one of the reasons you set up a

business is to get that team, to ensure that all the elements of the team contribute to more than they would on their own, and that's very valid for me as well. There's no business without the team. It's important to me that you don't compromise on the quality of people you surround yourself with, even if it takes longer to build the team, and that is also true for advisors and investors.

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

What we're building is a golden standard for artwork risk ratings, and to do that we have to balance focusing on this one goal with listening to our clients. We are constantly finding new use cases and new potential revenue streams, and our policy is to not get distracted and avoid pursuing applications that don't contribute to our cause.

We are also constantly investing in the product and improving our data analytics.

What have been the challenges you have had to overcome to reach such a standard?

When you are developing a new product or service, you have to find your initial early adopters, disruptors who are willing to jump on the bandwagon. Getting to the early majority is always challenging, and it's partly to do with communicating the concept and its strengths to these stakeholders involved. Once that happens though, we have found that word of mouth within an organisation quickly spreads adoption.

Whom do you look to for inspiration and ideas?

I love disruptors and excellence in execution.

I recently read a really interesting story about a German town in Tennessee, where they changed the management of the town – they looked at citizens as customers, the staff as a team, and the operations of running the town was seen as goods and services. Rather than going for a not-for-profit, they ran the

administration of the town as a business and streamlined their approach. It's about that shift that needs to take place to have excellence in execution, and that's critical. Ideas belong to everyone until it's executed in an excellent way – that's the difference between a successful business and not. Those are companies I look at – Apple is a great example, about the excellence in how they developed their product, what the product looked like, their customer experience, all those elements add up.

I also like that the disruptors dream big and aren't constrained by what has come before – in Elon's case, it didn't have to be the case that space travel is super expensive and can only be done by states, and you can't challenge that and build a potentially profitable business around space transport. The electric cars, the batteries, all these initiatives look beyond what people have been doing.

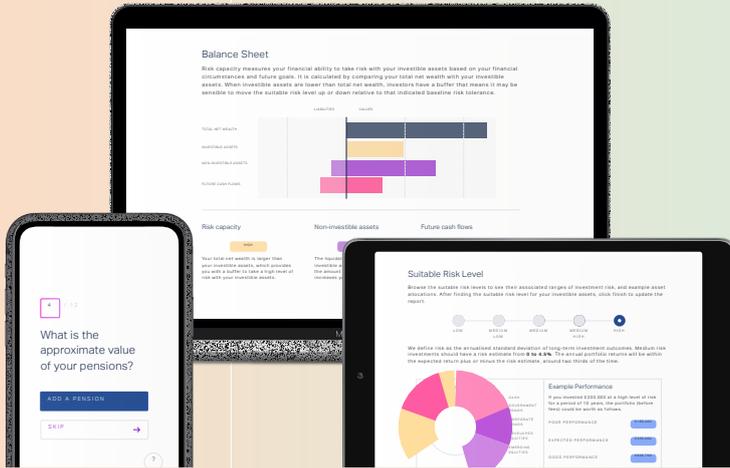
But what's really important here is that it wouldn't mean anything if it weren't for the excellent execution. Similarly with Jeff Bezos and Amazon. You have to have that combination of disruption with that excellence partnered with it.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We're really honoured to have gotten third party recognition of our achievements, and from a renowned judging panel as well. It's affirmation to the strength of the product at a critical moment where we are building momentum, and hoping to get more legal infrastructure set up to enable services like art-backed lending. It's great to draw attention to this intersection of art and financial services that for so long has been glamorised in the media, and show the wealth management community how it can be lucrative. After all, art has been used as collateral since the times of the Medici's in 15th Century Florence. ■



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- ✓ What risk can I afford to take
- ✓ Which behavioural biases do I need to overcome
- ✓ How do I incorporate my passions and beliefs
- ✓ Which investments are suitable

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“The questions are really simple and clients can complete the assessment online saving time”

“We’re having much better client conversations and have seen an increase in flows into responsible investments”

“It creates a consistent approach to giving advice with a digital audit trail and compliance love it”

“Behavioural insights really help me to demonstrate value”

Get in touch
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OXFORD RISK KEEPS INVESTORS POISED WITH BEHAVIOURAL FINANCE INSIGHTS

Tom Burroughes of *WealthBriefing* talks to Greg Davies, Head of Behavioural Finance, of Oxford Risk.

What sets you apart from your peers this year and why?

Oxford Risk's approach to suitability centres on four core principles that we believe set us apart:

1) **Assessing suitability is a (behavioural) science** – When the stakes are as high as someone's life savings, it's not the time for guesswork or pseudoscience.

2) **Investor management and investment management are intertwined** – Personal finance is behavioural finance. You can't divorce investments from their owners.

3) **Humans and technology perform best when their roles are played together** – Managing so many moving financial and emotional parts requires a blend of human and technological qualities.

4) **Focusing on suitable client outcomes is compliant to the core** – Meeting regulatory requirements should be a side-effect of a suitability process that seeks first not to tick boxes, but to understand what makes clients tick.

Linking these together is treating each investor as a human, and rather than running from the complexity that entails, working towards an increasingly refined method of matching individual investors to suitable investments using a finely tuned blend of behavioural science and financial expertise.

Oxford Risk's suite of tools is the only one both grounded in psychometric and behavioural science and specifically designed for its role in the process, delivering greater client understanding and engagement and improved operational efficiency – enabling the advisor's art, not disabling it with admin.

Our Risk Tolerance Assessment is academically validated. Our Risk Capacity Assessment is a quantified and dynamic means of accounting for an investor's changing circumstances. Our Financial Personality Assessment allows us to predict each investor's need for emotional comfort ahead of time, and proactively purchase it in a planned, personalised, and low-cost way.

Together, they deliver the anxiety-adjusted returns that human investors are after: the best return possible, relative to the stress, anxiety, and discomfort they have to bear along the journey.

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

Accounting for both behavioural and financial aspects of a client's situation in a holistic

suitability assessment and analysing it in a reliable and valid scientific way requires a broader range of skills than a narrower view focusing only on risk tolerance.

Our tools are built on a blend of behavioural science, data analytics, advisor understanding, regulatory and compliance expertise, and technological understanding and development. And of course sales and marketing to ensure that all the good background work is actually visible in the foreground! These diverse yet complementary skills are reflected in the make-up of the Oxford Risk team.

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

Suitability Compass is the kernel of a broader vision and *raison d'être* of helping people make better investment decisions. We're already pushing forward in many directions to help with manage not only suitable investment solutions, but also the emotional states of individual investors along their investment journeys, accounting for their personal financial situations and likely behavioural reactions.

Our tools are being constantly developed, both to bolster the core offering and to pioneer new extensions, such as expanding our Behavioural Compass and specific Responsible Investing Assessment.

With increasingly widespread usage, each of our clients benefit from the tools learning and growing from an iterative feedback cycle.

What have been the challenges you have had to overcome to reach such a standard?

The need to assess suitability has traditionally been interpreted as compliance-first, client-second, and too often narrowly focused on risk tolerance, rather than a wider vision of suitability that better reflects all the relevant aspects of how an investor interact with their investments.

This has – understandably, but unhelpfully – led to suitability being seen as a compliance chore to be endured rather than an opportunity for a client benefit to be seized. Overcoming this widely held perception is definitely a challenge. It's always hard to see the benefits of something you've not experienced before; the just-good-enough can often be the enemy of the good.

Whom do you look to for inspiration and ideas?

We're incredibly fortunate, given the background and expertise of our team, that Oxford Risk are at the forefront of behavioural science and quantitative finance research, which we're able to apply to our customers' needs. To give one salient example, we are busy deploying our first behavioural 'Noise Audit' to the advice industry, inspired by the work of Daniel Kahneman and Cass Sunstein, as espoused in a recent HBR article, and their forthcoming book.

A Noise Audit is about measuring the costs of inconsistent advice: to what extent do different advisers within a firm provide different prescriptions, where does this come from, and how much does it matter? A Noise Audit also seeks to identify how to reduce these costs by providing the industry with better tools to help diagnose each investor's needs more objectively. It isn't about crudely eradicating inconsistencies, but eradicating unjustifiable ones and evidencing justifiable ones.

What do you hope will be the result of receiving this accolade?

One result we'd like to see is that next year the 'Risk Profiling Solution' award will be retired, and replaced with 'Best Suitability Solution' and perhaps 'Best Behavioural Client Solution' awards, to better reflect both the importance of financial personality, and the need for a more scientific and comprehensive approach to investment suitability.

How does it help your business in this region?

Not all industry commendations are created equal! We greatly appreciate the various beneficial side-effects that being recognised by *WealthBriefing* in this way provides, especially in terms of greatly desired visibility of both how the suitability world is changing, and how Oxford Risk is accelerating those changes. ■



Wealth Management

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people who
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Royal Bank
of Canada

HOW RESILIENCE, INVESTING IN PEOPLE DELIVER RESULTS AT RBC WEALTH MANAGEMENT

David Foster, Head of Fiduciary Services, RBC Wealth Management, talks to **Tom Burroughes** of *WealthBriefing* about his firm's award-winning success.

What sets you apart from your peers this year and why?

Against the backdrop of what has been an unprecedented year, I am proud that as an organisation we have been able to stay focused on both staff development initiatives and client engagement.

In 2019 we became the first organisation in the Channel Islands to be recognised with the Investors in People Platinum accreditation. This was achieved as the business was able to demonstrate a clear link between our people initiatives and delivery of our business strategy. We were also accredited as a Platinum Employer Partner of STEP, signifying that professional development is championed from the top of the organisation and recognising that employees have access to top quality learning and growth opportunities.

We are proud of our resilience training programme that all of our fiduciary services employees have partaken in, equipping them to handle the pace of change in the wealth management industry. Where many training programmes focus on providing employees with theoretical knowledge, our initiative was unique in its focus on providing employees with practical skills that drive changes in behaviour and result in the adoption of positive habits. Due to the scale at which we rolled out this programme, momentum was fostered and a shared language and collective experience was created.

Our excellence in client service delivery was demonstrated during the recent COVID-19 pandemic. Our already existing flexible working policies allowed us to reconfigure and distribute home offices to our employees efficiently, switching to a fully remote workforce within a short period of time.

Throughout this, we were able to provide a seamless service to our clients, continuing to meet and exceed their expectations from RBC. Clients described our service as "really impressive" and that our staff "never missed a step".

The scale of assets custodied with RBC, and our fully integrated banking and custody platform, meant that there was no break in execution, resulting in a large number of significant transactions made in a short time period.

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

I would like to take the opportunity to congratulate and thank all of our employees for the hard work and client focus they have demonstrated in helping us achieve this award. This

year has been particularly challenging and this achievement recognises the level of client service our team has been able to provide whilst juggling personal and family commitments.

Whilst working from home our employees have always had their clients at the front of their minds and, in addition to seamless execution of transactions, it has been really pleasing to see how we have been able to make many technological and process enhancements during this period.

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

There has been a great number of opportunities to learn from in this recent period of uncertainty. RBC's President and CEO, Dave McKay, has spoken during the pandemic about how this has been a great opportunity for us to spend more time with our clients and focus on what is important to them and their communities, and this certainly resonates with me and my colleagues.

Client service excellence continues to be our focus and client contact is key to shaping our offering. We have recently sent a client experience survey to our clients as we look to continuously reset our priorities to meet their needs. The information gathered in this process will assist us in the on-going strategic development of our services.

We will continue to invest in our people. Both the Investors in People platinum accreditation and the Resilience training programme are ongoing initiatives. For example, since employees have been on the Resilience programme they have continued to have access to resources and information. We have committed to enrolling all new joiners to our business onto the programme, providing employees with access to a regular newsletter and a series of engaging refresher videos to promote discussion.

We were recently shortlisted for the Engage Awards 2020 in the categories of Best Use of Training and Best Employee Support Strategy during a Crisis. We believe that as an organisation we have delivered a unique and wide ranging support strategy for our employees during the pandemic.

What have been the challenges you have had to overcome to reach such a standard?

The biggest challenge over the last year has been ensuring that we understand the

challenges that our clients are facing and demonstrate empathy for what they are experiencing. Many of our clients are business owners and many are multijurisdictional families whom have been deeply impacted by the global pandemic.

Whom do you look to for inspiration and ideas?

I like to look to my broader team for inspiration and ideas. We have a great deal of experience and insight as our 55-strong fiduciary decision-makers include 19 fiduciary directors, who average 23 years tenure at RBC, many of whom are award-winning and industry recognised. However, I also like to look to the younger generation of team members who have fresh perspectives and bring forward many new ideas. At RBC we encourage our employees to speak up and challenge our approach if they see fit, this generates a healthy environment in which ideas are encouraged and explored.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

RBC Wealth Management is delighted to have been recognised at the *WealthBriefing* European Awards 2020 as the winner of *Institutional Trust or Fiduciary Company*.

This accolade underpins our commitment to the fiduciary services industry and recognises that we are market leaders who continue to demonstrate our expertise in complex, multi-jurisdictional, dynastic planning for Ultra High Net Worth clients. ■



WealthBriefing

WealthBriefing and its regional sister sites are the leading subscription-based business intelligence services for the wealth management community, with the latest news, analysis and in-depth features from around the globe. Delivered straight to subscribers' inboxes every day, these services provide need-to-know business intelligence in a convenient and easy-to-read format.

www.wealthbriefing.com

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www.wealthbriefingasia.com

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Family Wealth Report - the content as with our other sites comes from both our own dedicated editorial team as well as leading industry professionals, helping subscribers stay on top of all the important developments relating to wealth management, family offices, and the HNW/UHNW sectors in North America.

www.fwreport.com

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An unrivalled thought-leadership platform, *WealthBriefing's* events foster intellectual debate on the challenges and opportunities facing the industry and are designed to be an optimal use of wealth managers' precious time; they represent an excellent networking opportunity and attendees also accrue valuable CPD hours. *WealthBriefing* has added to its offering for the global private banking and wealth management communities by running six annual awards programmes for the private investment and private client communities. The awards programmes are 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.

BESPOKE RESEARCH SERVICES

WealthBriefing has unrivalled access to the most senior wealth management professionals across the globe, meaning that our research reports represent guides to future best practice as much as being barometers of current industry trends.

SCHRODER & CO BANK SETS THE PACE BY MAKING CLIENTS COMFORTABLE

Tom Burroughes of *WealthBriefing* talks to Roger Althaus, Head of UK, Zurich, Schroder & Co Bank AG, about how this firm scaled the heights to award-winning level.

What sets you apart from your peers this year?

We put the client at the centre of everything we do. We position ourselves as a partner of choice, giving our clients peace of mind. As a first step, we identify our clients' needs, which then allows us to define tailored solutions that the clients understand and feel comfortable with.

Being perceived by our clients as a trusted partner upon whom they can rely is key to us. This requires a bespoke and pro-active approach, reflecting the principles Schroders Wealth Management stands for.

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

Servicing wealth management clients can only be successful if a team works as one, is as a whole informed about the clients' needs and circumstances. We put a lot of emphasis on making the client comfortable with the organisation by introducing deputies, assistants and investment specialists. It is important that the client notices that integrated approach.

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

The award is a big motivation to continue on the path we are on and to further enhance the client experience.

What have the challenges been in obtaining excellence?

We need to be continuously aware of the changing circumstances in the UK market,

the concerns and challenges that clients experience or are confronted with.

Equally, we need to keep up with the changes in the regulatory and tax environment. Having access to a network of savvy UK-based professionals is crucial but also time consuming as you have to balance your time between intelligence gathering and servicing your clients.

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 do not have a real idol but rather strive to improve how to fulfil my role to the best of my abilities. This also includes learning from others, sharing experiences and understanding what our clients really want.

This is what drives me, supported by both positive and negative feedback from clients and colleagues.

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

Confirmation that we are on the right path. Also, gaining further motivation to excel and, hopefully, collecting more awards!

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

We believe that this award demonstrates that Schroders Wealth Management is the right partner for UK resident high-net-worth clients, serving as a testament to our commitment to put clients first and to deliver a first-rate performance in all aspects of the relationship. ■

“WE PUT THE CLIENT AT THE **CENTRE** OF EVERYTHING WE DO. WE POSITION OURSELVES AS A PARTNER OF **CHOICE**, GIVING OUR CLIENTS PEACE OF MIND. AS A FIRST STEP, WE IDENTIFY OUR CLIENTS' **NEEDS**, WHICH THEN ALLOWS US TO DEFINE TAILORED **SOLUTIONS** THAT THE CLIENTS UNDERSTAND AND FEEL COMFORTABLE WITH.”





SIMCORP CORIC

ACCELERATE YOUR CLIENT COMMUNICATIONS
AND REPORTING EFFORTS

EFFICIENCY. SIMPLICITY. SCALABILITY.

BUILDING A BETTER CLIENT EXPERIENCE – SIMCORP'S FORMULA FOR SUCCESS

Sarah Prior, Global Client Communications Go-to-market Strategist, Simcorp, talks to *WealthBriefing's* **Tom Burroughes** about what has made the firm a success.

What sets you apart from your peers this year and why?

SimCorp Coric is the specialist in client communications and reporting for the global buy-side community. Based on more than 20 years of experience in this field, we understand the frequent challenges of client communication, including lack of flexibility for rapid changes to reports and report layouts, disparate and inconsistent data sources as well as manual processes leading to errors and overwhelming teams. With the heightened volatility and remote working environment of COVID-19, these challenges have been further magnified.

By harnessing a digital client engagement strategy and empowering clients with market-leading communications, buy-side firms can gain a clear competitive advantage in an increasingly complex and competitive market. This in turn can result in higher client retention, attraction of new clients and ultimately, increased revenue and a better work-life balance for a firm's staff.

This year marks an important milestone in the history of SimCorp Coric as it expands its digital suite of solutions, complete with self-service portal, tools and sales enablement capabilities to support buy-side firms with a new generation of client and investment reporting. Ultimately, creating a superior client experience that increases client satisfaction and retention.

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

All teams within the broader SimCorp organisation have been ahead of the curve and capabilities for remote working were in place long before the pandemic hit. This meant that ongoing product development progressed according to agreed deadlines. In addition, colleagues successfully delivered a number of projects remotely to new and existing clients, including project initiation and go-lives.

The recent wins include asset managers and a private equity firm, managing assets from \$100 billion to \$1 trillion, signifying the need to improve existing legacy infrastructure with SimCorp Coric's digital platform, to efficiently and consistently manage a new generation of client and investment reporting.

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

SimCorp Coric reinvests approximately 20 per cent of annual revenue directly back into

the solutions, delivering regular releases of new enhancements and functionality. In addition, SimCorp and Microsoft recently announced a major partnership to offer SimCorp solutions and services on Azure.

By working with a technology partner such as Microsoft, SimCorp Coric will maintain a high standard of both technological integrity and security. Azure allows for rapid development and deployment, allowing SimCorp Coric to move towards proactive enhancements and a faster response to changing market demand.

There are numerous advantages of leveraging cloud technology for client reporting, including:

- Empowering investors to access information when they want it and how they want it through personalised dashboards and reports that integrate with any data sources;
- Shifting personal engagement from physical to digital with an always on self-service portal;
- Enabling buy-side firms to apply artificial intelligence and machine learning algorithms for that next level of data analytics to gain a deeper understanding and predict their clients behaviour.

What have been the challenges you have had to overcome to reach such a standard?

An important aspect of reaching such a standard is to partner with the "right" technology provider to truly leverage each other's expertise. A provider that shares the values of SimCorp for being reliable, secure and responsible.

Another key challenge is to ensure that our products always address the core pain points of our clients and the broader buy-side community. SimCorp addresses this through working with development partner clients, who guide the functionality and features of our future product and service offerings.

Whom do you look to for inspiration and ideas?

The core philosophy of SimCorp as an organisation is using one golden source of accurate, reliable data to empower our clients' investment operations from the front-office though to the back-office. This same consolidated approach is the foundation for our client communication and reporting offering. As a trusted partner, our clients are the ones who inspire us to achieve more in order to support

their evolving business outcomes.

SimCorp Coric's key client metrics underscore the feedback that our clients provide and the value that we provide to them:

- 90 per cent-plus of manual reporting processes are automated.
- 100 per cent automation for fund factsheets.
- Quarterly Investment Reviews production costs down 81 per cent.
- Annual manpower savings of \$500,000 for a relatively small firm.
- The entire reporting cycle is shorter and more cost-effective. Clients have reported the following - from 1 month to 10 days, from 20 factsheets by month-end to 200 factsheets by day 10.
- Reduction in standard templates from 50 down to 2; Customisation costs cut by 95 per cent with no IT involvement.
- Increases in client/report volumes have no impact on manpower or infrastructure costs. The cost of producing 5,000 fund factsheets using Coric is significantly less than generating 400 manually.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Receiving the *WealthBriefing* European Awards 2020 will allow SimCorp Coric to reinforce its position as the leading Client Communication and Reporting specialist for the buy-side community in the UK and across Europe.

It will not only allow the company and its employees to celebrate its achievements in traditional client reporting solutions, but also position it as being a front runner in using modern cloud technology for a truly differentiated client experience. ■



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Meet our award-winning leadership team

Gilly Green
Managing
Partner



I'm proud to lead a specialist team making a meaningful difference for our clients and sector.

Gilly.Green@sionic.com

Paddy Lewis
Partner



My career as a senior investment manager enables me to offer clients real-world strategic advice.

Paddy.Lewis@sionic.com

Shelley Doorey-Williams
Partner



I specialise in governance and Board effectiveness: where responsibility and integrity meet.

Shelley.Doorey-Williams@sionic.com

Philip Biber
Partner



As a former global COO, I understand what matters and I know how to make change work.

Philip.Biber@sionic.com

We are expert practitioners: each member of our team comes from the industry. Our senior staff typically average 30 years' in-house experience working in the same leadership roles as our clients. Across the team, we have well over 300 years of industry experience. And over the past decade, we've delivered over 170 projects for more than 70 clients.

Our specialisms include:

- Client service improvement
- Corporate governance & Board effectiveness
- Digital client journeys
- KYC & financial crime
- Investment process re-structure
- Mergers & acquisitions
- Organisational design
- Outsourcing & benchmarking
- Programme management
- People coaching & development
- Proposition development
- Regulatory change
- Target Operating Model design
- Technology solution selection

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COACHING CLIENTS DURING TOUGH TIMES WORKS OUT FOR SIONIC

Tom Burroughes of *WealthBriefing* talks to **Gilly Green**, Managing Partner, at Sionic, financial services specialist consultancy, about its awards prowess.

What sets Sionic apart from your peers this year and why?

There is a qualitative difference in what we do as well as how we work and how we think. We have a unique concentration of expertise. Our senior staff each have around 30 years' experience working as practitioners in leadership roles. We have sat in our client's seat. We understand their careers, as well as the specifics of the technical, operational and cultural challenges they face.

We aim to make a meaningful, positive impact on the wellbeing of our sector as a whole, as well as delivering outstanding service to every client. We frequently facilitate industry events and discussions on complex topics, and make sure we are constantly listening and learning in an industry that is undergoing significant change and evolution.

We are non-hierarchical - we collaborate with our colleagues and clients alike. And we find that clients who are used to working within quite conservative organisations find this a refreshing and welcome approach, and one that delivers results.

We are not afraid to say stop, or to advise clients to take a different a course from one they may have convinced themselves is correct. We often save firms from compounding a problem with group think and we have a very particular specialism around Board effectiveness and governance. That means we can confidently handle complex stakeholder dynamics. Challenging a decision can be a tough conversation. It is effectively a form of coaching and must be handled with care - which again links back to the fact that we have occupied leadership roles ourselves. But we find the authenticity and wisdom of our approach pays huge dividends in terms of business resilience for our clients, and in terms of client relationships for Sionic - over 75 per cent of our work is repeat business.

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

Sionic is a symbiotic firm: our success is about specialism at scale, built out of deep-domain expertise with a collaborative mindset. As the product of a series of equity investment, merger and acquisitions in quick succession, Sionic is a relatively new brand, yet one that includes Knadel's well-known team of wealth

management experts and a senior leadership team personally well-known in their fields. We are part of the glue that binds all this together.

Our colleagues work with the world's biggest banks and the firm's expertise ranges from financial crime to banking technology to high performing talent development. We work closely with Sionic teams across the USA, Canada, Europe and Asia to benefit all our clients. We also contribute internally: one of our team is co-chair of our global diversity and inclusion group working on Black Lives Matter and gender pay gap issues; another is co-chair of our global Wellbeing Group supporting our firm through the pandemic, and a third plays a leading advocacy role in the work of the global corporate communications team.

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

There's no stopping us! This award is who we are - an expert, experienced team at the top of our game. We feel a responsibility to be the "best" because that speaks about the whole purpose of consultancy and of wealth management, as well as about Sionic. It's a high bar, and we intend to live up to it.

What have been the challenges you have had to overcome to reach such a standard?

Sionic is a pretty lean organisation. Probably the single biggest challenge is to cover the territory and constantly give of your best, no matter how many competing demands you have, while also growing your business. And of course, 2020 has been tremendously challenging for everyone. Without glossing over raw human tragedy and economic impact, we have genuinely found it has brought us together. Even remote working - which cuts against everything we instinctively love about being consultants and meeting clients and colleagues in real time - has seen us pivot seamlessly to that new normal. Barriers are down, or at least different. People are glad just to talk. Our team has been at the heart of that for our clients and colleagues, together.

Whom do you look to for inspiration and ideas?

Every new client, and each new project, tests our ingenuity because they are all

different. That is tremendously energising. Outside work, some of us are involved in professional education; others in green finance and climate risk and these are fantastic sources of inspiration. And our own team is a vital source of inspiration. It is a joy to see the next generation forging their careers in our firm. That's not about thinking "youngsters are so tech savvy" - an untrue cliché is that's disrespectful of all generations. It's about new visions and perspectives that bring out the best in us all.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Possibly the most telling part of our citation was that we "punch above our weight". Too many consulting services are bought with a safe bet mentality. Clients need quality, not volume. They need knowledge transfer: expert advice that leaves them more empowered, with greater understanding of their own strengths, not an additional dependency on external advisors who land and expand or inexperienced staff who learn on the job at the client's expense. Of course, when you compete for new clients with bigger brands it's a massive help if people have heard of you. This award means firms right across Europe now know Sionic, on merit, for all the right reasons. Thank you! ■





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Best Credit Provider



Best UHNW Team

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BRINGING EXPERTISE TOGETHER INTO COMPELLING PACKAGE AT SOCIETE GENERALE

WealthBriefing's **Tom Burroughes** talks to Societe Generale Private Banking about its awards for Best Credit Provider and Best UHNW Team.

What sets you apart from your peers this year and why?

(Best Credit Provider)

This is the second time in a row that Societe Generale Private Banking has been awarded Best Credit Provider and we warmly thank *WealthBriefing* and the judges for this recognition.

In terms of credit, we manage a large variety of client profiles and extended complexity of needs. In addition to off-the-shelves solutions for simpler situations, we have developed a sophisticated range of financing solutions to accompany entrepreneurs and more globally UHNWI whatever their needs, behaviours and profiles. We can manage a large geographical and currency span, and we approach our client personal needs considering their professional interdependencies. As we are geared towards tailor made solutions, our set-up is built to cater even more specific situations and exotic underlying assets.

All our credits and loans are based on a thorough analysis of the client's needs, wealth level, solvability, and strategies. We have dedicated specific resources to handle a fast track process for the larger and more complex files with a time constraint.

We have finally been very innovative in the past few years:

- We can answer a large panel of needs thanks to about 30 credits offer solutions (+25 per cent vs. 2018); and
- Our credit experts are also developing new offers, such as commercial real estate in new locations (vs bigger sized buildings through our Investment Banking) or new underlying assets (Fine Art, Vineyard).

(Best UHNW Team)

The main strength of our UHNW Team lies in our capability to help our key clients on both their professional and private needs by being part of a Universal Bank. We have been

increasing synergies with all business lines, enabling us to bring the best of Societe Generale Group to our key clients.

We also would like to point out a dedicated team in France launched in 2019: "Le 29H".

At the heart of this dedicated team, the senior banker maintains a strategic dialogue with top executives, entrepreneurs and families, from generation to generation. He supports them in their personal and entrepreneurial projects and brings together all of the Societe Generale expertise in France and abroad and with the Group's management. Our key clients thus benefit from bespoke and proven solutions.

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

These successes embody of course the recognition of our expertise and solutions. They are the result of the work of all our teams, whom we would like to thank. One of Societe Generale's main values is team spirit, and it is not only teamwork but also the innovative spirit of our employees that has led to this recognition. Moreover, our private bankers today never work alone but they always are in close collaboration with wealth planners, asset managers, investment consultants and credit advisors, etc. to best meet the needs of clients.

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

Co-building the bank of tomorrow with our clients is key in our strategy.

Our purpose is to build together, with our clients a better and sustainable and responsible and innovative financial solutions. This "raison d'être" This raison d'être, which is that of the SG Group, as stated by our CEO Frédéric Oudéa, is fully integrated into SGPB's strategy in its day-to-day relations with its clients. We work in synergy with all the Group's departments and thus remain at the forefront of innovation.

What have been the challenges you have had to overcome to reach such a standard?

The regulatory environment has become more complex and we have had to adapt to meet the standards expected of a group like SG. In addition, the economic and health context of recent months has made us particularly vigilant in supporting our clients, but we are striving daily to overcome these challenges.

Whom do you look to for inspiration and ideas?

Co-building the bank of tomorrow with our clients is key in our strategy. We regularly ask them about their perception of the quality of our commercial relationship and our services and as often as possible we involve them in our projects to develop our offer (for example what we call "client innovation board" in some of our entities, etc.).

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

For us, this award is recognition of our expertise and as such, it increases our credibility and notoriety with our clients and partners. We highlight it as much as possible on our media (electronic signatures, website, brochures). ■



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KEEPING FINGER ON CLIENTS' PULSE IS KEY TO SS&C ADVENT'S SUCCESS

Tom Burroughes of *WealthBriefing* hears about the ways SS&C Advent has achieved award-winning excellence in this year's awards.

What sets 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 team 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 modelling 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?

We will demonstrate a client-centric company culture. We are guided by four principles, which drive our clients' success: Commitment to our clients' 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 the challenges been 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 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 your 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. ■

"WHAT SETS SS&C ADVENT APART IS THE **SEAMLESS** COMBINATION OF GLOBAL **REACH** AND LOCAL **EXPERTISE**. OUR DEDICATED TEAM 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."



Best Wealth
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WealthBriefing European
Awards 2020



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INNOVATE AND ADAPT: HOW STEPHENSON EXECUTIVE SEARCH SUSTAINS ITS REPUTATION

Billy Stephenson FCSI, Managing Director of Stephenson Executive Search, talks about his business and how it has excelled.

What sets you apart from your peers?

Innovation. At Stephenson Executive Search we aim to be the most reputable search firm in our sectors. We feel the best way to achieve this is to maintain our values of acting with integrity, delivering first-class service and respecting candidates and clients. But what has set us apart is our ability to adapt to help our clients. By using the latest technology, we are now ideally placed to help clients assess their hiring patterns compared to competitors so they can identify where they are market leading and where we can help provide a pool of gender diverse candidates. As part of our screening process, we meet and interview each candidate face-to-face (virtually or in person) to assess their suitability before submitting them in a short list supported by Confidential Reports with our Analysis and Appraisal of each candidate. We do not recycle CVs.

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

They have been essential! We have doubled in size and are now lucky enough to help our clients with appointments across their business, ranging from boards to analysts. One of our differentiators is that all of our consultants are qualified, trained or experienced in the field that they are operating in. It means that they understand the skills required to thoroughly assess candidates for relevant positions. Thanks to our team having different specialisms, we have been busy helping our selection of wealth management clients with front-office, HR, legal, compliance, NED, business development, marketing and research roles.

What have the challenges been in obtaining excellence?

Staying one step ahead. We have invested heavily in new technology to ensure we support clients with the challenges we face in the wealth management hiring market. Our team also stay abreast of current developments to be aware of the future challenges that lie ahead. This requires diligence, access to cutting edge research and constant contact with our markets.

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

Whether it is Ranulph Fiennes or Jacinda Ardern they all have one thing in common; tenacity, integrity, an ability to inspire and lead people and a deep rooted belief in driving excellence. It is those values that SES holds fast to and has made it the success it is today.

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

We will continue to work with the same high standards that we are known for, but in order to push ahead we are expanding our experience within our area of expertise; namely wealth management. This year we have tried to do even more for our clients by recruiting across all areas of a business, thereby expanding our skills.

To ensure that we always do the best we can for every client, we don't overstretch ourselves or over promise. It's this sense of tenacity coupled with our innovative way of working that keeps our old clients coming back to us and has helped form relationships with new clients.

There's a sense of partnership and respect between us and our clients which allows us to support their development. I talk to clients about how they are going to improve their business and what they need to do to attract the very best. We all want to find the right person for the right role and this shared goal allows for an honest and considered working relationship.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

As the award is across Europe it will really help us expand our presence outside the UK. We have been doing much more international recruitment over the past couple of years, a trend which has probably been accelerated by the coronavirus and our new remote-working way of life. I'm now having conversations with clients all over the world - as long as time differences and sleep patterns permit!

We have managed to build a business we are proud of by being respected for what we do. We aren't simply after profits, we want to be reputable and trusted for our advice and work. The business has been built on this sense of integrity and we hope this award will further raise our profile and an awareness of the good work we do. ■

“AT STEPHENSON EXECUTIVE SEARCH WE AIM TO BE THE MOST **REPUTABLE** SEARCH FIRM IN OUR SECTORS. WE FEEL THE BEST WAY TO ACHIEVE THIS IS TO **MAINTAIN** OUR VALUES OF ACTING WITH **INTEGRITY**, DELIVERING FIRST-CLASS SERVICE AND **RESPECTING** CANDIDATES AND CLIENTS.”



Stephenson Harwood has been looking after the legal needs of wealthy individuals and their families for nearly 200 years. A truly international practice, the team has a particular focus on complex international structuring, especially where a family business or corporate structure is involved.

“The judges were very impressed by the way this firm has embraced new technologies and communications channels in order to put its message across. When coupled with the strength of its private client advice, breadth of coverage and highly rated experts, it offers clients a potent combination.”

WealthBriefing European Awards 2020 judges



Wealth Briefing European Awards 2020

Best private client lawyer

Winner – Emily Osborne, Stephenson Harwood



Wealth Briefing European Awards 2020

Best private client law firm

Winner – Stephenson Harwood

APPROACHABLE AND ADAPTABLE: THE STEPHENSON HARWOOD FORMULA

Emily Osborne, Partner - and winner of Best Private Client Lawyer in these awards, talks to *WealthBriefing* Group Editor **Tom Burroughes**.

What sets you apart from your peers this year and why?

Stephenson Harwood is a law firm with more than 1,100 people worldwide, including more than 180 partners. Our people are committed to achieving the goals of our clients - listed and private companies, institutions and individuals. Our headquarters are in London, with nine offices across Asia, Europe and the Middle East.

Our private wealth team spans the firm's offices in London, Dubai, Hong Kong, Shanghai and Singapore, providing advice under the laws of the UK, UAE, France, Hong Kong, Canada and Singapore. The team excels at advising international families with complicated business and personal affairs, unpicking complex issues to provide straightforward pragmatic advice. We are technically strong in the areas of international wealth and succession planning, cross-border tax, offshore structures, ownership of art, private jets and super-yachts, family governance and family business or trust disputes.

The team has a very "bespoke" feel, building deep and long-lasting relationships with clients who then entrust the team with all aspects of their affairs. We want clients to see us approachable and have adapted our working methods to reflect the way clients want to connect.

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

Many of our matters are cross-jurisdictional and for each piece of work we build one team, picking its members from the respective offices to deliver coordinated global advice managed via one client relationship partner.

This year, the contentious and non-contentious sides of the team - which previously sat separately, albeit often working closely - have combined to form one multi-disciplinary team. This has created a more powerful, unified proposition to our clients, reflecting the increasing need for "semi-contentious" advice and in recognition of the number of matters where the two teams were already working together.

Head of the newly merged London team, Jenny McKeown, is a driving force behind efforts to build a truly global offering, harnessing the existing expertise within the firm while developing new approaches to more seamlessly meet client needs. There's also a sense of everyone playing to their strengths; for example

James Quarmby is well-known in the industry as someone unafraid to speak out on industry and public policy issues.

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

We continue to expand our team and work more closely with other parts of the firm to provide the elusive all-round service to clients. This year we have added a London residential real estate offering, which coupled with the existing tax planning and immigration services is seeing a surge in demand at present.

What have been the challenges you have had to overcome to reach such a standard?

Working across offices and time zones is not without challenges, and obviously this year COVID-19 has been a challenge for everyone. It's also led to opportunities though; the rise of the webinar and video calls has allowed us to connect with people outside our own jurisdictions, in a far less time intensive manner. Clients have also had time at home to focus on succession or wealth planning - and most are now very familiar with the homes (and children) of the Stephenson Harwood team!

It's also an evolving legislative landscape, particularly when you consider the international scope of our work. Fortunately, we have some exceptional professional support lawyers and a knowledge management team who make sure that we're all kept abreast of the latest developments - including those which are yet to be introduced, so that we can shape our advice to anticipate legislative changes. That's particularly key in an area of law which is so future-focused.

Ultimately, providing outstanding client care and exemplary legal nous comes down to having the right people in the right places - and that's a point on which we pride ourselves. We're a relatively small team, and working in a nimble firm, so we're able to adapt our offering to meet changing client needs - the recent addition of our residential property team in London is an example of this in action.

Whom do you look to for inspiration and ideas?

We're very driven by client needs, and the way our people want to work - both have been central to how the team's offering has

developed and the manner in which we deliver it.

The private client world is a small one, and we have good relationships with many of our peers. We often talk about approaches - whether to particular legal situations or marketing initiatives - and what we've found works, or could be improved. It's very much a situation where we're all helping each other to become better at our craft, rather than keeping all of our intelligence and ideas to ourselves!

We also have an innovation team at the firm, who are great at challenging the status quo and helping us to think outside the box and try new ways of delivering services. That's usually the "behind the scenes" things, often aimed at improving efficiency - things like the process through which we take on new matters or clients, or how we distribute work among the team.

Ultimately, though, it's certainly true to say that our clients are front and centre - including in providing inspiration. Private client work, unlike other spheres of legal advice, is deeply personal, and so exactly what is required in each situation is too. This forces us to adapt our approach, to be constantly thinking about whether there's a better way to meet the specific needs of this client in this situation.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

As a team, we've won many awards and accolades over the years: we're known for being among the very best in the business. Each award helps us to sharpen our focus, to reflect on what we've done well so far, and to look to where we could do even better in future. This award will act as a springboard for us to further develop our practice. ■



NOW AND FOR FUTURE GENERATIONS

Our vision is to be the pre-eminent independent adviser to the world's leading families and wealth creators. We help families manage and protect their wealth now and for future generations.

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STONEHAGE FLEMING - NOW AND FOR FUTURE GENERATIONS

Mark McMullen, Deputy CEO Group Deputy CEO and Head of Family Office at Stonehage Fleming talks to *WealthBriefing's* **Tom Burroughes**.

Stonehage Fleming is the leading independent Multi-Family Office Group in the EMEA region is adviser to the world's leading families and wealth creators. We advise on over USD55bn of assets on behalf of our clients, whom we serve from 11 offices in eight geographies. We manage and protect their wealth, often across multiple geographies and generations - providing strategic counsel, management and implementation across the full spectrum of their wealth requirements.

What sets you apart from your peers this year and why?

Our clients are some of the world's leading families and wealth creators, some in their first generation of wealth, some multi-generational (6th generations or more) and some still focused on its creation. Their needs can be strategic, philosophical, deeply personal and practical. Whatever their needs we have a powerful array of in-house capabilities which we draw on, complemented by an extensive network of professional partners.

However, our differentiator is not our expertise but the experience we have acquired in helping families address challenges and opportunities, unique to them but which we have almost certainly previously encountered.

The Fleming Family, at our core as clients and shareholders, is into its sixth generation, and we are advising the third generation of other families served since the 1970s. The practical wisdom afforded to us by longstanding relationships, often with clients with complex circumstances, cannot be easily replicated.

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

Our business has grown over the years but family values remain at its core. We embrace the principles that make a family harmonious and successful and aim to treat others as we expect to be treated ourselves. Our mantra is to act as one to the benefit all our stakeholders - clients, partners and staff alike.

Over the past year we have been extremely proud of our teams globally and how they have dealt not only with the operational challenges, but the social and emotional changes as a result of the coronavirus pandemic. We have all adapted quickly and seamlessly - successfully delivering the continuity of service our clients expect.

As a business we operate as a One Firm Firm, working together across services and geographies for the benefit of the families we support. This way of thinking and working is fundamental to the success of our proposition, where our clients often have multiple touchpoints, for instance engaging with a Relationship Manager in Geneva, a Trust Officer in Jersey and a Legal Adviser in London. This working model has remained consistent, even as the firm has grown to be a leading independent multi-family office in the EMEA region.

What have the challenges been in obtaining excellence this year?

The challenge for any business founded on trust is how to maintain that trust and confidence in an environment primarily based on digital interaction. We are fortunate that as an international business we were already accustomed to regular digital communication.

Over the past twelve months we have worked hard to engage with clients virtually through a programme of regular webinars, covering the outlook for markets as well as reflecting on the purpose of wealth and how families express their social capital. Although face-to-face contact has been vastly reduced we have been in even more regular contact with our clients than usual - working with them to ensure they are well prepared for the future. We have also been fortunate in winning new business through virtual interactions with potential clients.

It has also been a testing period for financial assets. As investment manager for over £12 billion of our families' portfolios we have had to navigate extremely volatile markets whilst ensuring clients take no damaging decisions. Our flagship Global Best Ideas Equity Fund, with over £1 billion assets, achieved a return of 12.2% versus the MSCI ACWI ETR 0.4% in the six months to end June/returns comfortably in excess of its comparators in the six months to end June.

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

Stonehage Fleming strive for excellence in everything we do. We are recognised for building strong, long term relationships with our clients and will continue to invest in the best people and technology to ensure that we retain our culture of excellence but that we also

have the flexibility to adapt to the ever-changing environment. We recognise how important it is to form meaningful relationships with the next generation of the families we work with. At the same time we recognise that that next generation needs to be serviced by people of a similar mindset especially considering that we now live in a digital era.

Whom do you look to for inspiration and ideas?

We work with highly intelligent, successful families and entrepreneurs which is a fortunate position to be in. We have been inspired and learned a lot from our clients and are now in the position to share that knowledge and acquired wisdom with others. Most of our services have been developed in direct response to their evolving needs and this will continue as the next generation of leaders take the reins.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

It is a great honour to be recognised in these awards for the fourth consecutive year, and testament to the hard work that the team has put in over the last 12 months. This award serves as an endorsement of our abilities and supports our goal of becoming the pre-eminent adviser to the world's leading families and wealth creators. From the point of view of our staff it is extremely motivational. ■

**Source: Stonehage Fleming Investment Management Limited; Link Fund Administrators (Ireland) Limited, June 2020.*



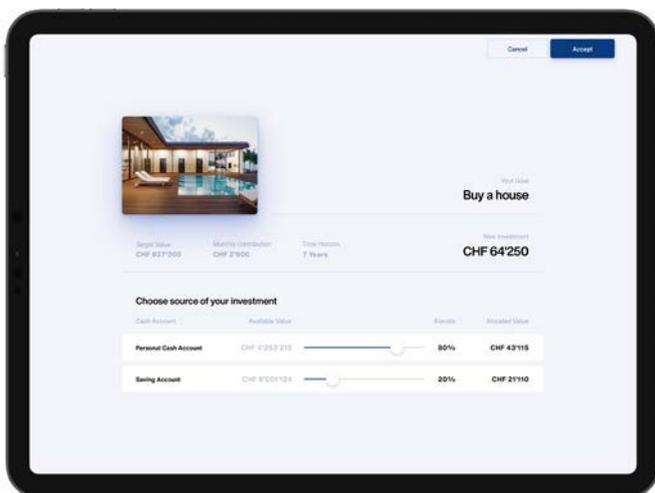
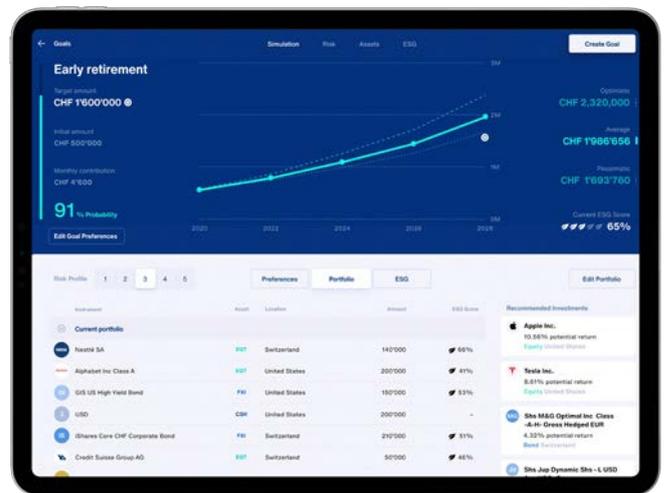
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Putting Knowledge to Work

Use powerful, AI-driven financial tools such as aQuire which unlock hidden client preferences allowing a personalized and immersive investment experience.

- **Individualize the advice.** Each client is unique - the more individualized the advice, the more engagement and willingness to invest.
- **Explore with interactive previews** giving a picture of pre-trade impact on the portfolio for better decisions
- **Take into account** in-house performance and strategic alignment at every step.
- **Execute trades quickly**, knowing they are fully compliant with existing and upcoming regulation (ESG - sustainable finance)



In just 4 Quick and Easy Steps

- Review
- Recommend
- Evaluate
- Execute

We just celebrated our 15th anniversary as an industry leader providing end-to-end wealth management systems. aQuire is just one of a whole universe of wealth management modules from which you can pick and choose to suit needs and budget.

Call us to arrange a non-binding appointment for a detailed product presentation and discussion of your needs.

Mike Rutschmann, Relationship Manager
+41 43 544 81 98, rutschmann@swissquant.com

SWISSQUANT HELPS WEALTH MANAGERS STAY COMPETITIVE, GET AHEAD OF CHALLENGES

Tom Burroughes of *WealthBriefing* talks to Dr Holger Greif, Chief Operating Officer at swissQuant Group, about the standards it has set.

Success in wealth management today is effected by the ability to adapt to fast-paced market challenges while continually differentiating the investment experience from competitors. The swissQuant team sets all its efforts on anticipating and solving these pressing challenges before they impact business results. By leading with innovation, we are constantly enhancing our banking ecosystem with the goal to bring wealth managers and private banks the most clearly thought-through, comprehensive and industry-leading solution for their client management and investment process.

"Business as usual with no disruption" is our motto. By anticipating industry shifts and dynamics and reducing complexity, swissQuant saves wealth managers precious time and energy: next moves become clearer for decision makers who can concentrate on the tasks which strengthen the business and help gain market share. Client-facing managers can better cater to their clients and their portfolios. For example, we are not just talking about the next big challenge - ESG, but already bringing ESG solutions to the table. As front-runners in end-to-end ESG integration, wealth managers gain competitive advantage and benefit from an industry-leading position.

Specialising in performant algorithms, data analytics and quant consulting for the financial sector, swissQuant has over the past 15 years worked closely with over 250 companies world-wide to transform their complex business needs into customized digital strategies which impact their bottom line. Currently, more than \$1 trillion in assets are managed or impacted by our software solutions.

What sets you apart from your peers and why?

Clearly, our globally reputable risk engine is an underlying factor to the sophistication and near real time response time of all of our solutions. But providing wealth managers with the needed support during the entire integration as well as after is of vital importance. Our ecosystem allows wealth managers to pick- and-choose from basic to advanced investment modules, using them as building blocks for an entire solution, or a step-by-step approach. All of our wealth management products include various levels of ESG implementation as well. Whether the entire swissQuant ecosystem is integrated or not, wealth managers find the adaptable plug-and-play modules easy to use and appreciate the support from our dedicated consultants as well as client delivery and service department on an ongoing basis.

As indicated above, being one step ahead of the crowd is one of the most important parts of the equation. The award this year highlights our innovation-driven recommender product - aQuire. aQuire applies market-leading AI methodologies to relevant client and market data to «recommend» trade positions which correspond to the customer's preferences and risk profile, while taking into account peer preferences and real-time market movements. aQuire supports the entire investment process from onboarding, including the newly added ESG risk profiling, to trade execution. Key is the support of trade explanations for the recommended investment positions, facilitating the wealth manager's job while offering the end-client a non-biased opinion.

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

From developers and engineers to management and sales and support, we at swissQuant are a cohesive team convinced of our value proposition to bring the most innovative solutions with the best possible impact to our clients and prospects. A recent RFP for a large American bank is a point in case - the cooperation and agility between all business areas enabled us to respond with top speed and precision. This front-runner position created engagement with the client at an early stage allowing us to better understand and react to their real concerns.

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

We believe the standards making us worthy of receiving an award rely on three abilities:

1. Maintaining close contact with our clients and anticipating their needs;
2. Listening closely to our scientific advisory board who keeps us advised of the most recent research breakthroughs; and
3. Hiring top talents who fit believe in our promise to deliver excellence to our clients.

True to these standards, swissQuant is already working closely with wealth managers to tackle the financial market's next big challenge: the integration of ESG standards and regulation into their portfolios. Portfolio construction and risk must be completely rethought and ESG preference-driven onboarding of end-clients interactive yet simplistic. Taking the challenge further by adding a revolutionary prediction element between return, risk and ESG footprints, is our innovative proposition to not only address the complex challenge, but also take portfolio advice to a whole new level.

What have been the challenges you have had to overcome to reach such a standard?

Certainly, the nearness to our clients has been a challenge this year during the outbreak of COVID-19, as many important informative events have been shifted to the future or conducted remotely. In an effort to stay closer we conduct surveys more frequently and pursue a more active relationship management than earlier.

In positioning ourselves as front-runners on the ESG topic, we have onboarded experts to help guide our clients through the integration process. We are on a steep learning curve, but together with these experts and our clients, as well as the help of strategic partnerships, we have already defined and delivered the first ESG integration efforts to select clients who are eager to maintain a leading position in the market. To better position our solutions globally, we have also reached out to strategic partners to take advantage of each other's complementary skills and knowledge in an effort to broaden our geographical reach.

Whom do you look to for inspiration and ideas?

Initial inspiration comes always from our clients and their most pressing needs. We also keep a close eye on market dynamics to anticipate our clients' needs and have in-depth discussions with strategic partners, while our scientific advisory board inspires us with the latest relevant research results. After we determine a new strategic objective, we let our scientific methodology team loose and inspiration flows in the other direction towards delivering a solution bringing positive impact for our clients.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Receiving this accolade has been a confirmation of our continued thought leadership in the European marketplace, of which we are especially proud to have been awarded in diverse categories for the past 3 years. The 2020 award is a convincing argument in Europe, and opens many doors, but also certainly carries weight worldwide for us, as we endeavor to broaden our scope to targeted foreign markets. ■



THE DRIVE YOU DEMAND

EXPANDING
INTO NEW
TERRITORIES.
TO BE WHERE
YOU NEED US.

We want to extend our warmest thanks to all our clients for their trust and support, which has enabled us to develop the high-quality wealth management services that have earned us recognition in the WealthBriefing European Awards 2020.



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UNION BANCAIRE PRIVÉE

BUILDING IN-HOUSE CAPABILITIES FOR UBP'S CLIENTS

Tom Burroughes, *WealthBriefing* Group Editor, talks to Nadège Lesueur-Pène, Head of Wealth Management Developing Markets at Union Bancaire Privée (UBP), about its awards success.

Founded in 1969 by Edgar de Picciotto, UBP is an independent, family-owned, Swiss bank focusing exclusively on wealth management for private and institutional clients. Our aims are clear: preserving and growing client assets over the long term.

UBP ranks among the largest private banks in Switzerland, thanks to an agile entrepreneurial culture that has enabled the successful targeting and integration of acquisition opportunities. This strong culture with a focus on constant development has underpinned UBP's continued expansion.

UBP distinguishes itself with financial robustness and a strong capital base. Global assets under management stood at SFr137.2 billion as at 30 June 2020. With a Tier 1 ratio of 27.5 per cent, UBP ranks among the best-capitalised banks in Europe.

UBP's commitment to Central and Eastern Europe relies on dedicated teams of highly skilled professionals. These include bankers with more than twenty years of experience, along with an extensive knowledge of local culture, language and market practices, and who have longstanding business relationships with UHNW individuals in these regions.

What sets you apart from your peers this year and why?

While other key players in the private banking space are slowing – or even winding – down activities in these markets, UBP has invested in building in-house capabilities in order to effectively address the needs of this highly-demanding customer base through a

tailored offering, while maintaining a superior standard of adherence to ever-increasing local regulatory requirements.

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

The double-digit growth we have achieved over the last four years is the result of the dedication of our teams and excellence of the services that UBP delivers, based on a bespoke, fit-for-purpose organisation covering all aspects of the wealth management relationship.

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

We will continue to foster 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 have been the challenges you have had to overcome to reach such a standard?

UBP has made significant investments to meet the highest standards: transversal governance involving members of the Group's Executive Committee; teams of bankers and advisors with a personal background and close connections in these countries; a dedicated wealth-planning unit composed of professionals who keep abreast of changing laws and regulations; a broad network of highly-ranked external service providers and advisers; and a dedicated compliance unit able to

cover all UBP locations, leveraging on a deep understanding of local situations to display high responsiveness while fully mitigating risks pertaining to specific regions.

Whom do you look to for inspiration and ideas?

We look to our clients for inspiration and in doing so, we can better understand them and anticipate their needs, which means we can set ourselves apart from the competition. With Eastern Europe effectively functioning a single market, we can generate and share ideas from one country to the next and cross-pollinate the best investment solutions right across the region. As we collaborate to help our clients meet their investment goals and objectives, we learn and gain insights which fuel our constant quest for improvement.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Winning the "Best Wealth Management Business Servicing Central or Eastern Europe Region" award is a great honour and will enable us to raise UBP's profile even further in Eastern Europe. It also goes without saying that it can inspire new teams to join UBP and grow our footprint in the region. ■



“WE LOOK TO OUR CLIENTS FOR **INSPIRATION** AND IN DOING SO, WE CAN BETTER **UNDERSTAND** THEM AND **ANTICIPATE** THEIR NEEDS, WHICH MEANS WE CAN SET OURSELVES APART FROM THE COMPETITION. WITH EASTERN EUROPE **EFFECTIVELY** FUNCTIONING A SINGLE MARKET, WE CAN **GENERATE** AND **SHARE** IDEAS FROM ONE COUNTRY TO THE NEXT AND CROSS-POLLINATE THE BEST INVESTMENT **SOLUTIONS** RIGHT ACROSS THE REGION. ”



Jersey Finance

Delivering Insight • Driving Innovation



Jersey

The International Finance Centre

Jersey is one of the world's leading international finance centres. Its forward-thinking approach, robust regulatory framework and political and economic stability have kept the jurisdiction at the forefront of global finance for almost 60 years.

Attracting the brightest talent and with an impressive range of products and services, Jersey gives an unparalleled welcome to businesses and investors alike.



Substance

A modern business environment with more than 13,000 finance professionals supported by a politically stable government



Central

It has a central time zone, making it easy to do business around the globe

For further information,
please visit www.jerseyfinance.je
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Best International Financial Centre

at WealthBriefing's Asia, MENA and European Awards 2020



Reputable

It adheres to, and is often an early adopter of, global standards set by the UK, EU, US and the OECD



Brexit

Continuity: Jersey is treated as a 'third country' for the provision of financial services to the EU



€200bn

of accumulated investment in the EU mediated through Jersey is helping support roughly 96,000 jobs across the continent



THE WEALTHBRIEFING EUROPEAN AWARDS WINNERS 2020

WINNERS: PRIVATE CLIENT CATEGORIES

BEST PRIVATE CLIENT LAW FIRM

**STEPHENSON
HARWOOD**



BEST INSTITUTIONAL TRUST OR FIDUCIARY COMPANY



Royal Bank
of Canada



BEST OFFSHORE LAW FIRM

CAREY OLSEN



INTERNATIONAL LEGAL & FIDUCIARY TEAM



1767 — LONDON — 2017



BEST PRIVATE CLIENT LAWYER

EMILY OSBORNE

**STEPHENSON
HARWOOD**



BEST ESTATE PLANNING TEAM



ABN·AMRO Private Banking



BEST INDEPENDENT TRUST OR FIDUCIARY COMPANY

IQQ

Know how Know you



BEST MANAGEMENT CONSULTANCY

SIONIC



WINNERS: WEALTH MANAGEMENT TECHNOLOGY CATEGORIES (IN- HOUSE)

MOST INNOVATIVE CLIENT SOLUTION



**BNP PARIBAS
WEALTH MANAGEMENT**



BEST CHANGE MANAGEMENT PROCESS/BEST IMPLEMENTATION OF A TECHNOLOGY SOLUTION

Julius Bär



WINNERS: WEALTH MANAGEMENT TECHNOLOGY CATEGORIES (VENDORS)

BEST FRONT OFFICE SOLUTION



BEST CRM SYSTEM



The Swiss Asset Management Solution



BEST TRANSACTION PROCESSING SOLUTION - BANKS



essential for banking



BEST OUTSOURCING SOLUTION



BEST TRANSACTION PROCESSING SOLUTION - INDEPENDENT ASSET MANAGERS



Software Solutions for Wealth & Asset Management



BEST DATA PROVIDER



BEST PORTFOLIO MANAGEMENT



Mastering Complexity



BEST IN CLIENT ACCOUNTING



WE GO BEYOND THE NUMBERS



BEST CLIENT COMMUNICATIONS



BEST RISK PROFILING SOLUTION



BEST CLIENT REPORTING



BEST IN RISK MANAGEMENT



BEST COMPLIANCE



BEST IN ON-BOARDING



WINNERS: WEALTH MANAGEMENT TECHNOLOGY CATEGORIES (VENDORS) *continued...*

MOST INNOVATIVE CLIENT SOLUTION (VENDORS)

 **bitarisk.**
BETTER INTELLIGENCE THROUGH ANALYTICS



INNOVATIVE FINTECH SOLUTION


OVERSTONE
ART SERVICES



BEST CHANGE MANAGEMENT PROCESS/BEST IMPLEMENTATION OF A TECHNOLOGY SOLUTION

Appway



WINNERS: INVESTMENT MANAGEMENT CATEGORIES

BEST SPECIALIST WEALTH MANAGER

bordier | 1844



BEST INVESTMENT PRODUCT PROVIDER

 **BAM** BLOCK ASSET MANAGEMENT



SPECIALIST INVESTMENT MANAGER

IMPAX Asset Management



BEST ALTERNATIVE INVESTMENT MANAGER


Since 1857
Gresham House
Specialist asset management



BEST PRIVATE INVESTMENT OFFICE

CAPITAL GENERATION PARTNERS



BEST EXTERNAL ASSET MANAGEMENT PLATFORM AND OFFERING

Julius Bär



BEST MULTI-FAMILY OFFICE


STONEHAGE FLEMING



BEST PLATFORM PROVIDER

e>OOQ



BEST FUND MANAGER

 **Sanlam**



BEST ETF PROVIDER

 **DWS**





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Compliance matters

WINNERS: EUROPEAN PRIVATE BANKING CATEGORIES

BEST OVERALL EUROPEAN PRIVATE BANK

 **ABN-AMRO** Private Banking



BEST EUROPEAN PRIVATE BANK - INVESTMENT MANAGEMENT PLATFORM

17  96

LOMBARD ODIER
LOMBARD ODIER DARIER HENTSCH



BEST DOMESTIC EUROPEAN CLIENTS TEAM

 **BNP PARIBAS**
WEALTH MANAGEMENT



BEST EUROPEAN PRIVATE BANK - TALENT MANAGER

Nykredit
private banking



INTERNATIONAL CLIENTS TEAM

Schroders



BEST EUROPEAN PRIVATE BANK - CREDIT PROVIDER

 **SOCIETE GENERALE**
Private Banking



BEST HNW TEAM - EUROPE

 **BNP PARIBAS**
WEALTH MANAGEMENT



BEST EUROPEAN PRIVATE BANK CUSTOMER FACING DIGITAL CAPABILITIES

 **ABN-AMRO** Private Banking



BEST UHNW TEAM - EUROPE

 **SOCIETE GENERALE**
Private Banking



BEST WEALTH MANAGEMENT BUSINESS SERVICING THE CENTRAL OR EASTERN EUROPE REGION

 **UBP**
UNION BANCAIRE PRIVÉE



BEST EUROPEAN PRIVATE BANK - CLIENT SERVICE

Nykredit
private banking



BEST WEALTH MANAGEMENT BUSINESS SERVICING THE PRINCIPALITY OF MONACO

 **BNP PARIBAS**
WEALTH MANAGEMENT



WINNERS: UK PRIVATE BANKING CATEGORIES

BEST OVERALL UK PRIVATE BANK



BEST PRIVATE BANK - CLIENT SERVICE - UK



BEST UK DOMESTIC CLIENTS TEAM



PRIVATE BANK - INVESTMENT MANAGEMENT PLATFORM - UK



BEST UK-BASED INTERNATIONAL CLIENTS TEAM



PRIVATE BANK - TALENT MANAGEMENT & DIVERSITY - UK



BEST HNW TEAM - UK



PRIVATE BANK - BEST CREDIT PROVIDER - UK



BEST UHNW TEAM - UK



PRIVATE BANK - CUSTOMER FACING DIGITAL CAPABILITIES (INVESTMENTS) UK



BEST UK CHARITY TEAM



WINNERS: SPECIAL WEALTH MANAGEMENT CATEGORIES

BEST MARKETING OR PR CAMPAIGN



BEST PHILANTHROPY OFFERING/ INITIATIVE



BEST IN CORPORATE SOCIAL RESPONSIBILITY/ DIVERSITY



MOST PROMISING NEW ENTRANT



BEST WEALTH MANAGEMENT EXECUTIVE SEARCH FIRM



STEPHENSON
EXECUTIVE SEARCH



MOST INNOVATIVE WEALTH MANAGEMENT MODEL



BEST INTERNATIONAL FINANCE CENTRE



Jersey Finance
Delivering Insight • Driving Innovation



MOST PROMISING MERGER



BEST GLOBAL CUSTODIAN TO PRIVATE CLIENT BUSINESSES



BEST M&A ADVISOR



BEST WEALTH PLANNING TEAM



EXCELLENCE IN SERVICING NORTH AMERICAN CLIENTS (SUPPORTED BY FAMILY WEALTH REPORT)



WINNERS: LEADERSHIP CATEGORIES

OUTSTANDING CONTRIBUTION TO WEALTH MANAGEMENT THOUGHT LEADERSHIP (COMPANY)



LEADING INDIVIDUAL (ADVISOR)

RACHAEL REYNOLDS



OUTSTANDING CONTRIBUTION TO WEALTH MANAGEMENT THOUGHT LEADERSHIP (INDIVIDUAL)

STEPHANE MONIER



LOMBARD ODIER
LOMBARD ODIER DARIER HENSCHE



LEADING INDIVIDUAL (BANKER)

DAVID TREEN



GLOBAL AWARDS

Showcasing the best in the industry

*Independence,
integrity and
genuine insight
are the
watchwords
of the judging
process*



2020/2021 SCHEDULE

NOVEMBER 2020
WealthBriefing MENA Awards

FEBRUARY 2021
WealthBriefing Swiss Awards

MARCH 2021
WealthBriefing Swiss EAM Awards
Family Wealth Report Awards

MAY 2021
WealthBriefing European Awards

JUNE 2021
WealthBriefingAsia Greater China Awards
WealthBriefingAsia Awards

 **WealthBriefing** MENA
AWARDS 2020

 **FAMILY WEALTHREPORT** 8th ANNUAL
AWARDS 2021

 **WealthBriefing** SWISS
AWARDS 2021

 **WealthBriefingAsia** GREATER CHINA
AWARDS 2021

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AWARDS 2021

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AWARDS 2021

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