



# ACCLAIM

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

**EXCLUSIVE**  
**WINNERS OF THE 2022**  
**WEALTHBRIEFING**  
**EUROPEAN AWARDS**



May 2022



# Know where life can take you

Investec are proud to be recognised as the Best UK Wealth Planning Team and winners of Diversity and Inclusion in Wealth Management at the WealthBriefing European Awards 2022.

With our hands-on approach to financial planning and tailor-made solutions we can ensure you have the freedom to fulfil your goals and live the life you want to.

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— OUT OF THE ORDINARY

# FOREWORD

Tom Burroughes - Group Editor, *WealthBriefing*

The *WealthBriefing* European Awards 2022 – in its 10th year – has as expected thrown up an outstanding crop of firms and individuals recognised for achievements during testing times. That this programme is now already more than a decade old is testimony to the awards' credibility.

And as I never tire of repeating, the core of this quality is the judging process. A panel of experts drawn from across the sector devotes great time, effort and professionalism to sifting through entrants' submissions to arrive at a shortlist and group of eventual winners. Categories are reviewed regularly to make sure the awards reflect the industry. Judges bring their experience and judgement to the role, and we know how detailed discussions can be before winners are announced. The list of judges is published on this organisation's website.

Unsurprisingly, technology is now an important feature of the awards, reflecting the rise of digital business models and ways of working that accelerated during the pandemic. There's plenty of attention too around areas such as diversity, ESG, the achievements of women in various roles, as well as more established areas such as private banking and investment management. Keeping on top of all these areas is no small feat.

European wealth management has had a lot to deal with in recent months – the daily news headlines leave little room for doubt about that. Inflation, geopolitical worries and market volatility create challenging times. That's all the more reason to salute the people who guide clients along and help them achieve their goals as smoothly as possible. At the very heart of these awards is recognition for the passion for excellence that drives the sector along. The awards are testament to the grit and professionalism of a sector that deserves to be proud of what it does.

## OVERVIEW OF THE EUROPEAN WEALTH MANAGEMENT SECTOR

Europe may have its challenges but it is still home to a large chunk of the world's wealthiest individuals. The total number of high net worth individuals in Europe rose 2.9 per cent in 2021 from a year before to reach 5.4 million, behind North America and Asia-Pacific, but not by a huge margin (source: Capgemini *World Wealth Report 2021*). Total wealth held by European HNW individuals stood at \$17.5 trillion in 2021, rising 4.5 per cent. The pandemic year of 2020 was clearly tough on Europe and in the UK market retreated. Markets have, however, recovered and while rising inflation erodes assets and has to be handled, data trends appear to be going up.

The UK, continental Europe and specific jurisdictions in the region are home to some of the world's most experienced and substantial industry players, such as UBS, Credit Suisse and Julius Baer in Switzerland, Deutsche Bank in Germany, HSBC, Barclays, Lloyds and Coutts in the UK, Societe Generale, BNP Paribas and Credit Agricole in France, and Mediobanca and Santander in Italy and Spain, respectively. Besides these heavyweights is large and long "tail" of medium and small firms embracing a range of business models. It remains a fragmented market, but given the peculiarities of wealth management, predictions of massive consolidation never seem to quite materialise. Maybe that is a good thing.

The pandemic interrupted conventional policymaking for more than a year – and it meant the flood of regulatory action seen before (MiFIDII, GDPR and other measures) declined. That's perhaps to the relief of business leaders and clients alike. With so many new rules enacted post-2008, it has been positive for the sector to get used to new rules and focus on building business.

The proliferation of technology is a big theme, whether it be around new ways to take clients on board and report on their wealth, or the rise of digital assets such as bitcoin and non-fungible tokens, and the use of AI and Machine Learning. And all the while big themes such as ESG investing generate activity and occasional controversy. European wealth management has its challenges – it's never dull.

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### **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.

### **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.

### **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.

### **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.

### **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.

### **Winning Women in Asia-Pacific** (in partnership with VP Bank and Hywin Wealth)

Asia-Pacific's wealthy women represent a highly attractive target client group. Yet, they remain an

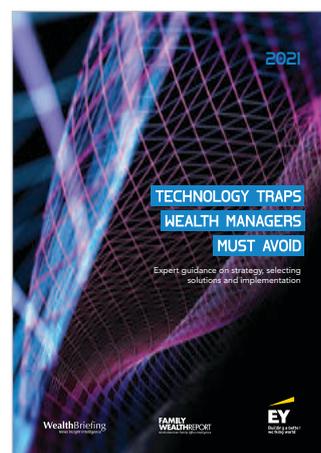
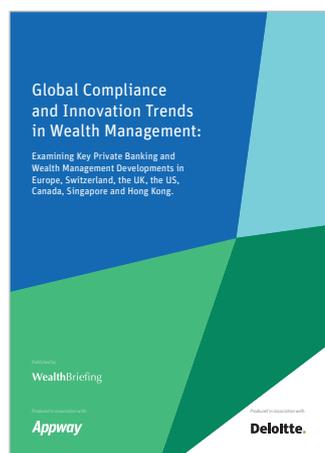
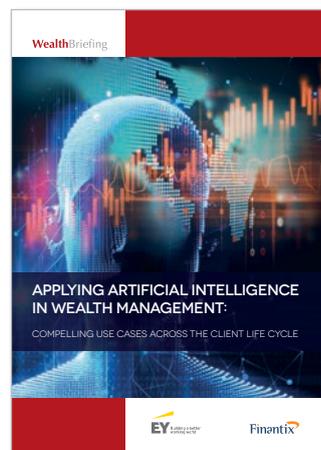
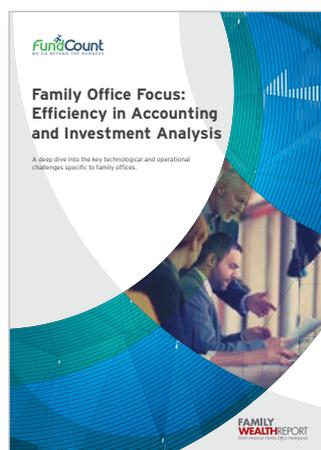
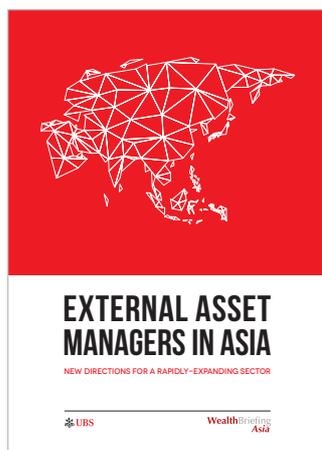
underserved one in many senses in spite of their growing financial power and pronounced need for professional advice. Our second report examining women's specific needs presents truly actionable insights drawn from interviews with H/UHNWIs and their advisors right across the region.

### **Technology & Operations Trends in Wealth Management 2021** (in partnership with SS&C Advent)

This succinct yet wide-ranging report shines a light on both macro and micro trends, beginning with industry growth sentiment and ending on operating model evolution, taking in every key area of development in between. It brings together datapoints and candid comments senior executives at leading consultancies across the world's major wealth markets to create an invaluable peer benchmarking tool.

### **Technology Traps Wealth Managers Must Avoid 2021** (in partnership with EY and leaders in wealth tech)

With EY providing the overview, this report draws on the front-line experience of many of the technology sector's biggest names, in recognition of the fact that they are the ones going in to solve wealth managers' most pressing problems and have typically seen the ramifications of firms' choices play out numerous times – not to mention in various contexts globally.



# JUDGING PANEL

The 2022 *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.



**AUSAF ABBAS**  
Managing Director  
Coombe Advisors



**LIZ BOTTOMLEY**  
General Manager - BOS  
Wealth Management  
UK Branch  
Bank of Singapore



**PIERRE DUPONT**  
Managing Partner  
WIZE by TeamWork



**PANOS ARCHONDAKIS**  
Senior Director for  
Banking and Wealth  
Management  
EPAM



**JACQUI BRABAZON**  
Chief Marketing Officer  
(Retired)



**STEVE DYSON**  
Director  
Investment & Wealth  
Management  
Consultants



**GILLIAN AUSTIN-KING**  
Global Head of  
Cyber Programmes  
HSBC Bank



**ETIENNE D'ARENBERG**  
Partner  
Bank Mirabaud



**PETER FLAVEL**  
Chief Executive  
Coutts



**PAUL AYRES**  
Partner  
BDO



**TEJ DOSANJH**  
Managing Partner (UK)  
BlockEx



**JAMES FLEMING**  
Vice Chairman  
VAR Capital



**ERIC BARNETT**  
Director  
EFG Bank UK



**SEBASTIAN DOVEY**  
Founder  
The Courageous Ideas  
Partnership



**GILLY GREEN**  
Managing Partner  
Sionic



**PHILIPPE BONGRAND**  
Senior Partner  
Legacy



**MATTHEW  
DRUMMOND-SMITH**  
JM Finn



**MARTIN HEALE**  
Director  
Schroder US Wealth  
Management

An aerial photograph of a road and a canal. A red car is parked on the left side of the road. A white boat is moving down the canal, leaving a white wake. The background is a dense forest of trees.

# COMPLEX. MADE SIMPLE

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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.



**MARK HUSSEIN**

*HSBC Life (UK) and  
Head of UK Insurance  
HSBC Bank*



**ARABELLA MURPHY**

*Founder & Director  
Propitious (London) Ltd*



**MIKE TOOLE**

*Chief Operating Officer  
Artorius Wealth*



**SEAN KIERNAN**

*CEO and Founder  
Greengage*



**GLENN MURPHY**

*Chief Operating Officer  
Multrees*



**WILLIAM TROUT**

*Director of Wealth  
Management  
Javelin Strategy  
& Research*



**PENNY LOVELL**

*CEO Private  
Investment Office  
Sanlam*



**TOM SLOCOCK**

*Managing Director -  
Head of International  
Product Development  
and Origination  
iCapital Network*



**BRUCE WEATHERILL**

*Chief Executive  
Weatherill Consulting*



**KEITH MACDONALD**

*Senior Advisor Wealth  
Management  
EY*



**VISHAL SOOKLALL**

*CEO  
Trustconsult Group S.A*



**EMMA WHEELER**

*Director, Client  
Strategy Office  
UBS Global Wealth  
Management*



**ROBERT MACRO**

*Head of Private Client  
Druces*



**ADAM SORRIN**

*Head of Data & Access  
Management  
RBS Private Banking*



**CARA WILLIAMS**

*Senior Partner  
Mercer*



**CHRISTINE MAR CIRIANI**

*CEO of Private Banking  
& Wealth, Asia & Europe  
InvestCloud*



**BILLY STEPHENSON**

*Chief Executive,  
Stephenson  
Executive Search*



**IAN WOODHOUSE**

*Head of Strategy  
and Change  
Orbium*

1762  
*from*  
Brewin Dolphin



**WHATEVER YOUR  
FINANCIAL PLANS,  
MAKE THEM WITH US.**

To find out more, please contact us on 020 3201 4000  
or email [1762@brewin.co.uk](mailto:1762@brewin.co.uk)

[brewin.co.uk/1762](http://brewin.co.uk/1762)



**BREWIN DOLPHIN**

The value of investments can fall and you may get back less than you invested.

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# RICH EXPERIENCE AND A GREAT TEAM CULTURE SETS THE STANDARD

Nick Hammond, Chief of Staff, **1762 from Brewin Dolphin**, discusses what has pushed the firm to the heights this year.



## What do you think gave you the competitive edge this year?

The 'Best Wealth Planning Team' award recognises our commitment to put broader wealth planning at the front and centre of the client journey, and our efforts in building a team with the right culture to deliver this strategy.

Part of our strength comes from the fact that Brewin Dolphin has advised individuals and families on the management of their wealth for over 250 years. Brewin Dolphin manages over £56 billion of client assets and is a constituent member of the UK FTSE 250. The firm ranks in the top ten of UK wealth managers by AuM.

Brewin Dolphin launched its dedicated wealth advisory service, 1762 from Brewin Dolphin, in 2017. Based at 8 Waterloo Place in St James's, London, the team provide high-quality advice to individuals and families with more complex financial requirements.

## What steps are you taking to stay ahead of the competition?

We believe that real advice is about more than a one-off assessment and writing a financial plan that then goes in a drawer. Life happens and circumstances change. When they do, our clients want advice that can be relied upon. We provide our clients with peace of mind that comes from knowing they have the support needed to maintain their lifestyle, meet their commitments, and protect and prepare for the future of those they hold dear – no matter what happens.

Our advice draws from a reservoir of knowledge that is both wide and deep. We consider a range of scenarios for our clients and give choices and offer a long-sighted picture of the road ahead. In creating a plan that works for our clients, we review their personal affairs and business interests and assess how they are connected. We fully examine any existing investments before recommending any changes or enhancements. We do the same for any, and all, other assets, and continually look for ways to minimise costs, always cognisant of the tax implications. We then provide a full picture of a client's wealth and obligations, ensuring their goals and plans are aligned.

One of our strengths lies in viewing the familiar from a new perspective; we are always looking for innovative solutions to deliver better outcomes. We work with clients to uncover the best ways to structure the ownership of their assets. We can even help with the more esoteric ones, such as art, classic cars, or fine wines. We have a fantastic and well-established network of contacts at our fingertips that include accountants, lawyers, corporate advisers, art dealers, land agents, wine merchants and others, each chosen for their expertise and uncompromising service levels.

## How do your colleagues make a difference to your organisation?

We launched with a team of 15 and have since grown to 60 staff. We have hired people from a range of

backgrounds to create a team that is diverse in its talents and experience. We are proud to have fostered a genuine collegiate atmosphere where everyone supports one another – whether that's wealth directors working together on pitches, or executives supporting one another with their professional exams. The resilience of our team was demonstrated during the pandemic. We were able to swiftly adapt to a fully remote working environment to continue providing the very best advice to our clients.

It is thanks to our colleagues that we have been able to succeed in our commitment of putting broader wealth management at the front and centre of the client journey; this award recognises their hard work and dedication. ■

### Disclaimer:

*The value of investments, and any income from them, can fall and you may get back less than you invested. Opinions expressed in this publication are not necessarily the views held throughout Brewin Dolphin Ltd.*



# Proud winner



▶ Private Bank Wealth Planning team



# INTERNATIONAL ACCESS AND LOCAL INSIGHTS IS ABN AMRO'S WINNING FORMULA

**Bram Kroep**, Global Head of Wealth Structuring and Head of Wealth Structuring Netherlands, for **ABN AMRO**, discusses his firm's achievements this year.

**B**uilt on a solid foundation of banking services and expertise across all segments, ABN AMRO is a leading European private bank that puts clients' interests at the centre of everything it does.

Combining international access and local insights with over 350 years' experience across our brands - ABN AMRO MeesPierson (Netherlands), ABN AMRO Private Banking (Belgium), Bethmann Bank (Germany) and Neuflyze OBC (France), backed by the global strength of the ABN AMRO Group - we deliver convenient services through best-in-class digital and human channels.

Serving our clients as a single bank worthy of their trust, ABN AMRO offers a complete spectrum of private and corporate banking products and services, including wealth planning, lending, investments, philanthropy and more. For families, entrepreneurs, SMEs and HNWLs alike, we offer expert personal advice in an open architecture model. We continuously strive for freeing up time for what we are best at: sustaining lasting, personal relationships with our clients built on trust.

Delivered by a 70-strong international team of experienced, well-trained and proactive professionals, ABN AMRO's comprehensive wealth planning services seamlessly blend financial planning, wealth structuring and estate planning. Our advisory-driven, product-agnostic guiding philosophy is designed to give our clients peace of mind and mobilise them to achieve their financial goals. We believe our services and approach are unrivaled in the sector.

## What do you think gave you the competitive edge this year?

Our ambition is to create peace of mind for our clients and to enable them to realise their financial ambitions. Clients report back to us that our wealth planning reports coupled with in-depth strategic discussions with our wealth planners exceeds their expectations, which is



reflected in a very high client satisfaction. This is also the case for our Philanthropy Advice approach.

## Describe how your colleagues made a difference to your organisation?

Our Wealth Planning philosophy is built on strategic thinking, appropriate client support, profound training and close collaboration with bankers and other specialists. Our solutions and strategies take into account the client's family, business and wealth situation; their financial goals (e.g. wealth protection, the transfer of private or business assets, or philanthropy); and the impact of life-changing events such as marriage, divorce or selling one's business. Our Wealth Planning Report focuses on the issues that matter to that client, and is indispensable to truly understand them and their drivers. Our continuous internal and external education programme ensures that our wealth planners keep abreast of changes in rules and regulations as well as appropriate wealth planning solutions.

## What steps are you taking to stay ahead of competition and in this region?

We are continuously looking for improvement points and innovative ways of assisting our clients. As a result, bankers

can now bring clients directly and digitally in touch with a wealth planning specialist without having to make a prior appointment. And in the Netherlands we started using smart client data analysis to identify solutions that might suit specific clients and then pro-actively contact them.

By doing this we using data capabilities and tools next to the traditional personal approach our clients are used to. As our ambition is to be a personal bank in a digital age, we will keep looking for opportunities to combine the best of these both worlds.

## What does receiving this accolade mean to you?

It is thanks to our clients that we receive this accolade, together with winning the Philanthropy initiative accolade for the third consecutive year in a row, as they trust us to discuss important a very personal wealth planning topics with them. ■



# Driving the New Wealth Experience.

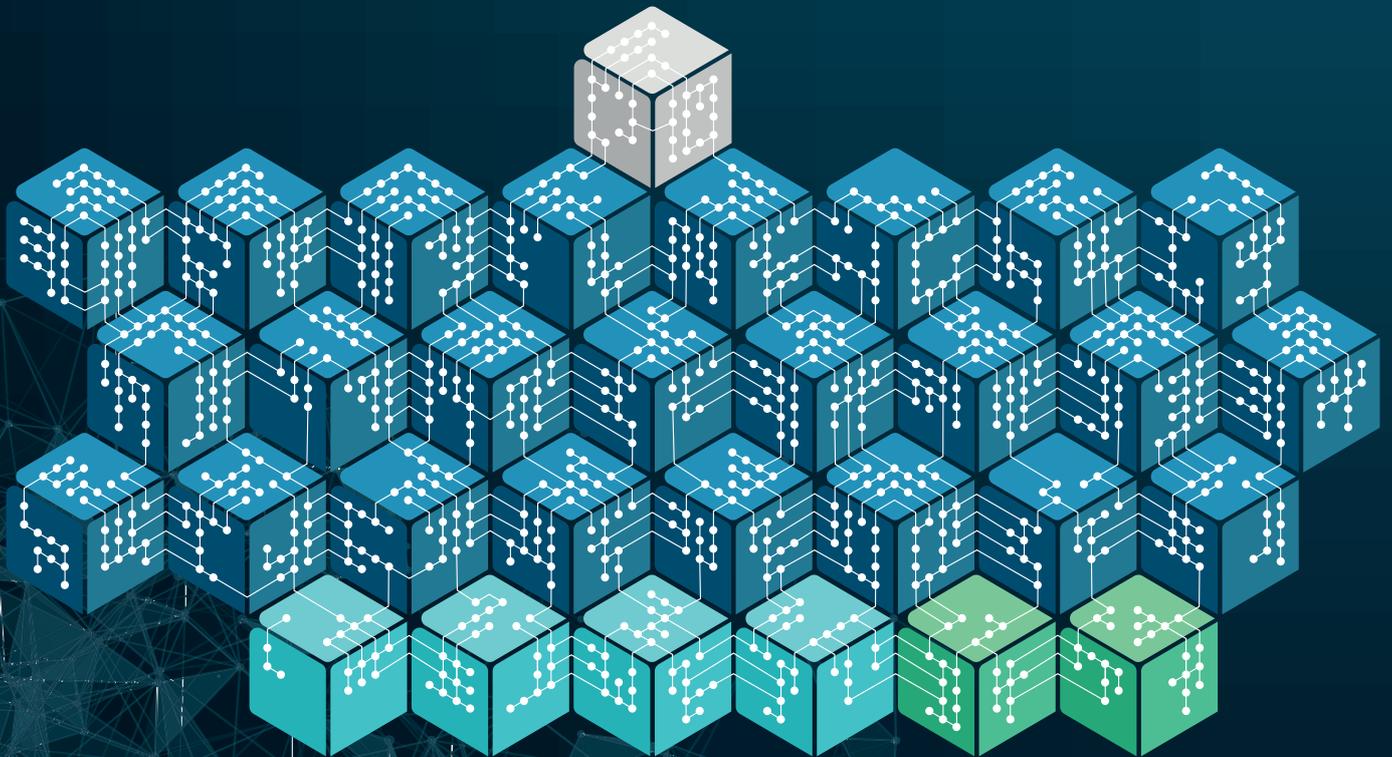
aixigo:**BLOXX** – Wealth Management Platform

“

A **buy-and-build** approach to technology allows banks to maintain their building spirit yet get a **project up and running much more**

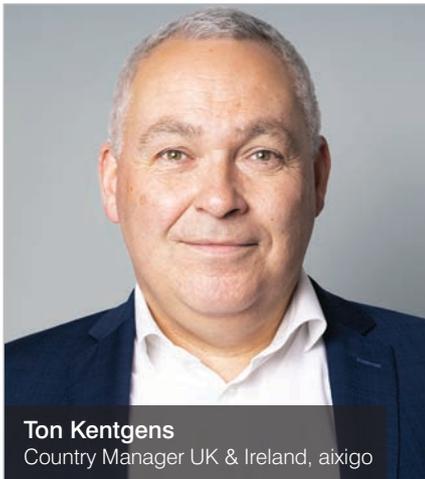
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By creating a **hybrid system that** combines **third-party components and internal development**, innovation can take place with **minimal effort**



# AIXIGO LAYS FOUNDATIONS FOR BANKS' FUTURE INNOVATION

Ton Kentgens, Country Manager UK & Ireland at **aixigo**, discusses the firm's success and views on the wealth management sector.



## What do you think gave you the competitive edge this year?

For over 20 years, aixigo has been developing wealth management software for financial services providers. Our product, aixigo:BLOXX, consists of various modules that can be combined to offer game-changing solutions to end clients based on cutting edge technology. With this focus, we have managed to provide our customers with real value-adding solutions and a unique technology that is still leading in the field.

## Please describe the challenges you needed to surmount to reach your standard.

One of the challenges of our customers, and our motivation, is that client needs are constantly evolving. Things that today are considered an innovation are hygiene factors tomorrow. That means that speed in innovation is key.

So, what sets us apart – our innovation culture, cutting-edge technology and therewith speed and flexibility – has become more important than ever. A bank can't afford to implement costly new solutions every day, though innovation and differentiation usually come at a cost. With our platform, we lay the foundation for future innovation that can be done directly by the bank itself. At the same

time the bank profits from our fast innovation cycle on the core. This is how, within a few months, our clients manage to turn our off-the-shelf portfolio management solution into financial planning services, crypto and digital assets offerings and B2B solutions.

## What do you see as the prospects for wealth management in general?

While there is no sense in all wealth managers becoming big tech, it remains a fact that differentiation doesn't come by digitising necessities. But unless necessities are digitized, real differentiators a bank wants to be known and chosen for can't be created.

Wealth managers need to collaborate with technology partners to cut the curve of innovation in order to set themselves apart, without losing valuable time. They will then be positioned to appropriately address evolving market segments – young people, female investors, the digital-savvy elderly, and offer new, differentiated services.

There are a lot of opportunities, and a lot of possibilities. Especially in the UK market, we see a strong need for financial planning or cash flow planning in the area of retirement advice. This is one of the most important goals that advisors have to discuss with their clients. Closing the advice gap by digitalizing the advice process for the larger UK audience is a key feature our clients will work on and we will be happy to help them with.

## Whom do you look to for inspiration and ideas?

We need to be open and learn from other industries. One of the most differentiating aspects of our technology and architecture for example was taken from the video gaming industry. Still, big tech and the like is often seen as a threat to traditional wealth management, but we like to see threat as opportunity. But creating this platform standard and off-the-shelf solution that serves a broad customer spectrum and at the same time

helps banks to differentiate themselves wasn't always easy.

We are honoured that we won in the categories Robo Advisory Solution and Most Innovative Wealth Management Model at the *WealthBriefing Award 2022*. These solutions allow private banks to digitize the private banking experience and their unique investment philosophy without losing the human aspect, therewith gaining competitive advantage by uniquely positioning themselves. At the same time, new client segments can be acquired by such services, which creates diversified revenue streams. The client in turn profits from a real wealth experience, a truly individualised service, anywhere, anytime, and an innovative bank as a partner by their side. ■

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“WITH OUR PLATFORM, WE LAY THE FOUNDATION FOR FUTURE INNOVATION THAT CAN BE DONE DIRECTLY BY THE BANK ITSELF. AT THE SAME TIME THE BANK PROFITS FROM OUR FAST INNOVATION CYCLE ON THE CORE.”

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# ALTOO



## A digital home for your wealth

The Altoo Wealth Platform empowers wealthy individuals and their family offices to consolidate and interact intuitively with their total wealth data. Our solution goes beyond data aggregation and reporting. It is a secure digital home for your total wealth, carefully designed to make daily use intuitive and help you understand and manage the most important and complex aspects of your wealth.

With clients entrusting their most private wealth data to our care, security is at the heart of our product. The platform is operated on our own private cloud with Swiss security technology in a data centre domiciled in Switzerland

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# A SIMPLE, INTUITIVE USER EXPERIENCE WINS FRIENDS FOR ALTOO

**Martin Stadler**, Ambassador of **Altoo** talks to **Tom Burroughes**, *WealthBriefing* Group Editor, about this new player in the industry.

**T**he Swiss company Altoo enables with their Wealth Platform wealthy private individuals and their family offices to keep track of their total wealth data in a simple and intuitive way. Every day, the Altoo Wealth Platform consolidates all assets held with banks, and combines them with non-bankable assets such as real estate, private equity or art.

## What do you think gave you the competitive edge this year?

We are very proud to be awarded in two categories 'Best New Market Entrant' and 'Best Client Reporting' by *WealthBriefing*. The Altoo Wealth Platform goes beyond financial data aggregation - it is a digital home for the client's total wealth. It allows them to securely store documents (contracts, insurance policies, shareholder agreements, etc.) and selectively share sensitive wealth data with trusted stakeholders (e.g., providing access to the tax advisor or real estate manager).

## Describe how your colleagues made a difference to your organisation?

With 27 employees, all based in Switzerland, we have an ideal mix of highly skilled software engineers, experienced wealth management specialists and experts in digital customer experience.

## What steps are you taking to stay ahead of competition and in this region?

Our platform is driven by a simple and intuitive user experience. It is state-of-the-art compared to other financial service providers. The platform was developed in co-creatorship with our clients: Direct user feedback together with our expert insights define the development roadmap.

## Please describe the challenges you needed to surmount to reach your standard.

To innovate swiftly and meet the highest standards in terms of privacy and security, we keep the full value-chain in-house, with all employees in Switzerland. Our Swissness is an integral part of our proposition, valued by our domestic and international clients. With clients entrusting their private wealth data to our care, security is at the heart of our product. The platform is operated on our own private cloud with Swiss security technology in a data centre domiciled in Switzerland.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

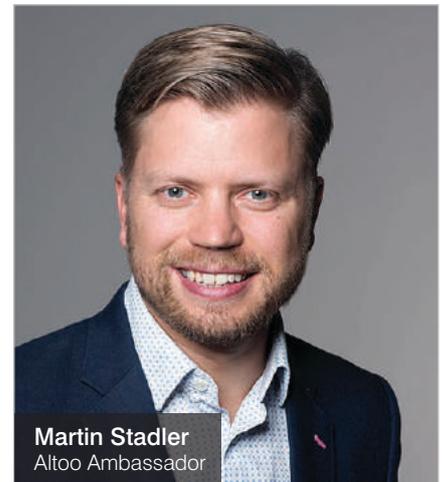
Given the general trend for digitalisation in the wealth management industry, the COVID-19 situation was like an additional proof of concept for the value proposition of Altoo. Due to the lockdown, our clients had more time to use the Altoo Wealth Platform and, given the volatile market situation, they have experienced an immediate benefit in keeping track and control of their total wealth in one place.

## What do you see as the prospects for wealth management in general?

We see a clear trend towards a best-of-class approach among our UHNW and family office clients: whereas in the past there was a "one-stop shop" with one bank, clients choose their providers best-of-class, which leads to cooperation with several different partners.

## Whom do you look to for inspiration and ideas?

Our clients are our best source for innovation. We are in a constant dialogue with them for new ideas to provide simplicity for their complex wealth situations. This allows us to approach certain topics from a very different point of view, without a bias that the financial industry usually has.

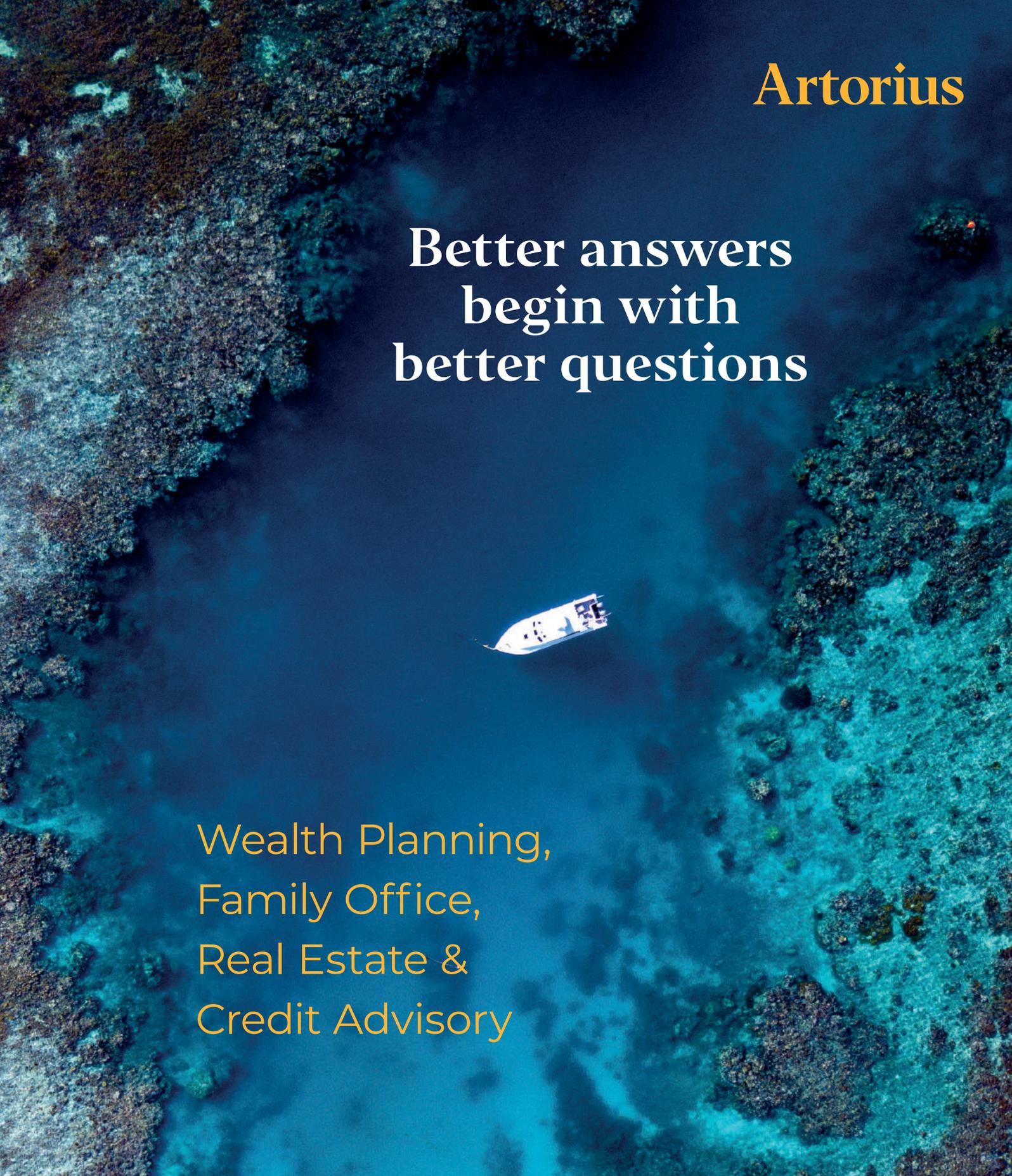


**Martin Stadler**  
Altoo Ambassador

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

So far, our clients have proven to be the best ambassadors for Altoo in referring new contacts. With this year's *WealthBriefing* award, we would like to increase the brand awareness for our solution, not only in Switzerland, but continuing in international markets. Without any active international marketing, we already serve clients in 18 different countries. ■



An aerial photograph of a small white boat on clear, turquoise water. The water is surrounded by dark, textured coral reefs. The overall scene is serene and natural.

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# ARTORIUS MOVES FAST, WINS FROM OWNERSHIP MODEL

Paddy Lewis, CEO, **Artorius**, talks to *WealthBriefing* Group Editor Tom Burroughes.

## What do you think gave you the competitive edge this year?

Young businesses like Artorius can be agile and develop new offerings and services quickly unincumbered by legacy platforms and costs. Over the last 12 months we have made some significant developments across the business, from our partnership with green fintech Sugi, to the implementation of a world class multi-bank reporting capability, which I believe keep us ahead of the curve and demonstrate our ability to be responsive, whilst keeping the client at the centre of everything we do. Approximately 20 of our clients are shareholders, so always having the client at the centre of everything we do takes on a whole new meaning when you think about the symbiotic nature of these incredibly special relationships. They are also, helpfully, very quick to point out things that we need to change and improve.

## Describe how your colleagues made a difference to your organisation?

Artorius is owned by everyone in the business, and this drives everyone to think carefully about our actions and ensure everything we do adds to the client experience and outcome. We all work on the basis to do better each day - constantly making improvements to create more efficiency that ultimately allows the business to grow as seamlessly as possible. To accomplish this, everyone must pull together in the same direction, and I am incredibly proud of the entire team because they somehow manage to make this look easy!

## What steps are you taking to stay ahead of competition and in this region?

We need to stay focused on and be the best at the segment of the market we operate in. Keeping a close eye on what we are doing well today - with an unobstructed vision of the longer term strategy, is key to successfully developing the business over the next 10 years.

## Please describe the challenges you needed to surmount to reach your standard.

The barrier to entry in this industry is high and has not changed much over the last 20 years. Many try hard but eventually give up by either selling because profit is hard to come by, or they run out of time. Artorius will post its first profit this year, which is an outstanding achievement given the ups and downs of markets, the changing regulation, and the challenge of finding the right people. To be a part of the team, everyone has needed to take a risk, be determined, entrepreneurial, and share the same drive and vision to achieve the goals we have set ourselves - which at times can feel hard to attain. I am incredibly happy to say that we have real momentum behind us now and everyone is feeling it, which is unbelievably rewarding. There will inevitably be bumps in the road and we will need to rely more on the determination that has got us this far.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

I think many firms were surprised at how well they managed through the pandemic. We were no different and a huge effort was made to allow everyone to work from home safely and efficiently, which has become second nature. Getting back to the office has certainly had a positive impact on the business, but we remain pragmatic about how the future of work looks and do not expect to ever return to having everyone in offices 100 per cent of the time.

## What do you see as the prospects for wealth management in general?

I've written about this topic many times over the last 10-15 years and the underlying message hasn't changed. Wealth management has a big future but only if firms embrace change and technological



**Paddy Lewis**  
CEO, Artorius

innovation and invest in the future. As someone once said, "those that change and adapt will survive".

## Whom do you look to for inspiration and ideas?

I am constantly inspired by the people around me at Artorius. Everyone brings something different to the collective and we are never short of ideas to grow, change and evolve. I genuinely feel we all enjoy working together - this inspires me to be a better leader and build a better business that will hopefully last for generations to come.

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

I hope it will give all of us more confidence, knowing we are getting things right for our clients and the business. It will also help our brand recognition and visibility to attract more talented people as well as clients. ■





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**BARCLAYS** | Private Bank

# A STRONG HISTORY AND MODERN MINDSET AT BARCLAYS PRIVATE BANK

Gérald Mathieu, CEO of **Barclays Monaco** and Head of Europe and Middle East, Barclays Private Bank, talks about its success and strategy.

## What do you think gave you the competitive edge this year?

Barclays was the first international bank to set up in the Principality in 1922 and, from day one, we had a very strong cultural link with the Principality, particularly with its British community. Today this is still the case.

At the same time, UHNW individuals and family offices are a sophisticated audience who require a bespoke service and Barclays Private Bank can meet their needs by leveraging the resources, skills and knowledge of the Barclays Group, which traces its origins back to 1690 and is renowned for financial stability, international experience and innovative services. In today's world, when banking and investing are more complex than ever and clients want access to the full capabilities of an international bank, I believe that Barclays' heritage and its international footprint will continue to be key differentiators.

## What steps are you taking to stay ahead of competition and in this region?

Thanks to our strong synergies with the corporate and investment Bank, we are able to bring to UHNW clients and family offices a full-service offering as well as bespoke solutions wherever and whenever they need it. We have a proud history of running investment strategies and many clients come to us for our award winning discretionary portfolio management (DPM) offering, our real estate financing, our excellent trading desk and our alternatives solutions, especially private equity and private placements offering.

The pandemic has also made even clearer that it is crucial for private banks to provide a more engaging and personalised digital experience to clients and we continue to see more and more clients become new users of our digital offering, in which we continue to invest significantly. Throughout the last 100 years, Barclays Monaco has continually adapted as the needs of our clients have changed and as technologies have advanced. That is why

I like to say that we are, in reality, 100 years young!

## Please describe the challenges you needed to surmount to reach your standard.

The private banking environment in general is challenging. The industry is facing global margin compression and very aggressive pricing competition. This means that we have to continue to anticipate and adapt our business model to the challenges of these times and respond to the changing needs of our clients, who are increasingly more interested in areas like ESG and alternative solutions.

Another challenge that the banking industry is facing is the pace of digitalisation, which continues to redefine relationship management and communication. The way clients want to deal with their private bankers is evolving rapidly and we - and the industry in general - have had to rethink banking given the higher digital engagement seen in the past months.

Covid19 continues to bring challenges and there is no doubt that the pandemic has hugely impacted the business world and particularly that of events and corporate hospitality. The pandemic has pushed many companies in the world to reinvent themselves and explore new ways of working and communication with both clients and colleagues.

## Describe how your colleagues made a difference to your organisation?

Colleagues continue to play a fundamental role in the success of our business so another area that is really important for us is investing in talent and development, so we can continue to grow and strengthen our team in Monaco. Barclays Private Bank remains a "people business" at heart, where our colleagues continue to play a fundamental role in the success of our business by putting clients at the centre of everything we do. The essence of our purpose and our ambition to go above and beyond our clients' expectations remains our number one priority. ■



Gérald Mathieu  
CEO, Barclays Monaco

**"THROUGHOUT THE LAST 100 YEARS, BARCLAYS MONACO HAS CONTINUALLY ADAPTED AS THE NEEDS OF OUR CLIENTS HAVE CHANGED AND AS TECHNOLOGIES HAVE ADVANCED. THAT IS WHY I LIKE TO SAY THAT WE ARE, IN REALITY, 100 YEARS YOUNG!"**





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Influence tomorrow

 **BARCLAYS** | Private Bank

# A POWERFUL BRAND WITH EXPERIENCE AND TAILOR-MADE APPROACH

**James Penny**, Head of UK International Private Bank and Head of Asia Private Bank (excluding India), **Barclays Private Bank** talks to *WealthBriefing* about the reasons it has hit the heights in the awards this year.



**James Penny**  
Head of UK International Private Bank  
and Head of Asia Private Bank, Barclays

## What do you think gave you the competitive edge this year?

- Years of investing into our UK business;
- Flagship home market;
- Pursued a strategy of investment, digital solutions and comprehensive product suite; and
- Tailored for our specific client segments.

## Describe how your colleagues made a difference to your organisation?

- Whilst we have market leading products it is still fundamentally a people business; where quality

individuals make the difference for clients and organisations; and

- Passionate about growing and developing a diverse workforce.

## What steps are you taking to stay ahead of competition and in this region?

- Like many fin services businesses PB is currently going through a change in how we interact with clients driven by tech, covid and clients;
- Looking at how we interact and what channels we use;
- Investment in technology is key and being fully integrated in the markets we service to ensure we continue to be relevant.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

- Reacted quickly and effectively helped being part of a large business;
- PB Remains a business where human contact is important and f2f contact is critical for clients and business; and
- Flexible working and more video calls and agility to react fast to the client need.

## What do you see as the prospects for wealth management in general?

- See more consolidation within the sector as a focus on markets becomes more important;
- Entry of new players who are more nibble and digitally enabled then established business.

## Whom do you look to for inspiration and ideas?

- Jeff Bezos – incredible how he has revolutionised the shopping industry, changed the way people shop for 100 years.

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

- Always great to win awards so we can celebrate these awards across the whole of the operation across all areas that support... ■



“WHILST WE HAVE MARKET **LEADING** PRODUCTS IT IS STILL **FUNDAMENTALLY** A PEOPLE BUSINESS; WHERE **QUALITY** INDIVIDUALS MAKE THE **DIFFERENCE** FOR CLIENTS AND ORGANISATIONS; AND **PASSIONATE** ABOUT **GROWING** AND **DEVELOPING** A DIVERSE WORKFORCE.”

CEO / UK Wealth Management Firm

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# ENABLING WEALTH MANAGERS TO GROW WITH CONTROL AT BITA RISK

**Daryl Roxburgh**, President and Global Head, **BITA Risk**, explains to *WealthBriefing* Group Editor **Tom Burroughes** how his firm achieved its outcomes this year.



**Daryl Roxburgh**  
President and Global Head, BITA Risk

**T**he BITA Wealth® application provides investment managers, portfolio managers, and governance teams the tools they need to grow their businesses in a controlled way. BITA Wealth brings valuable oversight, insight and transparency to the investment process, transforming the efficiency of investments businesses and improving client outcomes. This includes investor profiling, portfolio analytics, ESG management and enterprise level portfolio monitoring.

## What do you think gave you the competitive edge this year?

BITA Wealth's innovation offers firms a flexible, practical, intuitive and efficient way to embody ESG data and client-specific ethical and sustainable investment preferences as an integrated part of portfolio management and monitoring for all portfolios, not just those uploaded to a data vendor.

By using data visualisations, complex ESG data can be assimilated rapidly and actioned at holding, preference and portfolio level, including assessing the impact of portfolio changes and trends. (We refer to ESG, Climate, Ethical restrictions, and Impact, data under the umbrella term of "ESG").

BITA Risk's reputation is built on taking complex risk and portfolio data and making it highly usable and accessible through its portfolio analytics modules, and giving enterprise views across all portfolios. This approach has been applied to ESG, automating many manual processes and integrating data as part of client profiling, investment and monitoring processes, giving oversight, insight and control.

BITA Wealth incorporates ESG and ethical restriction monitoring with alerts and calls to action and oversight MI for managers, CIO and compliance. This ensures portfolios stays in line, rather than just relying on the initial build.

BITA Wealth's ESG Manager delivers efficiency and scale to ESG management. Systematising client preferences and their monitoring, providing portfolio and client base exposure insights and setting a foundation for regulatory reporting.

## Describe how your colleagues made a difference to your organisation?

The BITA team is highly qualified with academic and industry experience. This team delivers innovative, award-winning software with strong bonds with our clients, resulting in sharing of ideas and a trust in our ability to solve problems.

## What steps are you taking to stay ahead of competition and in this region?

We research sustainability and speak with a broad cross section of people from activists through heads of sustainability and compliance to cutting edge data analysts. Our aim is to understand what data, systematisation, analysis and presentation can provide the insight needed in portfolio manager, CIO and compliance roles and build and deliver what they really need, enabling firms to lead and monitor business change.

Instead of waiting for regulation, we look at how ethical, ESG, Impact and

carbon data can support the investment process and deliver good client outcomes. Our design is highly flexible and will enable regulatory reporting when defined, as part of our proactive constantly evolving approach.

## Please describe the challenges you needed to surmount to reach your standard.

Innovation by definition is creating something new and there has been little regulatory guidance in this space so the challenge has been to find the right direction. Some firms are waiting for regulation, others see that broad ESG is core in their competitive landscape. So reaching the standard we have, has been driven by looking at sound investment approaches and best business practices., and how we can deliver value to the client, investment and compliance oversight processes through the use of ESG data.

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

As in previous years, this award underlines the industry recognition of BITA Risk. Our clients tell us that they are pleased and happy - having our direction acknowledged by the judges demonstrates that BITA Wealth ESG Manager truly delivers what is needed. We hope firms see this as guidance to a solution for their business and join the £68bn live today on the innovative BITA Wealth ESG Manager.

BITA Risk®, part of the corfinancial™ group, delivers innovative, award-winning software to high and ultra-high net worth wealth managers, and currently supports £180 billion of AuM in the UK through its applications. ■



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- OTC Facility for block trades

#### Banking & Custody

- Built in Banking and Payment Rails
- Credit Card Payments
- EMI Agent
- KYC/AML module
- Real time transaction monitoring
- Insurable custody platform

#### Market Opportunity

- Low upfront costs and higher trade commissions than traditional asset classes
- The cryptocurrency market is capitalised at US\$1.8tn with daily trade volumes of US\$95bn
- The market will mature further into 2022 as a genuine asset class, bringing in both institutions, new investors and asset flows
- Complementary for existing trading operations, aiding customer retention

#### Other Products

- NFT structuring consultancy and development
- NFT Issuance/Drop Platform
- IEO/Token Issuance Platform
- Digital Bond Issuance Platform



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# BLOCKEX OPENS DOORS FOR CRYPTO EXCHANGE, BROKERAGE BUSINESSES

Tej Dosanjh, COO at **BlockEx**, talks to *WealthBriefing* Group Editor Tom Burroughes on its work in the fast-growing cryptocurrency space.

**B**lockEx is a white label crypto trading and exchange system; an end-to-end solution that enables organisations to launch their own exchange or brokerage business.

Our service consists of turnkey trading, liquidity from major market makers, KYC, banking/payment rails, Crypto custody, software skin, and STP configuration for brokers.

## What do you think gave you the competitive edge this year?

One of our competitive advantages is that we provide clients with an onshore white-label marketplace with unique features such as a built-in wallet and crypto-custody solutions. Employing our software is faster and cheaper than trying to build your own solution - speed to market is key.

BlockEx provides an end-to-end solution for regulated financial businesses to enter the cryptocurrency marketplace with an offering of their own. We can provide our clients with a variety of branded white-label options, client on-boarding, fiat and crypto deposits and withdrawals, a central limit order book, and a matching engine, with market depth and security. Our custody and wallet infrastructure is fully insured, we can provide 24/7 support, yield enhancement features, and liquidity across +100 crypto pairs. We aim to get customers live within eight weeks.

Not only does BlockEx enable organisations to launch their own crypto trading platform or digital proposition, but through our IEOs service, asset owners or intermediaries can have their own utility tokens and structure, price, issue, and trade their digital assets as security tokens.

## Describe how your colleagues made a difference to your organisation?

Our management team is experienced in traditional finance and "FinTech", so they understand our clients' changing needs and how best to service them. Our development team has made a big impact on this journey as they focused on building, operating, and integrating digital finance with traditional systems.

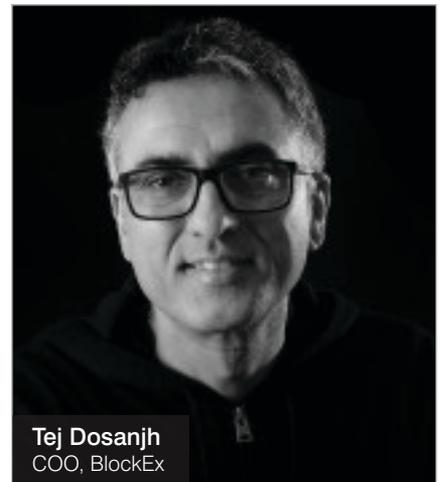
Each member is a specialist in their own field of web development and programming. Their experience and skills help us keep up with the ever-changing fintech and blockchain space.

## What steps are you taking to stay ahead of the competition and in this region?

BlockEx has expanded its services and now offers asset digitisation/ IEOs and Over The Counter (OTC) services. The OTC service offers four core solutions for businesses or individuals: Cross-border FX Settlement, Crypto Transactions, Crypto Payment, and Crypto Processing and Lending.

The OTC service enables customers to buy, sell and withdraw cryptocurrency trades up to £100 million. Funds can be wired, and cryptocurrency will be transferred to your wallet in less than 24 hours.

Our White Label platform and its services are tailor-made for those who require their own exchange platform or digital marketplaces throughout multiple sectors such as sports, gaming, art, and collectibles. By putting in place meticulous security protocols, the platform enables organisations to safely have their own White Label marketplace. ■



Tej Dosanjh  
COO, BlockEx

"BLOCKEX IS A **WHITE LABEL** CRYPTO TRADING AND EXCHANGE SYSTEM; AN **END-TO-END SOLUTION** THAT ENABLES ORGANISATIONS TO **LAUNCH** THEIR OWN EXCHANGE OR BROKERAGE BUSINESS."





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# A RELENTLESS FOCUS ON WHAT CLIENTS EXPECT FROM BNP PARIBAS WEALTH MANAGEMENT

Vincent Lecomte, CEO **BNP Paribas Wealth Management**, talks to *WealthBriefing* about its prowess in the space.



**Vincent Lecomte**  
CEO, BNP Paribas Wealth Management

**B**NP Paribas Wealth Management is a leading global private bank and the largest private bank in the Eurozone with €422 billion of client's assets under management. In Europe, Asia, the US and the Middle East, 6 800 professionals support HNW, UHNW, entrepreneurs and families, in protecting, growing and passing on their wealth. Our clients benefit from an integrated and diversified business model across the entire BNP Paribas Group, be it corporate and institutional banking, real estate, or asset management.

## What steps are you taking to stay ahead of competition and in this region?

Our priority is and always has been are clients, entrepreneurs and multi-generational families, and we focus on their expectations, leveraging on our expertise across the entire BNP Paribas Group to serve their personal and professional financial needs.

We have been at the forefront in creating a digital client experience, launched in 2016, and are now accelerating our digital transformation with and for clients. They play an instrumental role in helping

us to design the digital experience that corresponds to their needs.

Responsible investing is at the heart of our model and at the heart of our clients' concerns and plays a crucial role in the transition of our economies to a more sustainable model.

Europe is our backyard. We know it well: our group is a leader on the continent. We are growing our businesses across the region, more specifically in Germany where we recently launched a successful business catering to UHNW entrepreneurs and leading families, in the Netherlands where we just opened our activity, and in Italy where we leverage on our strong domestic operations.

## Please describe the challenges you needed to surmount to reach your standard.

We have been facing a low interest rate environment for quite some time; volatility has certainly been increasing, and all this combined with the unprecedented health crisis and now conflict in Ukraine. The mission of BNP Paribas Wealth Management has always been to stay steady in the storm, keep an even keel, for our clients. We are part of a strong and secure Group and that has been very important for our clients. They have been able to rely and count on our strength and stability.

I would like to come back to our role, as advisors to our clients, to create a more sustainable world. Our client want their investment and business decisions to have a positive impact and they expect solutions from their wealth manager to achieve this impact. Numbers speak for themselves. Since 2011, our assets under management in responsible funds have grown by 50 per cent per year!

Our myImpact tool takes clients on an interactive journey to define their

priorities in terms of sustainability and philanthropy. With this information, we design a strategy and propose solutions that match their priorities in terms of sustainable investments. Today close to 100 per cent of clients who met their relationship manager after myImpact modified their portfolio in favor of sustainable investments!

## Describe how your colleagues made a difference to your organisation? What do you hope will be the result of receiving this accolade?

Our main strength is our people. I am proud of the incredible dedication to our clients that our teams have shown. We changed our ways of working, adopted new solutions to stay in touch, and ensured our clients continued to receive the highest levels of service that they expect from us. I thank every member of Wealth Management. For the second year in a row, BNP Paribas Wealth Management has been named 'Best Private Bank in Europe'. ■





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[info@pershing.co.uk](mailto:info@pershing.co.uk)



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# BUILDING EXCELLENCE FROM STRONG FOUNDATIONS

WealthBriefing interviews **Maarten Heukshorst**, Chief Commercial Officer, **Pershing Limited, BNY Mellon | Pershing.**

## What do you think gave you the competitive edge this year?

Being part of one of the world's largest custodians, we benefit from the organisation's innovation, scale and governance framework and disciplines. From this foundation, we are able to adopt a nimble approach in adapting our client-centric proposition in a fast-changing environment. Our competitive edge comes from our focus on re-imagining the client experience to remove friction and risk by automating processes and procedures.

## Describe how your colleagues made a difference to your organisation?

Our teams comprise of diverse, integral individuals with a passion for excellence.

It is these teams that have helped establish our firm as an industry leader with a progressive approach. Transformation can only be successfully delivered through individual growth. Our people truly are our asset.

## What steps are you taking to stay ahead of competition and in this region?

We have launched a multi-year, multi-million pound and multi-phase project that will re-engineer our operating model, including technology capabilities. This will deliver frictionless and rapid deployment to enable Pershing to continue to keep up with the pace of change. The aim is to pioneer a unique client-centric solution in a fast-paced wealth and technology environment that will enable us to support the next generation of wealth clients and investors. Our business model has been attractive to firms as we help remove their fixed costs, enabling them to focus on providing an excellent quality of service to their clients.

## Please describe the challenges you needed to surmount to reach your standard.

In the run up to Brexit closely followed by the pandemic, we have diligently horizon-scanned the fluid regulatory landscape to continue to provide a compliant platform to our clients and safeguard

their assets. This is a commitment that lies at the heart of our business and core to winning the trust of clients. Our robust technology enabled us to successfully handle unprecedented levels of trade when market volatility peaked during the pandemic.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

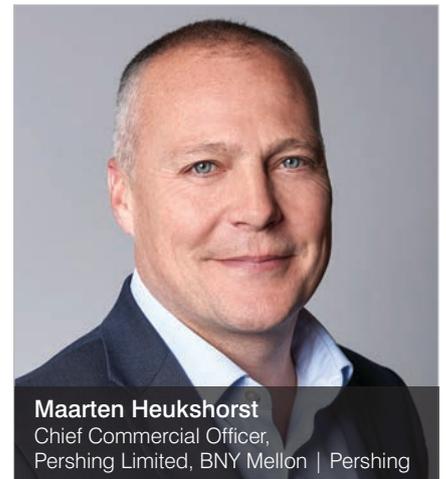
Our adaptability allowed us to swiftly and efficiently move to work from home without lowering our operational standards or reducing security. Our hybrid working model gives our employees the desired flexibility to enjoy a balanced work-home life and allow us to continue to attract talent.

## What do you see as the prospects for wealth management in general?

Wealth management is experiencing a boost in assets due to the rise of the end investor. This proliferation of assets in the wealth space has led to a greater demand for solutions and advice which the industry needs to cater for and an accelerated democratisation of retail investments. In addition to this, client expectations are in line with what they experience elsewhere, such as on Amazon. They want to view all their assets in one place, have access to advice when they need it, immediate payments, personalised products customised to their risk and ethical appetite. This is leading to consolidation in the marketplace and convergence of services. Adviser firms are adopting in-house investor solutions and direct-to-consumer / hybrid services that sit on in-house or outsourced technology.

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

We are honoured to receive this award and be recognised for our investment in our products and services that will help us grow with our clients. This is also an important recognition for the tremendous work that our teams continue to do, especially in the past two years. ■



**Maarten Heukshorst**  
Chief Commercial Officer,  
Pershing Limited, BNY Mellon | Pershing

**"WE HAVE LAUNCHED A MULTI-YEAR, MULTI-MILLION POUND AND MULTI-PHASE PROJECT THAT WILL RE-ENGINEER OUR OPERATING MODEL, INCLUDING TECHNOLOGY CAPABILITIES. THIS WILL DELIVER FRICTIONLESS AND RAPID DEPLOYMENT TO ENABLE PERSHING TO CONTINUE TO KEEP UP WITH THE PACE OF CHANGE."**



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# A FAMILY FIRM THAT GIVES CLIENTS PEACE OF MIND IN CHALLENGING TIMES

**Jamie MacLeod**, Chief Executive Officer, **Bordier UK**, talks to *WealthBriefing* Group Editor **Tom Burroughes** about the firm's award-winning qualities.

**W**e are a specialist investment management firm, based in St James's, London. As part of the independent Bordier Group (established in Geneva in 1844), we are owned and managed by the descendants of the founding families, the partners having unlimited liability for all transactions. We are one of the few private, family-owned businesses of scale operating in the UK discretionary fund management market.

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 – international investment management and private banking included.

With ten other offices spread across six countries and three continents, we are a truly global business. The Bordier Group presently manages around £13.3 billion of assets for more than 4,000 families.

## What do you consider to be your key differentiators for clients? Why are they relevant?

Given the current investment climate and geopolitical backdrop, the Bordier Group's financial strength and stability provides our clients with even greater comfort. The Group's Common Equity Tier 1 ratio was last measured at 32.1 per cent and has been around 25 per cent over the last decade, with the group's liquidity ratio between 4-15 times higher than the level required of Swiss institutions since 2015. Bordier Group's considerable financial strength and healthy solvency ratio is industry-leading and means our clients can rest easy at night.

This peace of mind also stems from the fact that Bordier is a truly family-owned business. We are entirely independent

and have no external shareholders – another aspect which helps to differentiate us from many of our peers. Rather than focusing on appeasing often impatient investors, interested only in short-term profits, we can be genuinely long term in our outlook, and focus on what is most important – doing what is right for our clients.

An alignment of interests is something we believe clients look for in their investment manager – and many of our senior investment team have money invested alongside our clients. We believe it is also important that we market no in-house products, and that no in-house funds are used in client portfolios.

## What comes next for Bordier UK in the year ahead?

2022 is already turning out to be an exciting year for Bordier UK and its clients.

We have partnered with the pioneering SolarStratos, supporting its 'To the edge of space' expedition, as part of our commitment to protecting the planet for the future, by promoting a renewable energy source as a viable alternative to fossil fuels. The goal of SolarStratos is to demonstrate the huge potential of solar energy by sending a manned, solar-powered aircraft into the stratosphere for the first time in history. Bordier has remained committed to safeguarding and growing the wealth and assets entrusted to us, and to passing these on to future generations, for more than 175 years, and this ethos of sustainability is applied in all aspects of our business. We recognise our responsibilities and believe that protecting the planet is an integral part of building a better tomorrow.

We continue to expand our range of investment services for advisers, and their clients, and have recently launched our Risk Targeted Decumulation MPS.



**Jamie MacLeod**  
Chief Executive Officer, Bordier UK

Retirement income is an area which has garnered focus from the FCA, and the industry more broadly, and the new service fulfils a key role in managing sequencing risk for clients in drawdown. It shifts the focus from performance-driven accumulation to investment strategies that put capital preservation first and seeks to minimise the risk of eroding capital values in falling markets, whilst the client continues to take a fixed regular income. Most importantly it provides peace of mind for clients worried about taking undue risk and seeking a smoother retirement journey. ■



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The value of your investments and the income from them can fall as well as rise and you could get back less than you invested. The availability of credit is dependent on your status and financial circumstances.

# GETTING A ROUNDED VIEW OF WHAT CLIENTS WORK WINS FOR BROWN SHIPLEY

**Annerien Hurter**, Group Head of Lending and Banking Products, at **Brown Shipley**, talks to **Tom Burroughes** of *WealthBriefing*.



**Annerien Hurter**  
Group Head of Lending and Banking Products, Brown Shipley

**W**e provide integrated wealth management encompassing wealth planning, investment management and lending, each delivered by qualified, experienced advisers. We take the time to listen to fully understand clients' needs. We work closely with clients to produce a tailored wealth plan that is structured in a way to leverage, where appropriate, each of our core services to help meet their overall goals.

We are experienced in developing borrowing solutions for wealthy individuals. Lending is an important part of our integrated wealth management service. Making financial decisions and taking advantage of opportunities can require flexible lending solutions. Our facilities are designed to blend seamlessly with our other services, to find swift, creative solutions that are right for clients, supporting the delivery of their overall wealth plan.

Due to Brown Shipley's unique position as a wealth manager and private bank, we'll already be well acquainted with our clients' financial situation, so are perfectly placed to help. Drawing on this private banking heritage, our service is based on trust and security. At the heart of our service is tailoring and in depth understanding of the client's longer term goals.

We work closely with our wealth planning and investment management colleagues to understand our clients' wider wealth plan and their full financial position. We can then review any outstanding debt and consider how debt might be appropriate and structure loans / facilities in the most efficient way. We have lending specialists across the UK who can discuss, tailor and develop lending solutions to meet a particular liquidity or financing need.

We can offer debt in all major currencies and lending in Europe, through Quintet. We can accommodate longer term planning, up to 25 years and tailor effective solutions drawing upon. For many clients, lending can be tax advantageous, and we also work collaboratively with their tax advisers to tailor an effective solution.

As an advice-led business, we believe in providing the highest levels of personal service. We focus on developing strong relationships with clients and their families over the long term to become their trusted adviser, with many relationships spanning generations.

Despite the pandemic over the past couple of years, which saw most colleagues working from home, our performance has been resilient, and we successfully continue to grow. Over the course of the past nine months, we have evolved into a new hybrid way of working and are able to meet clients in person, in line with Government guidance, or virtually.

We've worked with clients and their other professional advisers to ensure flexibility and seek innovative solutions to keep our client's safe yet progress deals during this time. These include using electronic signatures to sign documentation swiftly, using where appropriate, desktop valuations rather than physical property valuations, being flexible around the management of margin calls where possible and ensuring clients understand the risks rather than liquidate investments at the bottom of market. ■



“AS AN ADVICE-LED BUSINESS, WE **BELIEVE** IN PROVIDING THE **HIGHEST** LEVELS OF PERSONAL SERVICE. WE **FOCUS** ON DEVELOPING **STRONG** RELATIONSHIPS WITH CLIENTS AND THEIR FAMILIES OVER THE **LONG** TERM TO BECOME THEIR **TRUSTED** ADVISER, WITH MANY RELATIONSHIPS **SPANNING** GENERATIONS.”



WINNER: 1762 from Brewin Dolphin



WINNER: ABN Amro



WINNER: aixigo



WINNER: Altoo AG



WINNER: Artorius Wealth



WINNER: Barclays Bank



# EXPECT MORE CONSOLIDATION – AND MORE SPECIALISED WEALTH FIRMS

Charlotte Thorne, Partner, **Capital Generation Partners**, talks to *WealthBriefing* Group Editor Tom Burroughes on the success.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

I think our whole industry has been surprised by how quickly and efficiently we adjusted to remote work. It's been great to see that our culture hasn't been affected by two years of profound change to the way that we interact on a daily basis, although I do think that had we not had such a strong working culture to begin with, the whole transition would have been far less straightforward.

Ultimately, this is a people business; we are big believers in the importance of people spending time together, sharing ideas, and creating a collaborative culture, so our next big challenge is working out how to nurture that culture while still being flexible.

## What do you see as the prospects for wealth management in general?

The wealth management industry has had plenty of consolidation over the last few years, but I expect there will be more to come. At the same time, that leaves greater room for firms like ours who specialise in working with very specific client types, who are difficult for larger, more homogenised firms to serve.

So I expect we'll see a healthy expansion of specialist firms as well. We're also likely to see more diversity in financial services overall. This is a highly competitive industry that benefits enormously from diversity of thought, background and training, so it's in everyone's

interests for financial services to draw from a wider talent pool.

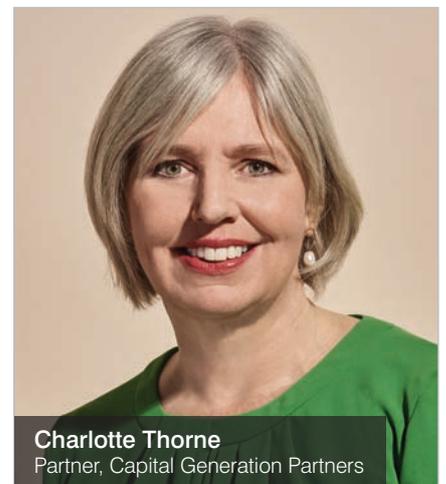
## Whom do you look to for inspiration and ideas?

I wouldn't say that there are particular individuals who are my heroes or inspiration, what I really like to do is draw ideas from all sorts of different sources; be it reading widely, listening to podcasts, or talking to other investors and business builders. Even just spending time talking to colleagues is a great source of ideas and inspiration.

CapGen tends to attract lateral thinkers; we like sharing ideas, telling stories, and drawing out the intricacies of every day observations. I suppose you could say that we're people who don't like to leave stones unturned; everything is up for debate. I find that in itself hugely enriching and, frankly, great fun.

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

As I've said, this is a people business, so winning this award is not just about a pat on the back, it's about getting recognition from other people in this industry who I know, respect and work alongside for the good of our clients. So for me, it's a very meaningful reminder that this a collaborative industry that thrives on good working relationships, good behaviour, and integrity. I'd also hope that awards like this might help young people who are considering their career options see that wealth management is an industry in which women are thriving. ■



Charlotte Thorne  
Partner, Capital Generation Partners

“CAPGEN TENDS TO ATTRACT LATERAL THINKERS; WE LIKE SHARING IDEAS, TELLING STORIES, AND DRAWING OUT THE INTRICACIES OF EVERY DAY OBSERVATIONS.”



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# GENDER DIVERSITY AN INTRINSIC VALUE FOR CITI PRIVATE BANK

**Madeline Seddon**, Director, and **Sarah Courtney-Dockett**, Private Banker, **Citi Private Bank**, talk about the work the firm has done to make diversity a reality.

## What do you think gave you the competitive edge this year?

Gender diversity is one of Citi Private Bank's (CPB) intrinsic values. Embedding diversity - gender and otherwise - at every level of our organisation is not simply a matter of fairness but is also critical to our business's success. Our clients are themselves highly diverse; we recognise that they are best served by teams of professionals who are equally so. Diverse talent fosters more insights, greater innovation and stronger relationships with all of our clients and communities.

CPB is dedicated to serving the world's wealthiest individuals, families and the entities that represent them. Our clients include leading entrepreneurs, corporate executives and professional investors. Among them are 25 per cent of the world's billionaires and around 1,500 family offices. We address their needs across investments, banking and lending and many other aspects of their wealth.

Both CPB and the wider Citi organisation promote a culture where women and other diverse talent can thrive. We pride ourselves on the results we achieve. We have almost doubled the number of female directors at CPB in recent years, with the percentage of females at Assistant Vice President level and above also increasing year-on-year.

We have a wide range of grassroots initiatives led by employees and supported by our leadership team. These help empower and support our female employees at every step of their career. Citi's CEO Jane Fraser is the first woman to lead a Wall Street bank, while Ida Liu is the third female head of CPB. The message from the top is clear: diversity is key.

## Describe how your colleagues made a difference to your organisation?

To accelerate the development of female talent, two senior women within our organisation founded CPB Women EMEA in 2017. This internal grassroots



**Madeline Seddon**  
Director, Citi Private Bank

network offers personalised career support to women at every stage, drawing upon Citi's wider diversity resources and supported by the Private Bank's leadership team.

The initiatives that Citi Women EMEA promotes are based on input from its membership. It also helps raise members' profiles and provides visible role models to the wider internal community. Since inception, the network has grown rapidly to over 200 members, with around 70 active contributors of all genders.

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

We are delighted to win the Women in Wealth Management (Company Contribution) award and be recognised as a leader in gender diversity. This is testament to all the work of our amazing women and male allies throughout our organisation. We hope our example inspires yet more progress across the industry.

As our Global Head Ida Liu says: "Our community of clients is incredibly diverse, representing every gender, background, culture and walk of life. We believe they are best served by teams that mirror them". ■



**Sarah Courtney-Dockett**  
Private Banker, Citi Private Bank



Wealth Management

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CREALOGIX 

# CREALOGIX HAS WIDE, DEEP EXPERIENCE THAT WEALTH MANAGERS NEED

**Jamie Whatley**, Sales and Account Management Director, **CREALOGIX**, talks of his firm's strengths with *WealthBriefing* Group Editor **Tom Burroughes**.



**Jamie Whatley**  
Sales and Account Management  
Director, CREALOGIX

**C**REALOGIX supports more than 500 financial institutions across the globe. From its start 25 years ago in Zurich, CREALOGIX has created a truly global team with over 600 digital experts working in offices around the world and covering 40 nationalities. The breadth of our expertise and close connections to the industry meant that we had anticipated a rise in demand for premium digital onboarding from wealth management firms before the pandemic. As the need became critical during the pandemic, CREALOGIX had a solution that was ready for firms looking to rapidly pivot to more digital services during lockdown.

The SaaS solution with secure APIs made it easy for firms to implement without major additional technical requirements. This in turn ensured there was resource and time available for modifications. CREALOGIX Onboarding was not simply a patched solution for the pandemic, but delivered the same high

quality, personalised experience with the firm's branding that could serve as a major differentiator in the market.

The expert team at CREALOGIX are the secret to our success. Everyone across the organisation has a shared mission to empower financial institutions with digital solutions that makes a real difference to the bottom line and to end-clients. The product development process takes the form of a virtuous cycle; researchers examining market trends, regulatory requirements and UX develop ideas that are put into practice by the product development and implementation teams.

Every client has a dedicated account manager to support them throughout the implementation and beyond, including discussion of opportunities for further developments and new modules based on business needs. This is then fed back to the research teams to fully explore how to deliver further market-leading, innovative solutions. Two-way communications are essential – at CREALOGIX we offer our expertise and understanding to our clients based on our market and technical knowledge and we listen to feedback and ideas to ensure we're closely aligned with the wider industry and our client's goals.

The pandemic has created an irrevocable change in wealth management towards more digital services. Firms have now recognised the cost of paper-based processes in terms of time, resources and the risk of errors. As people return to their offices, digitalisation is still proving its value. In the case of onboarding, the structured nature of data collection and seamless integration with CRM, back-office and third-party risk solutions means

that it is a facility that supports a premium hybrid service, online and in person.

These benefits are likely to drive further digitalisation as firms seek to generate efficiency gains and competitive advantage in the market. While firms may not move to working entirely remotely post-pandemic, it's likely that they will have to address client expectations for more flexibility in how and when they engage. As a result, firms will be looking at solutions such as secure digital chat, more expansive and personalised online dashboards, and other premium features within their digital wealth service.

This award is very important for CREALOGIX because it demonstrates how closely we are aligned with the industry's key priorities. Our hope is that more firms understand that online interactions don't need to feel clinical or limited in scope and embrace digital onboarding to attract new business.

We believe that a premium onboarding solution provides an excellent way for wealth management firms to grow their business by demonstrating a high-quality experience from the very first click. This award underscores the importance of this topic. We look forward to working with more firms on improving their digital and offline onboarding while our research team focuses on new innovations and trends that will deliver commercial gains in the future. ■



“THIS AWARD IS VERY **IMPORTANT** FOR CREALOGIX BECAUSE IT DEMONSTRATES HOW CLOSELY WE ARE **ALIGNED** WITH THE INDUSTRY'S **KEY** PRIORITIES.”

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**Heather Tibbo**  
heather.tibbo@crestbridge.com

**Paul Hunter**  
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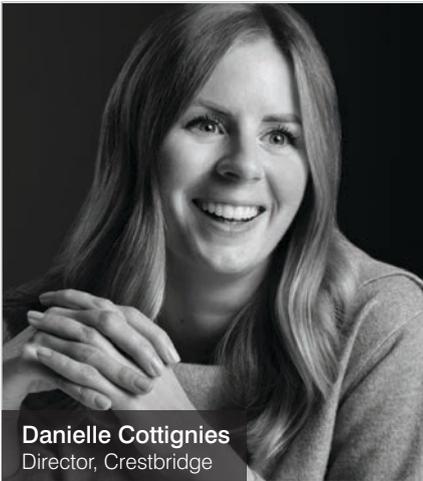
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# DELIVERING APPROPRIATE SOLUTIONS THAT EXACTLY FIT CLIENTS' NEEDS

Danielle Cottignies, Director, **Crestbridge**, talks to Tom Burroughes, *WealthBriefing* Group Editor, on the firm's continued excellence.



**Danielle Cottignies**  
Director, Crestbridge

## What do you think gave you the competitive edge this year?

Our focus has always been on listening to clients and colleagues to develop bespoke, tailored and appropriate best-in-class solutions, and that's definitely shone through over the past two years of disruption as we've looked to adapt and respond to a rapidly changing environment.

We've also placed a focus on managing and motivating the team. That's been really important, especially with remote working rapidly become the norm. We've been agile in our approach, ensuring that colleagues are supported and engaged, being flexible to their needs. Ultimately, our people are our key differentiator, and I've been fortunate to have played a part in delivering our learning and development program and our return to work and agile working policy in response to the pandemic.

## Describe how your colleagues make a difference to your organisation?

Our combined success is really all about investment in our people and supporting each other – recognising and respecting our strengths, enabling career progression, offering training to open up

new skills development opportunities and embedding new technologies to help us support clients. Again, remaining agile has been a fundamental part of our mutual success – it encourages us to work together and ensures we are ready to respond to the changing needs of clients.

## Please describe the challenges you needed to surmount to reach your standard?

Keeping the team motivated and engaged was a significant challenge over the past year or so, given the shift to remote working. Finding creative ways to bring together the team remotely was critical.

From a client perspective, face to face meetings were of course not possible either, and we adopted a flexible, creative approach to keep in touch with them. The key was to be proactive and we are actually now seeing an appetite for hybrid means of communication, both in person and virtually, to suit client needs.

## How did your firm react to the pandemic and what lasting changes do you expect from this period. What might not last?

We were highly responsive to the pandemic – our technology infrastructure was already in place and able to accommodate agile working. A major and lasting outcome, though, has been the heightened focus on colleague support and staff wellbeing. Those are areas where I think we will definitely see a lasting legacy.

## What do you see as the prospects for wealth management in general?

The world is definitely becoming more complex and the coming years will undoubtedly bring increased layers of complication, in a regulatory and legislative sense and in terms of geopolitical disruption.

This greater complexity will mean that listening to client needs will become more important than ever, particularly as they move into areas like crypto currencies and digital assets, and as families focus more on succession and legacy planning and the needs of the next generation.

## Whom do you look to for inspiration and ideas?

Our belief in the value of mentoring is really important, and I've been very fortunate to have had a mentor who has vast amounts of industry experience and is extremely well respected. Getting that sort of advice and guidance has been inspirational and instrumental in terms of my own progress.

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

Recognition through these awards is essentially recognition for the team as a whole. To know that we are doing the right thing collectively for clients is really pleasing. ■

**“RECOGNITION THROUGH THESE AWARDS IS ESSENTIALLY RECOGNITION FOR THE TEAM AS A WHOLE.”**



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# VERSATILITY HELPS DRUCES STAY ON TOP OF ITS GAME

WealthBriefing Group Editor **Tom Burroughes** interviews **Robert Macro**, Partner at **Druces LLP**, on the consistent excellence of this City law firm.



**Robert Macro**  
Partner, Druces

**F**ounded in 1767, Druces LLP is a highly regarded City of London law firm which is both proud of its long heritage, yet also keenly focused on delivering innovative and forward-thinking advice to its clients. The core client base includes (U)HNW families and individuals, banks, investors, entrepreneurs, businesses and charities.

With Robert Macro as the Head of Private Wealth, the team's contribution to the firm's turnover rose by 6 per cent for the 2020/21 financial year, accounting for 26 per cent of Druces' turnover. Based on current projections, the team is set to increase this once again, accounting for 30% of this year's turnover so far.

In an interview with this year's recipient of the *Leading Individual (Advisor)* award, Robert reflects on the success of his team, future plans and what winning this award means.

## What do you think gave you the competitive edge this year?

One of the things that gave not only me but the whole team a competitive edge this year is our versatility. As well as all the core legal strength, the team includes

a chartered accountant and a qualified French tax advisor; UK-France dual-qualified and other dual-qualified staff. I take great pride in leading this team which goes above and beyond in serving our clients.

I do have a strong vision for the future of my team and that includes our on-going commitment to growth and to developing internal talent through promotion and leadership opportunities.

In terms of my own practice and approach, I continue to find it rewarding to find elegant solutions to clients' complex problems and I get a buzz from being a go-to lawyer for (U)HNW individuals seeking to build and protect their legacy for their families. Building strong relationships with these clients is crucial to the work I do.

## How did your colleagues make a difference to your organisation?

As I said, we have a versatile and flexible team, which means we are able to assist clients across different areas from one place. This ease of access to a multi-faceted team has won us new clients and this is one of the reasons why we are flourishing.

My leadership model is very much built on empowering the various leaders of our different practice areas with a greater degree of autonomy: encouraging them to be bold and ambitious in the way we seek to operate.

Leading the UK side of Private Wealth work is Matthew Duncan. Matthew deals with sophisticated estate and succession planning, with emphasis on entrepreneurial clients and family businesses. His contentious trust and probate practice is also very strong; Paul Levy is a rising star who is also developing a specialism in contentious work alongside his estate and tax planning expertise.

Helen Freely has successfully taken up the reins of our charity and philanthropy offering this past year while Estelle Tague has been an important addition to the international estate planning team.

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

Recognition for the work you do is always good to have, especially from an organisation as well-respected as *WealthBriefing*. More than that, what I hope to receive from this award is a wider appreciation and acknowledgement of the whole team's strength and another welcome boost to our rising profile.

Receiving awards like this further validates our offering and is reflected in the quality of work I see coming through the door. I'm delighted with the award and – together with my team – remain focused on securing low profile outcomes for high-profile families in these uncertain times. ■

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**“RECEIVING AWARDS LIKE THIS FURTHER VALIDATES OUR OFFERING AND IS REFLECTED IN THE QUALITY OF WORK I SEE COMING THROUGH THE DOOR.”**

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# HELPING TO REMOVE OPERATIONAL CONSTRAINTS FOR CLIENTS

Paul Driver, Sales Manager at **ERI**, talks to Tom Burroughes of *WealthBriefing* about what it takes to make the complex simple.



**Paul Driver**  
Sales Manager, ERI

## What do you see as the prospects for wealth management in general?

As with many other banking and financial services sectors in Europe, wealth management has been shaken by the consequences of the pandemic and is now facing the economic downturn that will result from the Ukrainian crisis. More than ever, wealth managers will undoubtedly need to focus on customer-centric offerings and embrace digitisation of their service models.

New investment schemes including ESG and NFTs are on the rise and set to become crucial elements of the wealth managers' proposition. In turn, this will have a huge impact on operational process efficiencies, as new regulatory measures rapidly come into force (i.e., the new FCA Consumer Duty rules). Wealth managers will need greater access to data across the stakeholder value chain in order to produce the required reporting.

Having standardised, simplified and automated processes will be pivotal to managing these new workflows and

mitigating risk while ensuring full regulatory compliance. The challenge for wealth managers will be to deliver a cost-effective customer experience that will secure loyalty and drive growth. Client engagement and hyper-personalisation remain the areas where technology can enable long-term success, supporting the introduction of hybrid services to deliver a holistic life goals approach to investment strategies.

## What steps are you taking to stay ahead of competition and in this region?

At ERI, we ensure that we stay aware of market changes and understand our clients' expectations. Our clients' everyday challenges are ours too. Our solutions need to help eliminate critical operational or growth-limiting constraints by streamlining inefficient and complex processes, allowing wealth managers to concentrate more on their business activities and their clients. That means we need to know the basics of what it takes to do the job so we can work alongside our customers to continuously improve their operational efficiency and deliver better outcomes to their clients.

Anticipating and adapting our solutions to process new investment vehicles is a key focus for our product team, and we work continuously to build an ecosystem of partners via open APIs that will help drive and facilitate innovation for our customers. We have also been active in launching our SaaS offering to respond to the growing market need to simplify IT operations. OLYMPIC Banking System is available as a SaaS solution, enabling financial institutions to access it without having to install and run applications on their own IT infrastructures. As a result, institutions looking to optimise productivity and efficiency can leverage enterprise

connectivity to streamline their business models, enabling them to offer better services at more competitive prices.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

The pandemic has dramatically changed our way of working. Even though we were used to processing certain workflows remotely, in the last two years we have been able to manage implementation projects entirely remotely without any physical meetings. While meeting our customers remains extremely important to us, we have seen how remote working brings added agility and it has shown us how flexible our structure can be.

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

We recently won a *WealthBriefing* Award in Switzerland and are now being recognised twice in Europe this year, in the area of change management and implementation and in transaction processing. This reassures us that hard work and commitment are the way to maintain client trust and ensure long-term growth. We are proud of what our teams have achieved this past year and we will continue to push ourselves in supporting our customers! ■





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# PROMOTING ACTIVE DIALOGUE WITH CLIENTS TO BRING INNOVATIVE SOLUTIONS

**Roopalee Dave**, Associate Partner, Wealth and Asset Management at **EY**, talks to **Tom Burroughes** of *WealthBriefing* about her firm's impact on the industry.



**Roopalee Dave**  
Associate Partner, Wealth and  
Asset Management, EY

**A**t EY, our competitive edge continues to come from our fantastic people. We are a globally connected team of over 23,500 professionals serving the Wealth & Asset Management industry (over 12,000 in EMEA of which 1,500 in the UK), across a diverse range of challenges. The past 12 months have continued to deliver these challenges.

Throughout this ever-changing socio-economic backdrop, we have remained committed to promoting active dialogue across our clients to bring them innovative solutions to solve the challenges in a sector which is critical to the financial health of the country and the globe. Additionally, we continue to drive market-leading activity in sustainable finance, supporting our clients in their transition plans and delivering commercial and societal benefit, by not only increasing the flow of capital into sustainable activities but working to integrate ESG into business as usual.

EY's Financial Services Private Tax Team is a multi-jurisdictional team of tax professionals who provide compliance and advisory services to banks, wealth managers, trustees, partnerships, fam-

ilies and business owners. We share a passion for supporting our clients' ambitions and needs. We work with over 10,000 private clients, with differing complexity and value in between.

We are also the largest pan-EMEA dedicated financial services corporate finance team, comprised of 625 consultants based in 12 markets. Alongside our colleagues in the Americas and Asia-Pacific regions, we form part of EY's globally integrated Financial Services Strategy and Transactions team.

We are a global one-stop-shop, supporting our clients over the complete lifecycle of their transaction, with experts in strategy, M&A advisory, transaction diligence, valuation and business modelling, turnaround and restructuring strategy, and transaction strategy and execution.

2021 has brought both familiar and fresh challenges for the industry. The pandemic led to many people and firms reassessing how they worked. Some employees have enjoyed the extra flexibility working from home has brought them, whilst others have been left feeling isolated and struggled with mental health. Ensuring employers get the hybrid working blend right, is one area our clients are still grappling with.

EY's 2021 Global Wealth Survey, tells us that clients are more willing to share personal information with their Wealth Manager than they are with their doctor to get a personalised experience. Many clients are ready to go on a data-driven journey with providers. But converting a willingness to share data into active disclosure will depend on maintaining clients' current high levels of trust.

Events such as COP26 and G7 mean that sustainability and ESG are, rightfully so, at the forefront of clients' minds. This topic is so broad and touches many

parts of our clients' businesses; developing competitive ESG propositions that both meet clients evolving needs and are commercially viable for example. In 2021 we conducted our annual ESG investing survey which informs our clients of industry best practice and provides a benchmark against their own 'now' resulting in productive discussions and industry-wide action for change.

These are only a few examples of the challenges facing our sector. As part of our commitment to adding value to our clients, we endeavour to produce industry leading thought leadership, and host industry forums and webcasts. Topics we have covered include digital assets, transition to net zero, use of behavioural science, digital transformation and Consumer Duty.

The current landscape and ever evolving complexity in our sector means there are always challenges our clients need help to solve. We are committed to doing this to help build a better working world. ■



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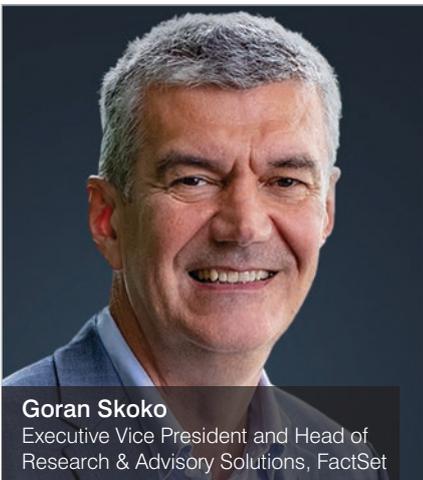
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# HELPING CLIENTS TO SEE OPPORTUNITIES QUICKLY

**Goran-Skoko**, Executive Vice President and Head of Research & Advisory Solutions, **FactSet**, talks to **Tom Burroughes**, *WealthBriefing* Group Editor on the firm's success.



**F**actSet delivers superior content, analytics, and flexible technology to help more than 170,000 users see and seize opportunity sooner. We help wealth managers demonstrate their value to clients while protecting and growing their assets with our all-in-one wealth management software that combines portfolio and market analytics, multi-asset class global data, and reporting tools as well as the building blocks to create custom, digital client experiences.

FactSet's open and flexible technology allows wealth managers to consume data in a variety of ways including, via comprehensive data feeds, a configurable mobile and desktop platform, digital portals, APIs, and more. We not only collect our own datasets but also work with many third-party data providers to give our users a robust offering.

To ensure data integrity, we review and concord third-party data before making it available and allow users to seamlessly link all data feeds to their models, systems, and proprietary datasets. More

than half of our organisation is dedicated to this data integrity and concordance. Our unique data symbology links and aggregates a variety of content sources to ensure consistency and transparency.

FactSet continues to invest in data quality and the collection and integration of additional datasets to help wealth managers uncover unique and actionable insights. To support our clients' sustainable investing goals, FactSet augmented our ESG offering with the acquisition of Truvalue Labs, which leverages complex algorithms to sift through millions of data points to uncover ESG information hidden in unstructured, third-party data from 100,000+ sources.

In support of our strategy to offer deep industry-specific insights, we acquired BTU Analytics, a provider of data and analytics for the renewables, power, oil, and natural gas sectors and recently launched our Technology, Media, and Telecoms (TMT) content offering, which includes content from leading companies like Insider Intelligence, Nash Information Services, Nielsen, and Variety Business Intelligence. We have also enhanced our coverage of the private markets with the acquisition of Cobalt, expanded collection of private company metrics, and the integration of data from Dun & Bradstreet.

"FactSet is honored to be recognised at the 2022 *WealthBriefing* European Awards as the 'Best Data Provider', said Goran Skoko, Executive Vice President and Head of Research & Advisory Solutions at FactSet. "We continue to invest in broadening our financial content offering to support our clients' evolving investment strategies, including expanding and enhancing coverage in private markets, industry-specific deep sector metrics, and ESG intelligence." ■

"WE HELP WEALTH MANAGERS DEMONSTRATE THEIR VALUE TO CLIENTS WHILE PROTECTING AND GROWING THEIR ASSETS WITH OUR ALL-IN-ONE WEALTH MANAGEMENT SOFTWARE THAT COMBINES PORTFOLIO AND MARKET ANALYTICS, MULTI-ASSET CLASS GLOBAL DATA, AND REPORTING TOOLS AS WELL AS THE BUILDING BLOCKS TO CREATE CUSTOM, DIGITAL CLIENT EXPERIENCES."



Proud winners of 'Best Specialist Wealth Manager with assets under management between £2-5 billion'

**Handelsbanken**

Wealth & Asset Management

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Handelsbanken Wealth & Asset Management is part of the Handelsbanken Group – a business built on customer satisfaction, financial strength, sustainable values, and a strong local presence.

**We are there to support you throughout life's financial journey.**

To find out more please contact us at [clientsupport.hwam@handelsbanken.co.uk](mailto:clientsupport.hwam@handelsbanken.co.uk)

[wealthandasset.handelsbanken.co.uk](https://wealthandasset.handelsbanken.co.uk)

**The value of investments and any income from them can fall and you may get back less than you invested.**

Our wealth and investment management services are provided by Handelsbanken Wealth & Asset Management Limited which is authorised and regulated by the Financial Conduct Authority (FCA) in the conduct of investment business, and is a wholly-owned subsidiary of Handelsbanken plc. Tax advice which does not contain any investment element is not regulated by the FCA. Registered Head Office: No.1 Kingsway, London, WC2B 6AN. Registered in England No: 4132340.

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# A FIRM WITH A LONG-TERM MENTALITY TOWARDS CLIENTS

**Handelsbanken Wealth & Asset Management's**, Head of Wealth Management, **PK Patel** talks to *WealthBriefing's* **Tom Burroughes** on the qualities that made it stand out.

## What do you think gave you the competitive edge this year?

Handelsbanken Wealth & Asset Management is part of the Handelsbanken Group, and therefore belongs to a business committed to financial stability, prudence, long-term relationships and a strong local presence. As wealth advisors, we look to establish ongoing relationships with our customers who trust us to provide excellent financial advice for the long term. We are culturally very different to many of our peers: our fee structure is transparent, we are focused on giving advice, not making sales, and our advisors do not work on commission or performance-based targets.

We offer a wide range of wealth management services to private individuals, charities, corporate bodies and private offices throughout the UK. These services include holistic wealth planning, retirement planning, pensions, inheritance and tax planning, protection insurance, as well as our discretionary investment management capabilities, which are core to our customer proposition.

## Describe how your colleagues made a difference to your organisation?

I firmly believe that we have an incredibly strong proposition for customers who value service and relationship-based advice. The strength of our advice team, our investment team and our client support teams add significant value to our customer experience.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

When the pandemic hit, like so many businesses we had to quickly transition to all staff working from home whilst overcoming a number of technical and process challenges. Nonetheless, our focus as always was our customers, and we

rapidly increased the frequency of contact and information flow to keep them informed. Responding to their needs and ensuring they continued to receive a high standard of service was crucial during a period of uncertainty.

Alongside managing our customers' wealth, we adapted our customer engagement early in the pandemic moving where possible to paperless on-boarding.

This meant we could take on new customers without the need to see the customer physically, ensuring we were as efficient and productive with the on-boarding process as possible. As we move back to a more "normal" way of working, we can see our customer service has now evolved into a mix of face-to-face and online meetings by giving customers the choice that is right for them.

## What do you see as the prospects for wealth management in general?

The wealth and asset management industry has been evolving at pace for the last decade, and the pandemic provided a strong impetus to a number of trends. In particular, I would highlight the importance of technology and digital delivery in engaging a new generation of investors.

A new generation of investors has brought new demands of the industry in terms of how advice and investment solutions are being delivered. We need to ensure we engage with that generation both through digital offerings and personal advice, as well as demonstrate high ethical standards as a business offering sustainable investment solutions.

Longevity concerns increasingly are or should be at the heart of client-advisor conversations, even years ahead of retirement. While ageing populations will boost savings, we need to ensure that our customers have the right wealth plans in place to manage their finances.



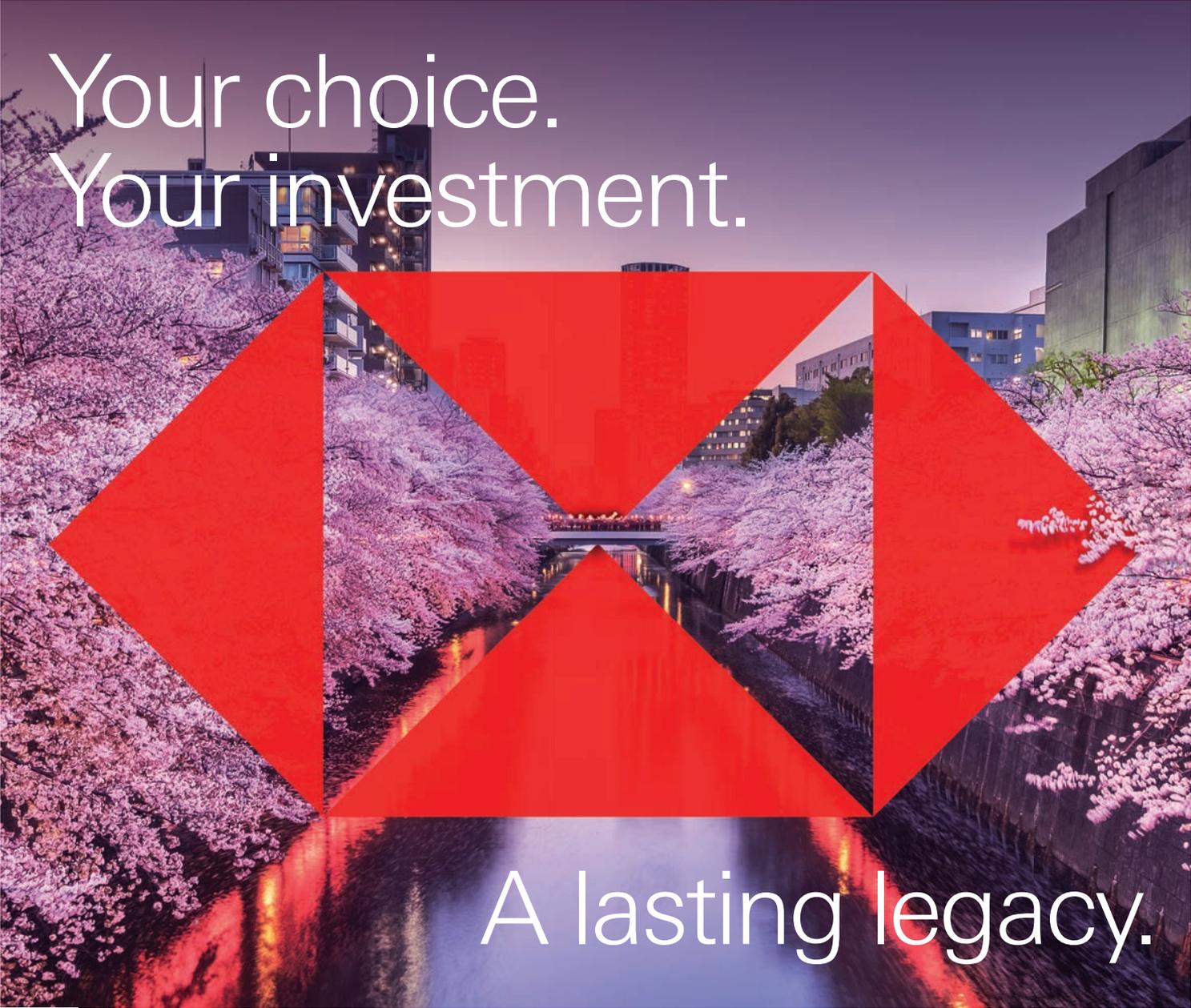
**PK Patel**  
Head of Wealth Management,  
Handelsbanken Wealth & Asset  
Management

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

We are delighted to have been chosen for this award and will be sharing our success with our customers, both current and future. We genuinely believe in putting our customers first and are proud that the majority of new customers find us through referrals and recommendations. ■

**"LONGEVITY CONCERNS INCREASINGLY ARE OR SHOULD BE AT THE HEART OF CLIENT-ADVISOR CONVERSATIONS, EVEN YEARS AHEAD OF RETIREMENT."**





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We've been working with family businesses for generations, so we know there's more to building and preserving wealth than just focusing on today. Whether you're laying the foundations for a new business or adjusting governance structures, our family office specialists could connect you to the right opportunities for decades to come.

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**Global  
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# FOCUS ON GLOBAL CONNECTIVITY PAYS OFF HANDESOMELY FOR HSBC

**Neil de Sousa**, Director - Head of Strategy & International MENA and Switzerland Lead for International Connectivity, **HSBC**, talks to *WealthBriefing* on its achievements.



**Neil de Sousa**

Director - Head of Strategy & International MENA and Switzerland Lead for International Connectivity, HSBC

## What do you think gave you the competitive edge this year?

We took a conscious decision to focus on our strengths, in particular, the global connectivity that HSBC speaks to in order to live up to our purpose of “opening up a world of opportunity” for our clients. This global connectivity entails us - i) being a universal Bank to address all clients’ needs across the banking value chain (commercial, investment banking and wealth management) ii) connecting ultra-high net worth (UHNW) clients to global opportunities via our international footprint iii) banking clients throughout the wealth continuum within wealth management, whereby Global Private Banking is now part of HSBC Group’s Wealth and Personal Banking business (USD 1.8trn of wealth balances).

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

Throughout the year, our team lived up to the long standing heritage of HSBC in the region, which goes back several years and is epitomised by the culture of continually staying connected with and close to our clients. Additionally, we collectively strived to be agile in adapting to the new work realities by finding the right balance between streamlining our operations, while ensuring no compromise was made in delivering the best of our expertise to clients.

## What steps are you taking to stay ahead of competition in this region?

Servicing the UHNW client segment remains our key focus in this fast growing and ever-changing environment going forward. We endeavour to continually adapt our 3 key core areas of focus - Coverage, Products and Processes, to cater in a bespoke manner to this segment.

We always aim to grow in partnership with our clients and intend to continue to do so, by bringing the best of HSBC to our client base, including our robust balance sheet, global presence and ability to link clients with one another. A key component of this involves Global Private Banking working with all parts of HSBC Group, across regions and disciplines. Through this, we aim to be the leading conduit in connecting our clients in every individual region to the rest of the world.

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

As experienced by all, the last couple of years have presented the business with multiple challenges linked to the broader macro-economic environment, the healthcare crisis, regional economic factors and specific clients’ needs. As a business, we took a conscious decision to support clients in need, in particular facilitating their liquidity requirements within challenging business environments, which was highly appreciated.

Operationally, we had a seamless transition into what we like to call the new “ways of working” and were able to compensate for the lack of physical face time with clients, due to the inability to travel as extensively, by bringing the best of our platforms virtually to clients.

## What do you see as the prospects for wealth management in general?

The industry is being transformed by both disruptive trends as well as changes in the landscape of more traditional factors. This is driven by the onset of a new generation of clients with different expectations of service/performance, the

rise of robo advisors, how big data and analytics are being used in client management, hyper-personalisation and a massive ESG oriented focus.

## Whom do you look to for inspiration and ideas?

As a business, we are continually looking to grow, adapt and evolve. The primary source of our motivation to do so comes from one another within the team, other regions within Global Private Banking, our peers within the broader HSBC Group, and the ever-developing competitive landscape in the markets we cover. As an individual, I am fortunate to have several mentors and sources of inspiration and guidance both within the institution and amongst my family and friends.

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

This award is not just recognition for the business and myself, but also for our clients. It is testimony to the hard work that has been done, adds credibility to our strategy and gives us additional incentive to be even more ambitious in partnership with our clients in the future. ■

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“WE AIM TO BE THE LEADING CONDUIT IN CONNECTING OUR CLIENTS IN EVERY INDIVIDUAL REGION TO THE REST OF THE WORLD.”

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## **Wealth**Briefing

*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.

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## **Wealth**Briefing *Asia*

*WealthBriefingAsia* launched in 2009, is the only wealth management news site focusing exclusively on the Asia-Pacific region.

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## **FAMILY** **WEALTH**REPORT

*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.

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## **WEALTH MANAGEMENT & PRIVATE CLIENT EVENTS & AWARDS SERIES**

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.

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## **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.

# INVESTMENT ON DIGITAL INNOVATION, WELLBEING AND ADAPTABILITY AT HSBC

Tom Burroughes, *WealthBriefing* Group Editor, talks to **Charles Boulton**, CEO, **Paul Fairfoull**, Ultra High Net Worth, and **James Thomson**, Head of Investment Counsellors at **HSBC Private Banking**.

One of our biggest differentiators at HSBC UK is our colleagues, our culture and our values, we are a very close team and it's our people who make the real difference.

We see ourselves as the bank of choice for business owners and entrepreneurs and we have a very large and successful commercial bank behind us. Our strong balance sheet, global reach and unique insight reveal opportunities for our clients; it also means we can help them navigate highly uncertain markets.

Last year saw us launch Prism, a new digital advisory service. Underpinned by industry leading risk management technology, the service delivers world-class investment solutions that are entirely bespoke to the needs of our clients. The service also allows our advisors to generate a range of analytics giving clients holistic, portfolio-based advice and deeper insights into the drivers of risk and return within their portfolios. In doing this, clients can capitalise on market opportunities.

This gives everyone involved more information on the decision making and potential implications of decisions. It's a true on-going advisory service – enabled by technology, with advisors prompted to engage with a client if their portfolio moves outside of certain risk parameters. Equally, if a new investment opportunity is identified, advisors can ascertain which clients this might be suitable for by applying specific investment and risk filters.

Another way of expressing our general approach in the wealth management business and in particular investment management is that we're considered. We're continually innovating in terms of products. As well as being seen as a corridor to Asia we've established Vision, a private equity platform in the universal bank. This is now accessible to the private bank and is hugely popular. By leveraging the

scale of HSBC Asset Management, which in 2021 invested over \$4.3bn into private markets, our clients have gained access to a product previously only available to HSBC's institutional clients.

Wealth management is a people-focussed business and supporting the mental health of our colleagues is front and centre of our approach. A number of our colleagues are trained Mental Health First Aiders and we put great emphasis on employee communications to make sure everyone stays connected. In July 2021, full access to the wellbeing platform, Head-space was introduced for all colleagues globally, giving access to hundreds of guided exercises and meditation.

We have been bold and ambitious in our approach. Our commitment and a refusal to stand still has seen us launch a number of innovative initiatives in terms of our digital and technology platforms and products. We also believe wealth management in the HSBC Group will continue to grow and thrive and will remain a priority for us.

Successfully embedding hybrid working for our colleagues into our daily schedule and client interactions has been a great efficiency for both colleagues and clients - now there is a subject matter expert that everyone has access to. This is particularly the case in wealth and tax planning which has become a very important area. This has further enabled our partnership approach in which we relish working alongside external practitioners. It has also eliminated any unnecessary travel, using our time effectively to better serve our clients.

Looking to the future, our client feedback will continue to drive our client-centric approach. Digitisation and sustainability are at the top of their agenda, so we are prioritising the transition to paperless, expanding on our product offerings, adding to our Insight and research offering and will invest further in our digital capabilities.



**Charles Boulton**  
CEO, HSBC Private Banking

We strive for excellence in our client service proposition and the success we've enjoyed at this year's *WealthBriefing* European Awards is a culmination of the hard work and dedication of our colleagues - they have demonstrated unwavering resilience and positivity, and served our clients to the highest of standards. This recognition is not only good for team morale, it also demonstrates our expertise to external professionals with whom we do a lot of business. Perhaps most importantly, it validates our strategy and the service we deliver to our clients. ■



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BECAUSE YOU DO.



*Architects of Wealth*

Shaped by more than 145 years of experience supporting families and entrepreneurs around the world, Indosuez Wealth Management offers a tailor-made approach that allows our clients to build, manage, protect and pass on their wealth according to their goals and ambitions. In synergy with the experts of the Cr dit Agricole group, our nearly 3,000 employees across the planet work together to apply a global perspective in their personalised guidance and exceptional services managing private and professional wealth.

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 **INDOSUEZ**  
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# INDOSUEZ PAYS CLOSE ATTENTION TO CLIENTS' EXPECTATIONS

Tom Burroughes, Group Editor at *WealthBriefing*, interviews Jacques Prost, CEO, **Indosuez Wealth Management**.

Indosuez Wealth Management is the global wealth management brand of Crédit Agricole group. Shaped by more than 145 years of experience supporting families and entrepreneurs, Indosuez manages €135 billion in assets and employs nearly 3,000 people in 10 locations in Europe, Asia-Pacific and the Middle East as of the end of 2021.

**The wealth management industry is now shaping its digital transformation journey with the aim to build a superior client experience. How has your business model reacted to this?**

Enhancing client experience and service quality with the continued implementation of new digital tools in all Indosuez's entities, as well as through embracing them individually and collectively, is at the core of Indosuez's corporate project. We have structured our corporate project in line with that of the Crédit Agricole group and have made excellent client satisfaction a key ambition of ours. So we are very attentive to their expectations and take advantage of the deployment of digital tools to develop our presence and proximity. Just to name a few projects, we focused on reinforcing pain point detection systems or on taking client opinion on board at beginning of the design stage of a new product or service.

**In Benelux, it has been also a tremendous year for Indosuez? How have your colleagues contributed towards the success of your organisation?**

In Benelux, Indosuez offers the best of two worlds to clients: an international wealth manager player capable of meeting complex needs in an increasingly global context, and a domestic private bank in Belgium with deep roots in the country and a strong proximity and knowledge of the local environment build on its longstanding heritage.

Our global client satisfaction survey showed that Indosuez Luxembourg and Belgium's Net Promoter Score results in terms of general satisfaction are particularly high, placing Indosuez ahead of its main competitors. As stated earlier, client Satisfaction is a key objective for

Indosuez, and we launched an ideation challenge in 2021 to hear from our employees how best to achieve this goal as part of our commitment to continuously challenge ourselves to evolve our offering.

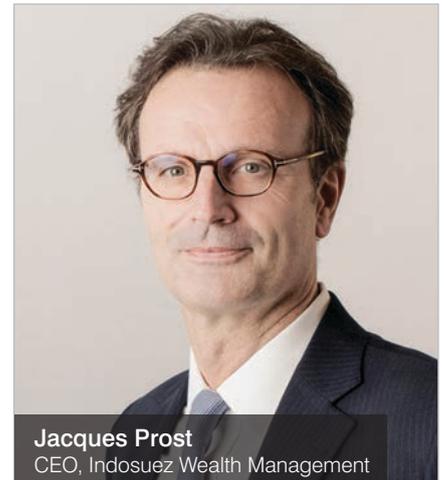
**Your Capital Markets teams received two accolades this year – as best structured products provider and best FX provider. How does your value proposal set you apart?**

Our highly experienced Capital Markets Solutions team of more than 75 people across Europe and Asia focuses on the cutting edge of innovation and technology and dedicates time to examine any new products that come to market. Indosuez' added value for clients comes from our trade ideas, based on our fundamental analyses of the macroeconomic situation, using quant methods and technical analysis to inform our timing. The geographic spread of the team also allows us to use the different time zones to our clients' advantage and cover the maximum number of markets, offering liquidity from market makers and brokers globally.

The Capital Markets Solutions team is a fully integrated part of the services we offer and continuously enhancing these services is a key element of our client centric approach. For example, in 2021, we signed a partnership with Intercontinental Exchange, a leading global provider of market data, technology and infrastructure. This adds a sophisticated risk monitoring solution at the frontier of investment banking services to our offering, allowing Indosuez to model tailor-made investment scenarios for each client.

**ESG has become the new norm. What is Indosuez doing to stay on the front foot?**

Crédit Agricole's raison d'être, "Working every day in the interest of our customers and society" is embedded into Indosuez's DNA. The 2020s will be a critical juncture for a fairer transition, and we believe that it is the financial industry's duty to propose solutions and encourage clients towards sustainable development and a responsible economy. For example, since December 2021, we integrated ESG ratings in all client reporting to give them a better



Jacques Prost  
CEO, Indosuez Wealth Management

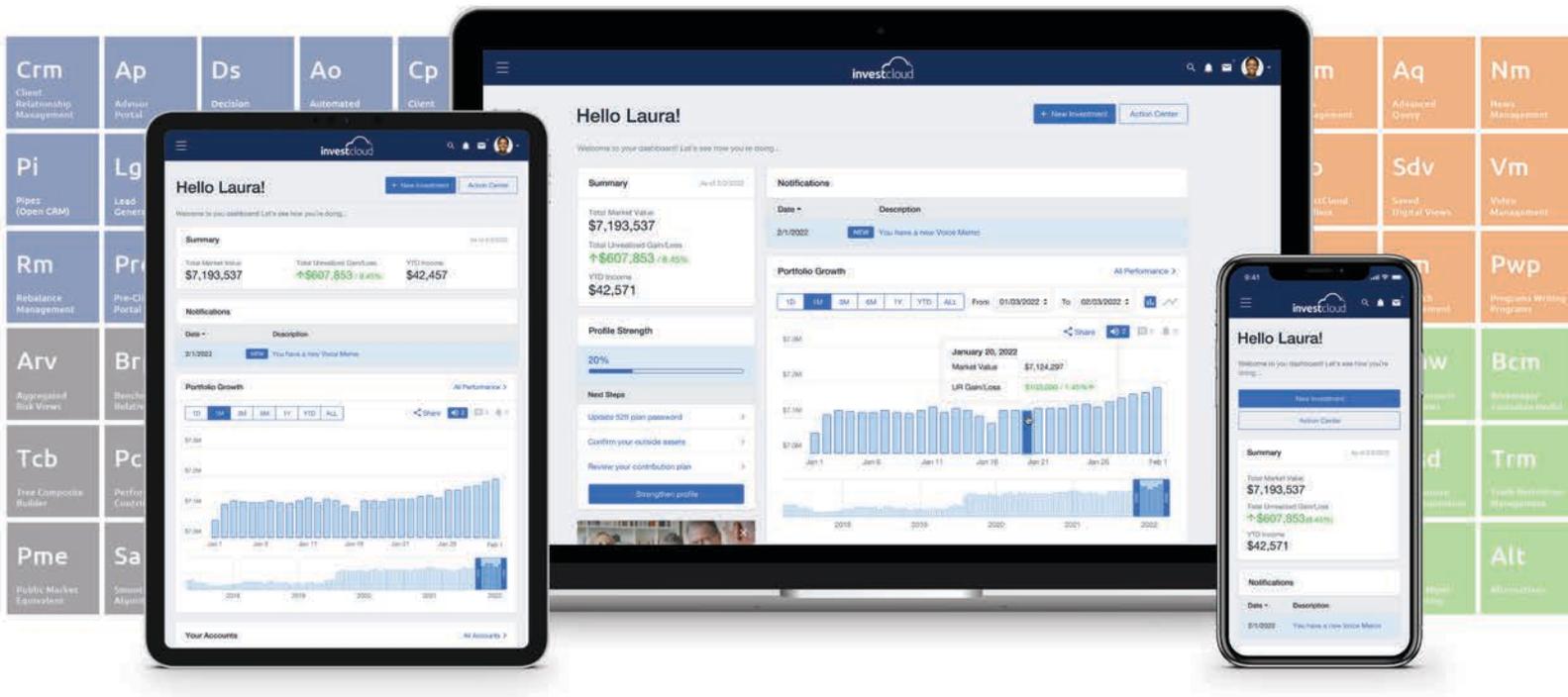
understanding of the impact of their portfolio and to help them in their investment decisions. They receive detailed ratings, a global portfolio view, as well as the percentage of portfolio share covered by the ratings. By making these ratings available to all clients, we aim to facilitate discussions with our entire clientele, and raise their interest in ESG issues.

Together with the wider Credit Agricole group, we aim to be always at the forefront of our industry, anticipating both clients' needs and opportunities. ■



# Welcome to Digital Transformation.

InvestCloud is a singular, no-code software platform for Digital and Commerce enablement within the Financial Industry.



Winners of the WealthBriefing European Awards 2022

# INVESTCLOUD FAST TRACKS INDUSTRY-WIDE DIGITAL TRANSFORMATION

**Mark Trousdale**, CMO and EVP, Business Development EMEA for **InvestCloud**, explains the firm's prowess and success in this year's awards.



**Mark Trousdale**  
CMO and EVP, Business  
Development EMEA, InvestCloud

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

InvestCloud provides a single, cloud-native digital and commerce enablement platform that is revolutionising the financial services industry. We enable growth at scale for some of the largest financial institutions in the world. We use an app-based approach to software, with modular, easy-to-configure and intuitive solutions, powering management of over \$6.3 trillion of assets in over 40 countries.

Several things set InvestCloud apart. Firstly, with the InvestCloud Digital Warehouse InvestCloud has created a single model of the financial industry that enables client information to be catalogued in one place, and which can be overlaid and integrated to wealth managers' existing technology and third-party software to overcome technology debt.

Secondly, at the inception of the company InvestCloud also created a technology called iProgram, an AI technology enabling programmes to write programmes. iProgram enables total solutions to be assembled in short timeframes by generating no-code user

journeys. With iProgram, 1 business analyst or designer can do the work of 50 programmers and create hyper-modular apps. iProgram massively reduces the cost of delivery and maintenance.

InvestCloud offers a single cloud platform, which is truly a multi-tenanted platform for clients that is massively secure and scalable. InvestCloud also offers a hyper-modular App Store for the financial industry that leverages InvestCloud's Digital Warehouse, iProgram and Cloud Platform.

## How have your colleagues contributed towards success?

Success starts with the right vision but equally requires the right approach to deliver, including technology and people. I am very proud of all of the talented individuals we have been fortunate enough to continue to attract, who are dedicated to creating great products and serving clients with great dedication in their quest to achieve digital transformation.

## What are going to do to stay on the front foot?

We continue to invest significantly in research and development and work with our clients and partners to deliver and evolve our platform.

## Can you share an example of the ground-breaking work you are delivering?

One example of innovation centres on Client Lifecycle Management (CLM) including CRM. We are being called upon to replace multiple existing systems to bring a better experience and automation to everything from prospecting through to digital onboarding, suitability, risk and ongoing client management. And as an additional benefit, making the collection and use of data more valuable

to advisers and other wealth managers is a win-win for all.

## What have been the challenges you have had to overcome?

Just like the rest of the world has had to, we too have needed to adapt to different ways of working, taking into account (and respecting) the ever-evolving restrictions with regard to travel and the ability to have face to face meetings, either with clients, with prospects or with colleagues.

On the client side, wealth managers and advisers today operate and have to deliver in a more complex world. A single market business is rare these days, and clients increasingly want access to a wide range of assets, products, solutions and advice from an international perspective, and they want direct access as well as adviser support for the wealthier clients.

## Have your differentiators become more important to your business?

Our differentiators are even more relevant today. Since Day One we have been focused on delivering a single, cloud-native platform that can be configured in numerous ways using our ever-expanding library of digital financial apps, configured using iProgram. And those apps use a single version of integrated truth provided by our Digital Warehouse. ■



# DEFINING TOMORROW'S STANDARDS THROUGH TODAY'S INNOVATIONS.

Julius Baer is awarded 'Best Innovative Client Solution' and 'Best Innovative Use of Artificial Intelligence' in the WealthBriefing European Awards 2022.



# TECHNOLOGY AS AN ENABLER OF SMART INNOVATION

**Claudio Cacace**, Head Segment Transformation, COO and Intermediaries and **Christian Jauch**, Head Target Insights at **Bank Julius Baer**, talk to **Tom Burroughes** of *WealthBriefing*.

## What is it that has set you apart from your peers across the European market this year and why?

**Claudio:** It is a great delight and an honour to have won the awards for 'Best Innovative Client Solution' and 'Best Innovative Use of Artificial Intelligence' in the European awards. Not only do these accolades substantiate our credibility as one of the market leaders in the intermediaries industry, but given the fast-changing environment we find ourselves in today, we are increasingly being measured by our ability to focus on our strengths.

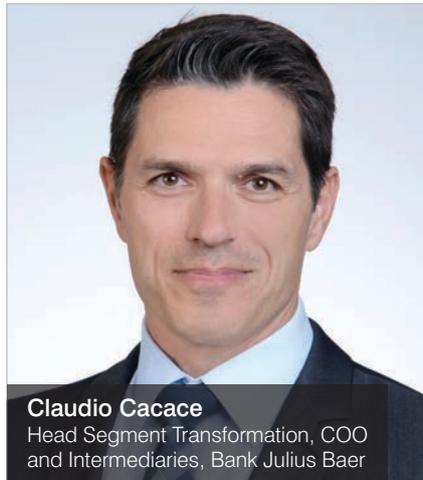
## What is it that you set out to achieve and how are you responding to the needs of your clients today?

**Claudio:** We have maintained a nimble and competitive edge in responding to our intermediary partners' needs and empowering them in seizing opportunities to make their businesses thrive. At the same time, we recognise the importance in providing our relationship managers and supporting functions at the front with the tools and solutions they need to be able to meet the dynamic and rapidly evolving needs of clients today.

## Can you mention any specific initiatives you have implemented to respond to the evolving needs of your clients?

**Claudio:** In an effort to equip our RMs with future-proof solutions and ultimately serve our clients better, we focused on a dedicated digitalisation strategy as a key business enabler to be properly positioned for the future. Our objective was to substantially upgrade our tools using for RMs by developing our AI capabilities in order to scale up and grow the business, increase automation and efficiency.

**Christian:** In concrete terms, we combined three in-house developed AI solutions under the umbrella of 'Holistic Flow

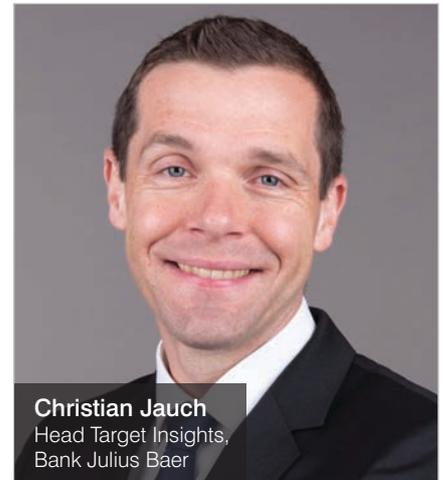


**Claudio Cacace**  
Head Segment Transformation, COO  
and Intermediaries, Bank Julius Baer

Management' (HFM), with the goal of better understanding the relationship and supporting RMs with concrete actions. We deliver state-of-the-art predictions of non-blackbox models for RMs to focus on either saving or deepening the relationships and ultimately better serve clients in line with their needs.

Asset at risk (AAR) is a churn-style binary classification model that indicates that the client may be unhappy or willing to remove assets and gives the relationship manager the opportunity to react before the relationship is seriously damaged. Besides the 'pure prediction', it also offers the main reason to act in a well-informed manner, rather than actions based on a black-box algorithm. The AAR models achieve performance KPIs that are at the upper end of what you can expect for such a use case.

Share of wallet potential (SOWP) combines valuable information collected in previous projects and machine learning in order to identify clients with a high likelihood of expanding their share of wallet. As the flipside of the net-new-money equation coin, SOWP aims to predict which clients are likely to increase their share-of-wallet (SOW) with Julius Baer. The model also takes into account additional outstanding



**Christian Jauch**  
Head Target Insights,  
Bank Julius Baer

SOW – which is extracted by means of NLP and incorporated into the model.

Natural language processing (NLP) powered the analysis of large KYC document free-text fields to identify other banks in the client relationship as a basis for educated discussions.

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

**Claudio:** We would like to thank our clients for placing their trust in us over the years. Successful relationships work both ways and we understand the importance of continuously listening to what our clients need to empower them for business success. We would also like to extend our utmost thanks to *WealthBriefing* for bestowing us with this prized accolade. ■



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WHAT  
MATTERS  
TO YOU?

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**Julius Bär**  
YOUR WEALTH MANAGER

# WEALTH PLANNING SITS AT CORE OF JULIUS BAER'S PROPOSITION

Jamie Banks, Head of Wealth Planning at **Julius Baer International**, talks about the accomplishments and strategy of the firm.



**Jamie Banks**  
Head of Wealth Planning,  
Julius Baer International

## Describe how your colleagues made a difference to your organisation.

Wealth planning is a key component of Julius Baer's integrated wealth management strategy. Incorporating carefully chosen wealth planning solutions into long-term wealth management ensures that our clients benefit from our holistic advisory concept.

We are an experienced, multi-disciplined team of more than 100 dedicated subject matter experts globally and have a variety of tax, financial and wealth planning backgrounds, meaning we can blend our experience and skillsets in delivering tailored solutions. We work closely with our investment management and advisory teams to provide personalised support through independent, objective and holistic advice. With more than 250 investment specialists and an open integrated platform leveraging more than 650 external providers, we can develop long-term strategies and offer integrated coordination in an increasingly challenging and complex regulatory environment, to navigate the intricacies of multi-generational investment issues and the complex parameters that accompany them.

While our investment management and advisory teams continue to deliver market-leading results, we view our wealth planning capability as core to our client proposition across both our High Net Worth ("HNW") and Ultra High Net Worth ("UHNW") segments. Our HNW client segment consists of families who typically have Assets under Management ("AuM") of between SFr3m and SFr20m.

Their wealth planning concerns and needs generally centre around three core areas: wealth structuring, retirement and succession.

## What gave you the competitive edge this year?

As a team, our focus is always on providing the best possible service and outcomes for clients. We combine our deep experience with a collaborative mind-set to share knowledge in the best interests of our clients.

We form part of our Global Wealth Planning team, which allows us to speedily gather jurisdiction-specific specialists across key geographies to advise internationally mobile clients in relation to cross border and multi-jurisdictional issues.

We believe our competitive edge has also come from providing far-reaching and wide-ranging propositions for both HNW and UHNW clients. As Julius Baer's minimum investment threshold is above the market average, we tend to be involved in cases that are more time intensive and complex in nature.

Over the last year in particular, we have spent considerable time and energy developing our UHNW proposition with a particular focus on our family office service offering. Our credibility stems from successfully accompanying generations of families for more than 130 years – including our own. This places emphasis on five key building blocks for families with complex needs, namely Family Roadmap, Family Governance,

Family Purpose, Family Experts and Family Network.

Most importantly, however, we enjoy what we do and are energised by the difference we can make to our clients.

## What do you see as the prospects for wealth management in general?

Experience has taught us that the only constant in life is change. Over the last few years in particular, we have seen our clients focus on issues that matter most to them - namely their families and their health. We see three future wealth planning themes:

1. The intergenerational transfer of wealth and the financial education of the younger generation, soon to be the recipients of this wealth transfer.
2. More wealthy individuals choosing to express their purpose-driven values and wealth in philanthropy, wishing to leave their mark on the world. This area will continue to evolve as younger clients focus on issues such as climate change and sustainability.
3. Digital assets - the recent advent of NFTs and the metaverse have demonstrated the significant relevance of digital assets, including across the younger generation. By way of example, the most expensive NFT sold to date was at an auction at Christie's in 2021 for USD 69m, with almost 60% of the bidder's registered described as millennials! It is therefore crucial that we are able to guide on best practices in regards to wealth planning for this element of their overall wealth too. ■

# SIMPLIFYING LIFE'S FINANCIAL CHALLENGES

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**THE FUTURE  
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# STRONG CULTURE GIVES KLEINWORT HAMBROS AWARD-WINNING EDGE

Tom Burroughes, Group Editor of *WealthBriefing*, talks to **Kleinwort Hambros** and its CEO, **Mouhammed Choukeir**.



**Mouhammed Choukeir**  
CEO, Kleinwort Hambros

**K**leinwort Hambros have repeated their success in the WealthBriefing European Awards in 2022, having won again in several team and individual categories. The wider network of Societe Generale Private Bank, of which Kleinwort Hambros is a part of, also won the European Private Bank Credit Provider award.

The last two years have both been about responding to the prevailing environment that we were faced with, according to Mouhammed Choukeir, CEO of Kleinwort Hambros who spoke to ClearView Financial Media's CEO, Stephen Harris in response to his team's success.

His first – and most important point is that he's very proud of everyone across the organisation.

As to what has given Kleinwort the competitive edge this year Choukeir has a simple answer: "culture, culture, culture," he says with utter conviction.

Transparency is a major element in the Bank's culture. "We have open weekly calls and forums for all the team leaders and regular calls involving all staff with

open questions. No taboos. All topics on the table". There was a collaborative approach across the bank - defined in the widest way - which delivered incremental improvements as well as a transformative spirit across the bank, he told *WealthBriefing*.

And now that physical location is less important for colleagues or clients, the way that Kleinwort Hambros does business has changed, perhaps permanently. "It's been transformative," the company's CEO says. "Technology has given us the flexibility to choose when and where to work. So much business is conducted virtually and in real time. It's more proactive and efficient. We're even looking into the Metaverse to see how it can help to enhance our business and the client experience."

Turning back to his colleagues, a constant theme in his thinking, Choukeir picks out diversity as a particularly pertinent characteristic.

"And this is not just technology; innovation does not equal technology. It's re-imagining a whole industry. I often describe our business as the 'start-up with 200 years of experience'. One of our mantras is that we have to 'Get comfortable with being uncomfortable' he says.

When asked what his vision for this "start-up" is, he's clear that it is to be a leading responsible bank - without pretensions to be the best – but to be amongst good company in an industry that is happy to be in the process of a major redefinition.

Another part of the vision is to work to uphold the values enshrined in the "Four C's": Clients – to help them with their sustainable legacies; Colleagues, an unswerving commitment to diversity and inclusion as evidenced by the bank's current 50/50 gender balance; Community to make a social impact; and

Climate with an absolute drive to reduce carbon in its business.

Perhaps, too, the word compassion could be added as the fifth "C". The bank's reaction to the pandemic was to focus on everyone looking after each other. Support has been offered in all aspects of colleagues' lives – not just their working lives. Mental health is precious, and this certainly hasn't been ignored during the dark days and, indeed, will remain a priority going forward.

And for clients too there has been help through recent dislocations - sometimes even personal issues – bringing perspective. The relationship is so far removed from a product sale – it's more like the relationship a patient has with a GP. "This will be a lasting culture and it's a sign of a caring organisation". ■





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# TAKING THE PAIN OUT OF ONBOARDING WITH KYC PORTAL

**Kristoff Zammit Ciantar**, Founder & CEO, **KYC Portal**, talks to *WealthBriefing* Group Editor **Tom Burroughes**.

**K**YC Portal is an award winning, real-time, risk driven client lifecycle management platform with full ownership of policy automation - increasing operational efficiencies and redefining business relationship outreach. It focuses on streamlining and automating the back-office of any due diligence / AML / KYC process.

## What do you think gave you the competitive edge this year?

Our unique USPs known as the Customer Outreach Tool (COT) and our dynamic Configuration Engine.

COT is an embedded module that is part and parcel of the product which allows external subjects to be able to on-board themselves. The importance of this module being integrated with KYC Portal is critical as the data that the system presents to the end-user is dynamically maintained by the organisation itself. Based on the data that the customer is filling in the first step (forms), the system is in real-time calculating the risk being perceived. Which risk is dynamically changing the requirements in the next steps, which enables the subject to upload their own documents and answer any questionnaires, based on the defined enhanced due diligence process set in KYCP.

KYC Portal's dynamic Configuration Engine allows the compliance team to streamline and define within the system all that has to do with the ongoing side of KYC and due diligence alerting your teams when something needs to be addressed. It allows you to define your review process at subject level based on risk, define the document requirements also based on the enhanced due diligence process, integrate with third-party screening services for constant daily alerts on changed risk levels of subjects and calculates risk in real-time on all data being fed.

## What steps are you taking to stay ahead of competition and in this region?

We have a dedicated client relationship management team ensuring that our client's expectations are reached and a technical team that keeps researching and delivering innovative technology. KYC Portal grew so much that it now caters for 90% of our company's entire business. We are fully focused on keeping this level of growth both within our team as well as the R&D, leading to enhancing our product to ensure that KYC Portal remains the market leader.

## Please describe the challenges you needed to surmount to reach your standard.

Our biggest challenge has definitely been the sourcing of new resources to join our team. However, our team is now growing. We are always on the lookout for talent.

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

We focused our efforts on streamlining further KYC Portal's remote on-boarding client experience since everyone had to shift to more automation and remote processes. We feel that remote on-boarding and ID verification processes will become the norm and in-person meetings will be a thing of the past.

## Whom do you look to for inspiration and ideas?

We turn to our clients and their feedback for inspiration and new feature ideas. To date, KYC Portal has a worldwide footprint with a solid and trustworthy reputation. We currently sell to over 17 countries spanning from the USA to Dubai, Mauritius, Russia, South Africa, UK and all over Europe.



**Kristoff Zammit Ciantar**  
Founder & CEO, KYC Portal

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

Receiving this accolade is a prestigious honour for us and will give us the recognition we deserve of all our hard work and dedication towards making KYC Portal one of the top Client Lifecycle Management solutions in the industry. ■

“KYC PORTAL IS AN AWARD **WINNING**, REAL-TIME, RISK DRIVEN CLIENT **LIFECYCLE** MANAGEMENT PLATFORM WITH FULL **OWNERSHIP** OF POLICY AUTOMATION.”



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# MAKING COMPLIANCE SIMPLER FOR WEALTH MANAGERS AT LASERFICHE

Attar Naderi, UK Business Manager at **Laserfiche**, talks to *WealthBriefing* about its award-winning edge.

## What do you think gave you the competitive edge this year?

Laserfiche has always been a leader in the financial services industry, and our deep knowledge of customer needs as well as our expertise navigating the compliance landscape continues to be one of our strongest differentiators. The most highly regulated industries — including financial services, government, manufacturing, healthcare and education — rely on Laserfiche technology to simplify compliance processes while also enabling them to innovate other parts of their business.

## Describe how your colleagues made a difference to your organisation?

Laserfiche has offices across the globe, and colleagues in all of our offices (as well as remote employees) contribute to its success. In order for us to be successful in Europe, employees in offices across the U.S. and EMEA regions (not to mention across all departments), have lent their expertise and experience.

## What steps are you taking to stay ahead of competition and in this region?

Laserfiche maintains a customer-centric approach to innovation. Customer needs drive our decisions about how to evolve our product, and so we maintain open lines of communication with users. Additionally, we have strong relationships with media and analysts that enable us to stay on top of market trends and regulations.

## Please describe the challenges you need to surmount to reach your standard.

The wealth management industry has always been an early adopter of technology. This forward-looking mindset helps firms stay ahead of trends, but can also

lead to competing priorities that can hinder growth. I think one of the biggest challenges will be to maintain focus on the end customer and make all decisions through the lens of providing the best possible user experience.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

As a technology developer, Laserfiche was able to pivot quite quickly to a remote workforce. Our leadership made the decision to go remote even before our government mandated it. We did, however, find new ways of collaborating across teams and geographic locations.

Additionally, we found novel opportunities for connecting with customers and partners in different regions and countries across the world. In some ways it brought us closer together since we were all in similar situations where we had to rely on digital communication and virtual events to connect. Many of these practices - such as virtual events and more video conference calls - will persist, and I believe organisations will continue to need digital collaboration tools like Laserfiche that actually facilitate remote and hybrid workforces.

## What do you see as the prospects for wealth management in general?

There is tremendous opportunity for digital transformation in the wealth management industry. Customer expectations are evolving rapidly, and there are many processes - both back-office and customer-facing - that can be automated and optimized to enable firms to grow while continuing to innovate the client experience. Firms should consider where they can integrate core technology systems in order to create more end-to-end automated solutions that will help them scale their business.



Attar Naderi  
UK Business Manager, Laserfiche

## Whom do you look to for inspiration and ideas?

Laserfiche has an incredible global user community. We are constantly engaging with them and gathering feedback. Additionally, our customers are enthusiastic about sharing the innovative ways they use our product. Their ingenuity continues to inspire our teams to push the boundaries of our information management and workflow automation capabilities.

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

This accolade is a testament to our expertise in navigating the increasingly complex landscape of regulatory compliance. We're committed to driving innovation in the wealth management industry and facilitating our customers' digital transformation initiatives, while also helping them to simplify compliance. We aim to continue our leadership in the wealth management and compliance space. ■





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Lincoln Private  
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# A TOTAL FOCUS ON GREAT WEALTH MANAGEMENT SERVICE AT LINCOLN

WealthBriefing Group Editor **Tom Burroughes** talks to **Ross Elder**, Managing Partner at **Lincoln Private Investment Office** about its award-winning success.



**Ross Elder**  
Managing Partner,  
Lincoln Private Investment Office

Lincoln was founded with one aim; to make wealth management work for our clients. The business is jointly owned by the team and thirteen clients. Our core view is that the shareholders of a wealth management business should care about exceptional service and long-term investment performance, rather than driving profits at the expense of clients and their families. By only having clients as shareholders at Lincoln, this ethos is assured.

The transparency we provide to our shareholders is for the benefit of all of our clients. Their presence ensures that we remain focused at all times on delivering our responsibilities to our clients in a fair, flexible and unconflicted manner.

Shareholders do not receive discounts, nor are they provided with better service or access to interesting opportunities than other clients. In fact, we do not discount or offer preferential terms to anyone.

To increase our alignment with our clients further, we require all team members to invest their own money alongside our clients', meaning that if we lose money for our clients, we lose money for ourselves and our families too. With our own assets committed, we remain focused in a way that few other wealth management businesses are.

Lincoln's primary focus is on investment management, centred on two key services; discretionary and advisory. We believe that the core of our clients' wealth should be managed in a transparent and easily accessible manner in a discretionary portfolio. Our strength lies in understanding exactly what our clients want to achieve and providing them with an appropriate solution. Clients' needs are complex and diverse. For this reason, we create a unique asset allocation for each of their portfolios, rather than making them conform to a pre-defined risk profile.

Nor are we pressured to sell products or to conform to a particular investment style. Our high conviction approach to investment selection means that, underneath the bonnet, all clients hold the same investments, just weighted personally for their portfolio. Our view is that

discretionary portfolios should be run centrally; if we have identified what we view as the best investment in an asset class, all clients should hold it, at an appropriate risk-adjusted level.

We are also very active in alternative investments which we take to our clients on an advisory basis. We do not believe that private equity, hedge funds and property should be managed in a discretionary portfolio. This is predominantly because they are illiquid, even if the vehicle they are presented in appears not to be, and because they are often higher risk to try and achieve a higher return. We claim to have a wider investment universe than our much larger competitors and it is particularly within the alternatives space that we believe we demonstrate this. Through our Investment Advisory Board and our position as a private investment office, we see a huge number of investment opportunities, many of which people we know and trust have already invested in.

We have no interest in being the biggest, but we are striving to be the best. Our future goals remain the same as our starting goals, to look after our current clients as well as we possibly can. ■



“OUR **STRENGTH** LIES IN UNDERSTANDING **EXACTLY** WHAT OUR CLIENTS WANT TO **ACHIEVE** AND **PROVIDING** THEM WITH AN **APPROPRIATE** SOLUTION. CLIENTS' NEEDS ARE **COMPLEX** AND **DIVERSE**.”



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# WEALTH ASSURANCE'S IMPORTANCE CONTINUES TO GROW IN COMPLEX WORLD

**Florent Albert**, Managing Director Europe & Group CFO, **Lombard International Assurance**, discussed the firm's offerings.



**Florent Albert**  
Managing Director Europe & Group  
CFO, Lombard International Assurance

## What do you think gave you the competitive edge this year?

2021 was a landmark year for Lombard International Group. Not only did we celebrate our 30th anniversary but our international teams also delivered a strong performance in new business.

Founded in 1991, Lombard International Assurance – the Luxembourg-based European division of Lombard International Group – is a sector pioneer and remains the market leading provider of cross-border insurance-based wealth, estate, and succession planning solutions for upper affluent, high net worth (HNW) and ultra-high net worth (UHNW) individuals, families and institutions.

Our 30 years of making legacy count means that we truly understand what matters when it comes to protecting and preserving wealth today, ensuring it can be passed on to generations to come. But what gives us our competitive edge is our people and the talent that we have assembled and continue to develop. With expertise, agility and a global reach to tackle complex and sophisticated requirements, we are best placed to help our clients and their trusted advisors

navigate changing times, unpredictable geopolitical landscapes, multifaceted needs, dynamic financial markets and shifting regulatory regimes.

Throughout 2021, our digital capabilities have also continued to accelerate. As we adjusted to new ways of working during the pandemic, we have ensured that we always place our stakeholders' needs front of mind. By embedding our new digital infrastructure into our Partner and Client servicing department, our expert team which includes 40 different nationalities, speaking over 30 different languages, are now able to focus more of their time on value-added services.

## Describe how your colleagues made a difference to your organisation?

Our legacy as a pioneer turned market leader is built on the foundations of the innovative spirit, knowledge, experience and expertise of all colleagues, past and present. Our international team of 500+ experienced wealth structuring specialists, subject-matter and technical experts are located in 16 cities across 3 continents, serving 25 markets.

## What differentiates your company to stay ahead?

In an increasingly complex and globally connected world, where business practises are constantly shifting towards more automated interactions, the need for continuous digital evolution is now more important than ever.

## What do you see as the prospects for wealth management in general?

Interest in Environmental, Social, and Governance (ESG) investing and sustainable finance has grown significantly over recent years. The pandemic has highlighted the importance for HNWIs to reconsider their wealth planning strategies and how to leave a lasting legacy.

Contrary to popular belief, wealth and succession planning is about more than just protecting and passing on wealth to the next generation; the debate has expanded to include the concept of wealth itself, and how it can be used to create and sustain social good.

Wealth assurance providers sit at the intersection of asset management, private banking, and insurance.

The results from our European Wealth Assurance survey evidences the growing appetite for Wealth Assurance solutions (also known as unit-linked life insurance or Private Placement Life Insurance – PPLI) with more than half of wealth professionals believing that it is a good wealth and succession planning tool, and that whenever possible they will recommend them to clients.

There is great potential ahead for the wealth management industry. Research shows that the global population of UHNWIs is set to grow by 27 per cent over the next 5 years, whilst the number of HNWIs is forecast to rise by 41 per cent<sup>1</sup>. In this context, we continue to build excellent momentum and presence in our specialised sector. ■

<sup>1</sup> The Wealth Report, Knight Frank, 2021



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# GLOBAL PRIVATE BANKING WITH A PERSONAL TOUCH

Duncan MacIntyre, UK Region Head for **Lombard Odier**, talks to *WealthBriefing* Group Editor **Tom Burroughes** about its success this year.



**Duncan MacIntyre**  
UK Region Head, Lombard Odier

**L**ombard Odier is an innovative bank of choice for clients seeking a global yet personal approach to wealth management.

Entirely owned by its partners, it is one of the world's best-capitalised banking groups, with a 29.1 per cent CET1 ratio and an AA-Fitch rating, offering strength and stability in a rapidly changing world.

That stability, combined with an unwavering focus on delivering bespoke client service and investment solutions, has helped drive strong UK performance and asset growth in a very challenging year.

## What do you think gave you the competitive edge this year?

We have a clear strategy and proposition: combining the best of universal banks' and multi-family office offerings, but operating in a space where MFOs do not (ie between £5-150 million) and where universal banks increasingly commoditise their offering. Our offering has three pillars: UK Resident clients, UK Resident Non-Domiciled clients and Trusts.

We deliver a differentiated client experience for internationally-minded UK-based

families and entrepreneurs: a pure-play private banking service with customisation, tech-enablement and sustainable investment solutions.

For HNW clients with over £10 million accounts, we build fully bespoke portfolios. We pride ourselves on our ability to meet very specific requirements. Examples of a bespoke portfolio might include fixed income exposure with less than 5 per cent in sub-investment grade issues, or a 100 per cent "impact" portfolio. The strength of our global technology platform is key in this area.

Our discretionary investment service follows a holistic 'goal-based' approach. Drawing on institutional techniques, this fully bespoke discretionary service allows us to translate clients' goals into a robust asset allocation, maximising the likelihood of investment success. We also added two new funds to our PrivilEdge platform of tailored, best-in-class externally managed strategies in 2021.

We increased our focus on UK entrepreneurs. We commissioned a research report to better understand their actions and attitudes post-lockdown and post-Brexit. The report, "Entrepreneurs Views: Business Lessons, Wealth and the UK Outlook" was launched on 15 June 2021 and garnered coverage in *The Times* and on *Bloomberg*.

Our robust proprietary banking platform and technology infrastructure enabled us to maintain close contact with our clients and provide seamless digital services.

Lastly, we initiated a number of large-scale sustainability projects. After the successful launch of two sustainable strategies in 2020 – Climate Transition and Natural Capital – we enhanced our sustainable investment framework with new science-based tools in 2021. We were proud to launch a multi-year partnership with the University of Oxford,

to create the first endowed professorship of sustainable finance at any major global research university. At COP26 in November, our events attracted a high level of attendance and engagement.

## How has your team contributed towards the success of your organisation?

Robust 2021 performance and asset growth in the UK is testament to the strength, commitment and resilience of our UK team in a challenging period. The standard of client service and interaction remained consistently high in spite of the lockdown period. Our bankers serve only a limited number of clients and were able to maintain a highly personalised, client-centric approach.

On the investment side, both our advisory and discretionary investment teams continued to engage with our clients by delivering clear and compelling investment ideas through frequent webinars.

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

This award is testament to the hard work put in by our teams and an endorsement of our strategy. It will encourage us to build on the momentum created in 2021 and continue to work hard of our clients. ■





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### Focus

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Multrees Investor Services provides a comprehensive and independent custody and consolidated reporting service for 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 a partner of choice. This is our focus and we don't take our eyes off the goal.

# A SINGLE-MINDED FOCUS ON EXECUTION AND CUSTODY SERVICES FROM MULTREES

Chris Fisher, CEO of **Multrees**, talks to *WealthBriefing* Group Editor Tom Burroughes on how the firm has stood apart this year.

## What do you think gave you the competitive edge this year?

Last year, Multrees celebrated 10-years in the City. This is a substantial milestone for any business but is certainly an important and special one for a business born in the chaotic aftermath of the 2008 global financial crisis, to one thriving and striding in its second decade in the equally historic and challenging times we find ourselves in now.

Multrees provide global custody and execution, investment administration, platform technology and complex cross-custodian reporting services to the entire spectrum of the wealth management market. We deliver these solutions with the highest level of support and ongoing, dedicated service. We have more than 100 employees across our London, Edinburgh and Glasgow offices who service 26 client firms with over £17 billion AUA.

## Describe how your colleagues made a difference to your organisation?

Wealth Management is an industry about people – so taking care of our clients requires us to have strong teams. We have dedicated wellbeing initiatives (both mental and physical) as well as trained mental health first aiders and managers. We have built a robust management development programme and have recently implemented a new performance and engagement system to further equip our managers with the skills they need to develop their teams. We also partner with CISI, and all our staff are members.

## What steps are you taking to stay ahead of competition and in this region?

Finding talent and holding on to it is a very real challenge and will continue to be for the foreseeable future as we all learn how to lead and collaborate in an agile and virtual environment.

We are focussing on three key areas to attract and retain talent: our culture, upskilling and future proofing. The timing for this is important as this year sees us celebrate our ten-year anniversary.

## Please describe the challenges you needed to surmount.

Our clients are looking for a consistent, stable, high-quality operating environment on which they can base their business and provide opportunity for further growth. Facing challenges of scalability, customer service and margin protection, our key focus is to support our clients in providing first class customer service as well as choice and flexibility in the support services they might require.

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

Our industry, like many has changed irreversibly as a result of the pandemic. The ability to work from home, agile working, increased customer engagement and the ability to have quick short notice video calls as opposed to appointments booked months in advance, are all changes I believe are here to stay and now represent the new normal.

## What do you see as the prospects for wealth management in general?

The growing market of start-ups and entrepreneurs is a key source for new business for us, as we believe investment management is a business that is ideally suited to this group. In addition, post pandemic firms, who recognise that running their own firms and managing their own systems can be pretty challenging is also an important market for us.

## Whom do you look to for inspiration and ideas?

Our clients and staff. Internally we have a strong culture of innovation and a can-do attitude which we are very proud of, that start-up mentality is still very strong even ten years on.

As we move towards being an established business, our flat structure and close cross-function working approach, means that we implement innovations in a very relevant way that impacts our clients and staff. ■



Chris Fisher  
CEO, Multrees

“WE ARE **FOCUSING** ON THREE KEY AREAS TO **ATTRACT AND RETAIN** TALENT: OUR **CULTURE, UPSKILLING** AND **FUTURE PROOFING.**”



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# NICE ACTIMIZE COMBATS CLIENT ABUSE WITH “BEHAVIOURAL INTELLIGENCE”

Lee Garf, General Manager, Financial Markets Compliance, **NICE Actimize**, talks to **Tom Burroughes**, *WealthBriefing* Group Editor.



**Lee Garf**  
General Manager, Financial Markets Compliance, NICE Actimize

The market for wealth management compliance solutions has shown strong growth over the past year within the European market, both at mid-sized institutions and large-scale financial services organisations, observes Lee Garf, General Manager, Financial Markets Compliance, NICE Actimize.

“When it comes to combatting client abuse in this growing market, supervision and surveillance provide the keys to managing this active environment. The ease of deployment, enhanced by cloud technology and advanced behavioral intelligence technology, have proven critical for wealth management teams – not only for adhering to rules and government guidelines but also by aiding business planning, product development and the bottom line,” he said.

Advanced behavioural intelligence provides regulated firms with detailed insights into employee behavior, while helping firms be more proactive in detecting various forms of misconduct. This not only impacts regulatory compliance, but also addresses the relationships between advisors and their institutions with their customer base. Recently, the industry has seen numerous fines levied against firms skirting the rulings, most recently up targeting one firm’s alleged failure to adequately monitor clients’ accounts for over concentration in high-yield or “junk” bonds. As a result, wealth management firms are looking for ways to manage their advisors, serve their clients, and address regulatory requirements while ensuring the best outcomes for all parties.

“Today’s wealth management focused technology, such as NICE Actimize’s SURVEIL-X Suitability Surveillance solution, is more than just a client abuse detection tool,” says Garf. “As we serve our wealth management and insurance customers, our surveillance solution provides behavioural intelligence data back to the firm, which can be used in determining both business strategies and in improving communications and relationships between internal advisors and their clients.”

He added, “We believe it is important to focus on the ‘know your employee’ aspect of suitability, which brings benefits across a financial services organisation as the behavioral data becomes easier to access and analyze for both short term

and long-term benefits to advisors and management.”

NICE Actimize SURVEIL-X Suitability uses a built-in broker risk dashboard for an intuitive and instant view of risk posed by individual brokers. By automating oversight and supervision, firms can ensure consistency and maintain a consolidated audit trail, lowering regulatory risk while improving productivity and efficiency. Consistent controls and processes and sophisticated analytics address sales practices and investment suitability requirements from regulatory bodies such as FINRA, IIROC, MiFID, CFTC, UK FCA, BaFin, AMF, CONSOB HKMA, and ASIC.

Additional benefits of the solution include automated alert generation, reporting, and audit documentation which work to eliminate manual look-ups and increase staff efficiency while creating more consistent processes across the enterprise using fewer resources. In addition, hierarchical organisational views increase oversight and transparency, ensuring brokers advise clients with suitable investment recommendations, enhancing client satisfaction, and mitigating the risks of litigation, regulatory penalties, and reputational damage. ■



“WE BELIEVE IT IS **IMPORTANT TO FOCUS** ON THE ‘KNOW YOUR EMPLOYEE’ ASPECT OF **SUITABILITY**, WHICH BRINGS **BENEFITS** ACROSS A FINANCIAL SERVICES ORGANISATION AS THE **BEHAVIORAL** DATA BECOMES EASIER TO **ACCESS** AND **ANALYZE** FOR BOTH SHORT TERM AND LONG-TERM **BENEFITS** TO ADVISORS AND MANAGEMENT.”



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# AN ABILITY TO MEET BIG VARIETY OF CLIENT CHALLENGES

WealthBriefing talked to **Lennart Asshoff**, CEO at **Nucoro**, at what has made it stand out this year.

In what's been a particularly competitive year, it is Nucoro's client spread that handed us the edge. With each client possessing different needs and objectives, there's been a diversity to the wealth management projects we have undertaken. As well as demonstrating our ability to address multiple types of client challenge, it meant we could enable thousands of customers to access services they might have felt were otherwise out of reach.

The ingenuity and versatility of our technology is what ultimately empowers Nucoro clients, but it's our people that make continued success possible. Over the course of the last year, as with previous years, their tenacity, innovation, and determination to ensure solutions perform as intended has made the difference.

Although the immediate needs of our clients is always a priority, behind the scenes, work to improve our proposition is continual. At present, we see that many tech providers are creating products to augment the front-end. Though this improves customer experiences, engagement tools are crucial for product uptake and so our focus is on building the market's most flexible and robust back-end infrastructure. For services to have the longevity and ability to retain customer interest, they need to work seamlessly and we are achieving this through API-led technology that allows for easy integrations, rapid time-to-market, and enables banks to play in the embedded finance space.

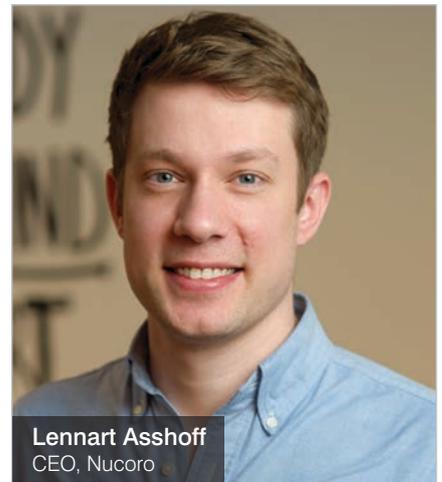
Today, Nucoro's clients are creating digital tools that delight customers, empower financial advisors, and automate the entire investment process. But getting here wasn't without its challenges. The learning curve around the build and launch of digital investment propositions was steep. By immersing ourselves in the technical, regulatory, and compliance demands that such products depend on, we acquired a much deeper understanding

of how banks or financial services firms could launch similar products themselves. We also learnt that D2C products attract high CAC, and for large financial firms to mitigate these, distribution must be more widespread and occur over shorter timescales.

In terms of the pandemic, Nucoro weathered the storm well, but there was some impact. Many of our prospects and customers operated along traditional working lines with little embedded flexibility for remote working. When social distancing mandates were introduced, conversations slowed as working arrangements had to be recalibrated and new software and hardware to enable working from home was introduced. However, the lag was short-lived. A shift in consumer behaviours led to a growing demand for wealth management and investment products and meeting this demand quickly returned as a priority.

As far as long-term changes to the market go, it is clear that more diverse consumer investing is becoming normalised as the likes of pensions, savings, and premium bonds continue to perform poorly. Elsewhere, the fintech boom shows no signs of slowing as retail investors become increasingly comfortable using digital-first services.

Ultimately though, it is the enhanced expectation for wealth management flexibility that's among the biggest post-pandemic changes and the solution is more nuanced than simply migrating processes and services to virtual investment platforms. The pandemic accelerated the shift to digital-first alternatives, but the need for personalised, human approaches remains. There are important demographic splits that need to be addressed too. For example, we find that women are more likely to prefer the assurances of advice-led approaches, as opposed to a cascade of information relating to products and performance.



**Lennart Asshoff**  
CEO, Nucoro

As far as receipt of this accolade goes, it would provide important validation of our proposition and further demonstrate to our prospects and clients that Nucoro is indeed the world's most flexible digital investment platform. ■

**“THE INGENUITY AND VERSATILITY OF OUR TECHNOLOGY IS WHAT ULTIMATELY EMPOWERS NUCORO CLIENTS, BUT IT'S OUR PEOPLE THAT MAKE CONTINUED SUCCESS POSSIBLE.”**



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# IT'S ALL ABOUT THE "MIND-SET" IN DELIVERING RESULTS AT NYKREDIT PRIVATE BANKING

**Lotte Månsson**, Director, **Nykredit Private Banking**, talks to *WealthBriefing* about the qualities that made this bank stand out.

**N**ykredit Private Banking is a part of Nykredit Wealth Management. We pursue a strategic ambition to be Denmark's responsible wealth manager. Against this background, we aim to build long-term value for our clients and business partners and be useful to society. In Nykredit Private Banking, we are firmly committed to making the lives of our clients richer.

Nykredit Private Banking (NPB) comprises private bankers, wealth advisers and investment advisers (all certified), assistant private bankers and specialists covering wealth management, tax matters, credit, inheritance, succession planning and cash management, as well as business and home financing in France and Spain.

The team consists of approx. 150 dedicated and passionate people working to make the lives of our clients richer. The Nykredit Group has helped Danish families buy their homes and Danish businesses grow for more than 160 years. As something unique in the Danish banking sector, Nykredit is predominantly owned by an association, Forenet Kredit, which represents our clients.

Our ownership is something deeply inherited in our organisation and culture. For several years we have worked on forming a culture around the feeling of collectiveness, curiosity, and passion. Culture and mind-set is top priorities in Nykredit Private Banking because we see our people as the most important asset and thus, our competitive edge.

Throughout the last couple of years, we have worked on forming a explorative and positive mind-set. Initiatives as a book club and new forms of knowledge sharing have been important drivers for our new ways of thinking. We see this as an important movement both for our individual client manager as well as our organisation as a collective and in order to manage new talents.

Having an explorative mind-set is of high importance because we see a shift in our client base; our clients are more diverse equally so are their needs. The next generation of HNWI have different expectations to their private banking partner. Thus, the future client manager has to have a very high level of interpersonal skill in order to meet the client in a meaningful relationship. Additionally, forming a positive mind-set is necessary because the competition in our market is getting more intense why our ability to serve our clients with new, innovative offerings and best in class service is important to stand out.

To find new inspiration on to how to improve our client experience we look broader than our own sector. We look to businesses delivering the best experiences in the world, ie Apple, Zappos, and Danish brands as The Darling and August Sandgren. Moreover, we find new inspiration from our book club discussions. Sharing our different views often result in valuable idea generation transformable into new business ideas.

The pandemic have taught us important lessons on how to maintain and improve meaningful relationships when limited in face to face meetings. When forced out of old habits as we experienced in lockdown periods, something unique happened when we encouraged people to be honest and straightforward about their vulnerabilities and actually talk about their feelings. These kind of conversations is definitely something we will hold on to despite returning to normal. Moreover, we have held on to the more flexible ways of working and will so for the years to come.

We are very proud to receive the awards for best 'Domestic Clients Team' and 'Talent Management' as we see these awards as the greatest acknowledgment of our efforts to deliver the best client experience for our clients. ■



**Lotte Månsson**  
Director, Nykredit Private Banking

**"WE AIM TO BUILD LONG-TERM VALUE FOR OUR CLIENTS AND BUSINESS PARTNERS AND BE USEFUL TO SOCIETY. IN NYKREDIT PRIVATE BANKING, WE ARE FIRMLY COMMITTED TO MAKING THE LIVES OF OUR CLIENTS RICHER."**



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# HELPING CLIENTS SEE THE WHOLE OF THEIR WEALTH

**Guillaume Desclée**, CEO of **PaxFamilia**, talks to *WealthBriefing* Group Editor **Tom Burroughes** on how this firm makes its impact.



**Guillaume Desclée**  
CEO, PaxFamilia

**P**axFamilia is a wealth management platform that helps financial advisors to serve clients with a structured and holistic approach to their wealth. To this end, PaxFamilia covers all aspects of offering holistic wealth management services.

The platform offers the possibility to centralize, manage and monitor all asset data of a client in structured inventories and charts. PaxFamilia provides advisory tools, such as a financial planning tool and reporting tool that are directly linked to the client database. It also helps advisors to improve and digitise their client experience considerably.

In only four years' time, the platform is used by 900 advisors in Europe that distribute the platform to over 23,000 families worldwide. PaxFamilia can count, among others, large groups like BNP Paribas Fortis, Deloitte and KPMG to its client base.

## What do you think gave you the competitive edge this year?

PaxFamilia stands out from other solutions in client communication because it is more than just a tool that enables advisors and customers to communicate

and work together in an efficient manner. It contains an intuitive interface that allows clients to access their asset information 24/7, to add documents in a digital vault, to interact with their advisor and family members etc., but it also changes the way clients and their advisors relate to the assets and each other in general.

## Describe how your colleagues made a difference?

Each colleague has its own talents and specialities and, naturally, its own job goals. In addition, we wouldn't have been where we are today if it weren't for the partnership between the founders of PaxFamilia. We are three founders: Gaëtane Meurant (CLO), Guillaume de Monie (CTO), and me (CEO). We have very complementary profiles, not only in terms of hard skills, but also soft skills.

## What steps are you taking to stay ahead of competition and in this region?

In the first place, we are constantly working to fully integrate PaxFamilia into the wealth management ecosystem of the regions we operate in.

## Please describe the challenges you needed to surmount to reach your standard.

One of the main recurring challenges we face is to find ways to improve the end-user adoption of PaxFamilia. As the expectations and reality of people constantly evolve, it's essential to make the platform evolve accordingly and make sure it responds to the needs of our clients.

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

During the pandemic, we further developed our capacity to convert and

integrate new clients fully digitally. From explaining what PaxFamilia is, giving demonstrations, signing contracts, creating personalised client environments and organising on-boardings: thanks to the pandemic, we are able to cover this whole process digitally. While we are now gradually organising live meetings with customers again, this is undoubtedly a standard that will continue to persist after the pandemic.

## What do you see as the prospects for wealth management in general?

I mean that advisors will turn more and more to digital tools, while also maintaining personal and face-to-face relationships with their clients.

## Whom do you look to for inspiration and ideas?

Since the founding of PaxFamilia, our users have been our greatest source of inspiration and they continue to be so. The firm was founded after talking to 100 wealthy families and determining their main needs in the management of their assets.

The platform was a solution to their main concerns (they had no global overview of their assets, their documents were dispersed everywhere, they worried about their inheritance). After a few months, we changed PaxFamilia from a B2C to a B2B2C solution. ■



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# EXCLUSIVELY FOCUS ON PRIVATE CLIENT BUSINESS WINS FOR RBC WEALTH MANAGEMENT

**Gail McCourt**, Head of Private Client Fiduciary Services, **RBC Wealth Management**, discusses the firm's push forward in the industry.

**O**ur trust business, under the leadership of Gail McCourt and a key part of RBC Wealth Management based in the Channel Islands, delivers exceptional client experience. Our clients value that we are a leading global financial service provider, with a prudent approach to risk management and a strong balance sheet.

We are an exclusively private-client focused business, having taken the strategic decision to sell our corporate employee and executive services business last year. Our trust expertise lies in complex, multijurisdictional, dynastic planning for our Ultra High Net Worth clients; delivered by proactive and industry-recognised fiduciaries.

We are proud of the depth of expertise within our team; our extensive team of fiduciary decision-makers have an average of more than 20 years tenure at RBC. Our competitive edge this year can be attributed to our large pipeline of intermediary-referred new business opportunities, which reflects our standing in the marketplace as the organisation with the experience and expertise to handle complex fiduciary structures.

Over the past year we have enhanced and refocused our offering to set us apart from our peers through a variety of ways. RBC Wealth Management's strategy is focused on continuing to grow our private client business in the UK and Channel Islands.

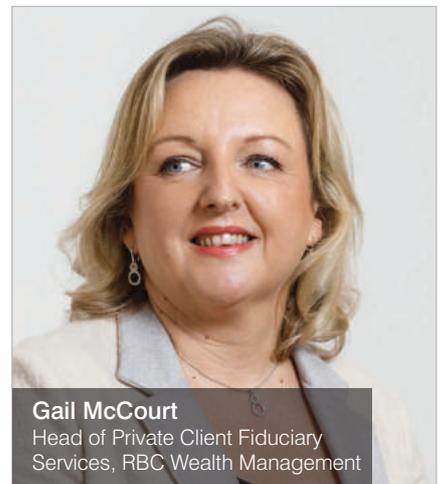
We have created a number of new director positions over the past twelve

months, two of which were Team Leads within our well-established technical trust team – an in-house service that grants our trustees access to legal, tax, governance and fiduciary-focused professionals. This is a key differentiator in our structure as our competitors typically externally source this support.

We also partner with our City National colleagues to service clients from both a US domestic and an international perspective. These tend to be complex structures with an international fact pattern. The model supports a comprehensive domestic trust team, with a Channel Islands-based client facing team with overall responsibility for service delivery and for the legal, regulatory and tax compliance of each structure.

Being the recipient of the 2022 *WealthBriefing 'Institutional Trust or Fiduciary Company'* award solidifies our position in this competitive landscape, proving our in-depth knowledge and experience in the fiduciary market. We want to be recognized for our commitment to helping our clients thrive, our communities prosper and our teams succeed in an inclusive, empowering workplace.

Our commitment to our trust business is clear. We can help you preserve your wealth today and for generations to come with trusts and other fiduciary solutions. We'll guide you through your options, answer your questions and help make sure any plans align with your living estate and philanthropic goals. You can rely on our in-depth knowledge and experience in the fiduciary market. ■



**Gail McCourt**  
Head of Private Client Fiduciary Services, RBC Wealth Management

**“OUR COMMITMENT TO OUR TRUST BUSINESS IS CLEAR. WE CAN HELP YOU PRESERVE YOUR WEALTH TODAY AND FOR GENERATIONS TO COME WITH TRUSTS AND OTHER FIDUCIARY SOLUTIONS.”**





WINNER: REYL Intesa Sanpaolo



WINNER: BITA Risk



WINNER: BlockEx



WINNER: BNP Paribas Wealth Management



WINNER: BNY Mellon | Pershing



WINNER: Bordier UK



# STRONGER PRESENCE AND CONSISTENT SERVICE QUALITY PROVES IS STRONG RECIPE

François Reyl, Chief Executive Officer and Partner of **REYL Intesa Sanpaolo**, talks to *WealthBriefing* Group Editor Tom Burroughes.

## What do you think gave you the competitive edge this year?

REYL Intesa Sanpaolo has undergone something of a major evolution over the past 12 months, with the strategic partnership with Fideuram - Intesa Sanpaolo Private Banking bringing us and our clients significant opportunities including in the Ticino region where we will be able to further enhance our presence in Lugano and provide tailored services to local and Italian clients and third-party managers. REYL also acquired a 40 per cent stake in 1875 Finance which enables us to strengthen our wealth management activities both in Switzerland and internationally, as well as continuing to play a meaningful role in the reshaping of the Swiss financial marketplace.

While our clients have benefited from these recent developments, they have also been able to rely on us to provide consistently high-quality, value-added services through the same 360° business model with which they are familiar and for which they choose to partner with us for their financial needs.

## Describe how your colleagues made a difference to your organisation?

Despite the significant developments for our business, we have never lost sight of what makes us unique – our team spirit, our drive to succeed for our clients, and entrepreneurialism. These guiding principles have been at the centre of all that we do since our inception in 1973 and is the key reason that talented individuals work with us, and clients choose to partner with us.

No member of our team is “just an employee”. At all levels, colleagues are encouraged to challenge the status quo and explore new ways to address the problems our clients approach us with. What’s more, we foster cognitive diversity in the core make up of our international team

which has grown for sixteen consecutive years. Our colleagues, based across offices in Europe, the Middle East, Asia and North America, are represented by 25 different nationalities. Without this keen critical thinking that this brings, we would not be able to offer this level and range of innovative solutions and services.

## Please describe the challenges you needed to surmount to reach your standard.

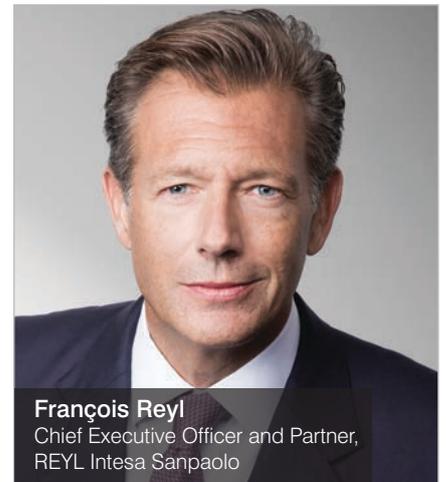
Success is never easy, but the team that we have assembled is always ready to tackle any problem and think in new ways to find the optimal solution. Because innovation is so important to our DNA, it means that we never rest easy or fall into routines. The agility, collaboration and responsiveness we need to succeed is enabled by REYL’s size and structure where colleagues are never constricted by unnecessary silos.

## What do you see as the prospects for wealth management in general?

Wealth management firms need to be constantly aware of the changes in client needs and expectations.

Digitalisation will play a crucial role in the future of our industry, and for that reason we sought out opportunities in this space including with Alpiant, a 100% digital private bank, serving wealthy clients residing in Switzerland.

Sustainability is crucial to preserving our environment and addressing the world’s greatest social challenges. While financial services is one of many sectors that can play a role in tackling issues such as climate change, we take the responsibility entrusted to us by our clients extremely seriously. We act as guides, educators and advisors for our clients on these matters, and help them to access investment solutions to drive societal change while delivering returns.



**François Reyl**  
Chief Executive Officer and Partner,  
REYL Intesa Sanpaolo

Alongside this, REYL launched its impact investing affiliate, Asteria Investment Managers, in 2019, with industry heavyweight Katia Coudray, former CEO of SYZ Asset Management at the helm. To reinforce Asteria’s depth of expertise, it entered into a partnership with Swiss impact private asset manager Obviam. ■

“WE HAVE NEVER LOST SIGHT OF WHAT MAKES US **UNIQUE** – OUR TEAM **SPIRIT**, OUR **DRIVE TO SUCCEED** FOR OUR CLIENTS, AND **ENTREPRENEURIALISM.**”



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Gilly.Green@sionic.com

**Philip Biber**  
Managing Partner



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

Philip.Biber@sionic.com

**Scott Lee**  
Partner



My focus is on technology and digital transformation, service efficiency and operational resilience.

Scott.Lee@sionic.com

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# SIONIC KNOWS WHAT IT'S LIKE TO BE IN CLIENTS' SHOES

Gilly Green, Managing Partner at **Sionic**, talks to Tom Burroughes of *WealthBriefing* on what has set this firm apart.



**Gilly Green**  
Managing Partner, Sionic

Led by Managing Partners Gilly Green and Philip Biber, Sionic's Wealth Management and Private Banking Practice continues to experience phenomenal growth, increasing revenue by 60 per cent in the past year alone. Our competitive edge is created by the quality of our service and expertise, with client satisfaction scores averaging 9/10. Our differentiators are simple: each of the senior team has around 30 years' industry experience; we know first-hand what it's like to be in our client's shoes and we're a high-performing, mutually supportive, specialist team.

In terms of the future, we see big opportunities ahead, particularly around digital transformation. Becoming part of the Davies Group in December 2021 has radically accelerated our ability to combine market-leading advice with cutting edge technology, and we are excited to see what more we can do together as that relationship grows.

Like many others, we were impressed by the speed at which our industry adapted to pandemic working. But we believe the legacy will be far harder to navigate, as firms grapple with the long-term implications of hybrid working and the "Great Re-set" of expectations from customers and staff alike. For us though, this period has seen an intense acceleration of demand for our services right across Europe, fueling the expansion of Geneva offices this spring.

And while still significant, the pandemic is not super-dominant. The headwinds of geo-politics, ESG and technology transformation all continue to create complexity. We've just worked with a large, acquisitive adviser firm to refine their entire operating model, developing a simplified advice proposition, and moving to a digital first approach. Key to that is understanding how to adapt and blend existing platforms - not just throw them away. We believe the wise curation of existing tools working hand in hand with new platforms is a key part of the new normal.

Our expertise in strategic advice and good governance also continues to be in high demand. We've attended 20 client board/management company meetings this year, supporting sponsors to articulate strategic change programmes, helping boards to prioritise and ensure subsequent ownership and realisation of benefits by the business and coaching leaders at all levels to lead with confidence and skill.

We've also delivered matrix projects. We've just supported the end-to-end implementation of a significant re-organisation, where, in addition to our technical expertise, we've needed to engage multi-

ple different teams to drive improvement and coach them in new ways of working. Similarly a different client wanted an updated strategy for its ACD that would review its current suitability and identify key initiatives to keep its clients' assets safe, while still delivering its growth ambitions. We assessed other models and made recommendations to enhance management of conflicts of interest, client service, ESG policies, governance, supplier management, resourcing and operational efficiency. This drew on the breadth of our expertise in corporate governance, operational analysis, organisational design and investment management - and the client is delighted with the results.

In addition to our project work, we take seriously our responsibility to contribute to the development of the wider industry. Each of us takes time to create thought pieces and host discussions on a wide range of topics including digital strategy; AI; crypto; hybrid working; corporate governance, M&A, fraud and leadership, and our recent study of operational resilience has been particularly well received.

Overall, the most important thing is that we enjoy what we do, we enjoy who we work for - and we enjoy working with each other. It's rarely easy and often challenging. But it's personally and professionally rewarding - and we can't wait to see what comes next. ■





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# SOPHISTICATED SOLUTIONS FOR VARIED CLIENTS IS KEY FOR SOCIETE GENERALE

**Olivier Paccalin**, Head of Commercial and Solutions at **Societe Generale Private Banking**, and colleague **Nabila Bouzbid**, Head of CAT at the same firm, talk about the bank's prowess.

## What do you think gave you the competitive edge this year?

We manage a large variety of client profiles and extended complexity of needs, complying with all the jurisdictions and regulatory constraints, dealing with cross border rules. In addition to off-the-shelves solutions for simpler situations, we have developed a sophisticated range of financing solutions to accompany entrepreneurs including start-up owners and more globally UHNW individuals, dealing with multiple needs and various profiles.

## Describe how your colleagues made a difference to your organisation?

With 32 credit experts, split in all of our five entities, we built a community with a strong expertise, helping in innovation, problem solving and balancing risk and return on each deal. All our credits and loans are based on a thorough analysis of the client's needs, wealth level, creditworthiness, and strategies. We have dedicated specific resources to handle a fast-track process for the larger and more complex files with a time constraint.

SGPB has developed an international network of over 60 experts:

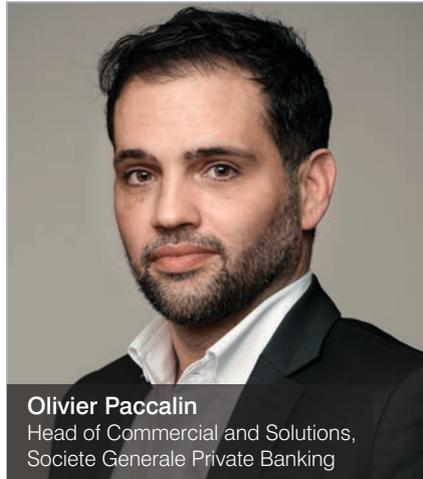
- More than 30 credit advisors located close to the private bankers. They interact directly with the clients to find the best suitable solutions and structure loans in the most efficient way. Acting on the field, they continuously enhance our credit offer, based on client feedbacks, strong market knowledge and competitive intelligence.

- 30 credit analysts, independent from SGPB management and in charge of risk assessment in accordance to applicable jurisdictions and risk appetite of the bank.

Our credit advisors work alongside our 600 bankers, 80 wealth planners and 50 investment managers. They are active participants in our commercial development.

## What steps are you taking to stay ahead of competition and in this region?

We can answer a large panel of needs thanks to more than 20 credits offer solutions:



**Olivier Paccalin**  
Head of Commercial and Solutions,  
Societe Generale Private Banking

- Lombard loans and leverage on all financial asset classes (Listed shares, Bonds, Structured Products, Funds, ETF, Unlisted Shares or Private Equity)
- Reverse Murabaha, a Sharia compliant Lombard loan equivalent.
- Property financing Sharia compliant.
- Synthetic Lombard loans combined with hedging strategies.
- Mortgages in 10 countries, denominated in EUR, USD, CHF, GBP.
- Specialised financing
- Bank guarantees
- Corporate needs through the larger SG Group offer (project finance, export finance, leasing of corporate equipment, vehicles finance, commercial guarantees, factoring and supply chain finance...)

Our credit experts are also developing new offers, such as real estate in new locations such as Italy (vs bigger sized buildings through our Investment Banking) or new underlying assets (Fine Art).

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

This deeply challenging environment has led clients to review their existing plans and strategies. Hence, we updated them to deal with a rapidly changing



**Nabila Bouzbid**  
Head of CAT,  
Societe Generale Private Banking

and evolving social context. Our teams in SGPB have quickly adapted to the challenges presented by the pandemic and remote working. We have succeeded in maintaining high levels of engagement with our clients throughout this uncertain period in order to accompany them in finding the right solutions.

## Please describe the challenges you needed to surmount to reach your standard.

The most important one is dealing with regulatory constraints and more sophisticated clients' needs.

## What do you see as the prospects for wealth management in general?

Private banks need to enlarge the scope including clients with different profiles, like entrepreneurs and fintech start-ups' owners which have their wealth entirely invested in their businesses but with very large potential. The distribution of high wealth is changing dramatically, and banks need to be well positioned. ■





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**Advent Genesis - Winner - Best Front Office Solution**

Wealthbriefing European Awards 2022

# SCALE AND CONTINUED INNOVATION KEEPS SS&C ADVENT AHEAD OF THE CROWD

Tom Burroughes, Group Editor of *WealthBriefing*, discusses award-winning excellence with **SS&C Advent** Senior Director Paul Bebber



## What sets you apart from your peers this year?

Continued innovation and growth, as we keep pace with the market where focus is shifting to the front office as the next frontier of productivity enhancement.

SS&C continues to innovate with integrated solutions covering the entire investment lifecycle, enabling wealth managers to maintain higher client-advisor ratios, attract and retain the best talent, and boost their profitability.

Our breadth of business lines, and our global scale aligned with our local presence in all of our key markets, allows us to bring multiple benefits to our clients, unmatched by other vendors.

## How have your colleagues contributed?

SS&C has a diverse and multi skilled team, spread across our geographical spread. Collaboration is key to our success. We utilize technology and culture to optimize collaboration and empower teams to drive the business forward.

We continue to grow our client base across Europe, as well as APAC. This year we forged a strong partnership with a leading investment manager to provide best-in-class adviser experience and client service through technology and innovation.

Our dedicated teams 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.

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

Continue to demonstrate a client-centric company culture. We are guided by principles which drive our ongoing success: Commitment to our clients, Taking ownership, inspire 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 leading edge of technology and services so they can provide better services to their clients".

## What have the challenges been in obtaining excellence?

Technology and services are constantly evolving and it is vital we continue to innovate in order to stay at the leading 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 demands.

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

At SS&C 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. We also invest in understanding the views of the key industry influencers and industry groups, and are regular participants in events and discussions across a wide range of industry issues and ongoing challenges.

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

Advent Genesis winning the best Front Office Solution in Europe reinforces our capabilities and demonstrates our commitment to continued digital success for our customers

## 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 proving point for our capabilities. It is invaluable to our staff, as well as our clients, to see our solutions validated and acknowledged by highly regarded third parties. ■





# PROTECTING YOUR FAMILY'S FUTURE

**We help African clients and those interested in Africa to create, grow, protect and pass on their wealth internationally.**

With **more than 30 years in the trust industry**, we deliver fiduciary services to African and UK resident families with a global and economic footprint through our offices in Jersey and Mauritius. Each and every client receives **bespoke planning and drafting** for their structures, from entrepreneurs starting out to dynastic structures for generational wealth.

Excellent client service is at the heart of what we do.  
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**Standard Bank**

Standard Bank Offshore Trust Company Jersey Limited is regulated by the Jersey Financial Services Commission, to provide corporate and trust services. Registered office address is Standard Bank House, 47-49 La Motte Street, St Helier, Jersey, JE2 4SZ Registered in Jersey under No9153.

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# STRONG OWNERSHIP MODEL AND FLEXIBLE OFFERINGS

**Michael Giraud**, Head of **Standard Bank Offshore Trust Company Jersey Limited**, talks to *WealthBriefing* Group Editor **Tom Burroughes**.

**W**e provide agile and robust fiduciary services to African connected and UK resident families with complex cross-border estates. We are wholly owned by the Standard Bank Group, a JSE-listed company and Africa's largest bank by assets. Through its acquisitions, Standard Bank Group's legacy in the offshore trust industry dates back to the 1970s. Our business operates in the same manner as an independent trustee - we work with more than 40 external managers and banks - but we can rely on the resources and long-term support of our shareholder.

Excellent client service is at the heart of what we do. Due to our longstanding fiduciary relationships and average staff retention rate of 16 years, we are fortunate to serve multiple generations of families and have a deep understanding of family dynamics, aspirations and succession needs. Each solution is bespoke and ranges from structures for entrepreneurs starting out to large dynastic structures with growing and diverse asset portfolios.

## What do you think gave you the competitive edge this year?

When families, and their advisors, look around the market today they struggle to find trustees able to benefit from our ownership model whilst simultaneously providing a flexible fiduciary offering. In the last 30 years I've seen banks significantly divesting or restricting their fiduciary offerings, while law firms and independents cashed out by selling to consolidators - typically PE-backed firms or directly listed companies.

The backing of Africa's largest bank helps steer us through the rapid evolution of the offshore fiduciary industry. The Group's commitment to our business has allowed us to be long-term investors in bespoke IT systems and develop robust risk and compliance frameworks. As a result, we can hold higher-risk assets,

such as private company shares and other non-financial assets. In addition, we benefit from the vast IT spend and infrastructure of the group, giving clients access to industry-leading data security and storage, all the while remaining independent with the capacity to provide the attentive and considered approach of a boutique trust company.

## How are you contributing to the environment and society?

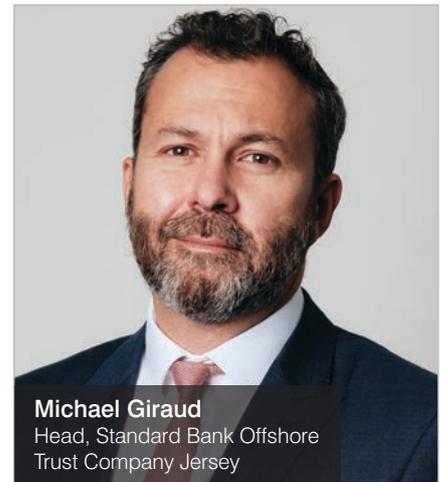
ESG is a drive that all of us need to support. One of our key focus areas as a business is to drive sustainable growth and value. We have actively sought out opportunities to pursue this goal and have been involved with some amazing initiatives. One such initiative is our involvement in the establishment of a foundation in Jersey to support the UN-led African Women Impact Fund, which works with and supports women-owned and run fund management companies, as well as women-focused impact funds.

## What steps are you taking to stay ahead of competition and in this region?

We are continually investing in technology and in our people. We were involved in the development, about 20 years ago, of what is considered the preeminent fiduciary platform, which many firms have only been implementing in the last few years. We have since used technology to drive efficiencies to lower administration costs, drive internal reporting and meet our fiduciary and regulatory commitments. We are also investing in other areas such as portals linked to our core systems and digital verification of IDs.

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

This award is very much vindication that we are doing things right. It is not only reflective of our unique fiduciary offering



**Michael Giraud**  
Head, Standard Bank Offshore Trust Company Jersey

but also recognition for the hard work undertaken by our team, who are very much integral to everything we do. Having gone about our business very quietly for the last 30 years we have consciously decided that it's time to lift our head above the parapet. This awareness will help to inform a wider audience about the unique nature of our fiduciary offering as well as the strength and depth of Standard Bank across Africa. So many trustees claim to have an African presence, but I would be surprised if any shared our appetite for African business together with our unique understanding of the continent.

We very much hope to build on this award and the recognition it gives. ■





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# A DRIVE TO BE TOP PRIVATE BANK FOR EMERGING MARKET CLIENTS

**Grant Parkinson**, Head of Consumer, Private and Business Banking for Europe, **Standard Chartered Private Bank**, explains the bank's achievements to *WealthBriefing*.



**Grant Parkinson**  
Head of Consumer, Private and Business Banking, Europe, Standard Chartered Bank

## What do you think gave you the competitive edge this year?

Our competitive edge is our drive to be the leading international private and priority bank for emerging market clients. We have a trusted global brand, built on a heritage of over 165 years in international banking and a unique world-wide footprint (59 countries) that provides clients with advice and access to some of the biggest growth markets around the world.

In Europe, we bring together Priority (HNW individuals) and private banking (UHWIs) services for wealthy individuals across Africa, the Middle East, South Asia, Turkey and UK from a world-class Jersey platform, and our London and Dubai Advisory Centres. Additionally, our industry experience puts us in an ideal position to provide private banking services to both new arrivals and existing UK resident non-domiciled individuals.

We have an expertise in ESG investing and are thought leaders in this space. Each year, we publish our annual Impact Matters publication on sustainable development topics, covering healthcare and education to environmental issues.

## Describe how your colleagues made a difference to your organisation?

Without doubt, our people are our biggest strength. These awards are their award and I'm proud of what they have achieved. It never ceases to amaze me the lengths the team go to get a job done.

Given our diverse international footprint and language capabilities, we are often called upon to assist others in our network.

## What steps are you taking to stay ahead of competition and in this region?

We have a focused strategy for our Europe region and a new simplified operating model. It's what we call the three As; Affinity with emerging markets served for over 165 years; Access to our network and capabilities; together with specialist Advice to seize dynamic market opportunities.

## Please describe the challenges you needed to surmount to reach your standard.

As for the private banking industry overall, the ongoing COVID-19 pandemic and geo-political instability in parts of Europe continue to create market volatility and client uncertainty. Therefore, we've supported our clients to find new opportunities. Inflation has become a real issue recently.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

We used the pandemic as an opportunity to fast track our approach to how we work. It's something we've been focused on for some time, but the pandemic was a catalyst to show we can successfully

work with a level of flexibility. We know that work, now and in the future, is facing significant change, as are the expectations of our clients and colleagues. We operate a hybrid approach.

## What do you see as the prospects for wealth management in general?

One trend I think we'll continue to see play out is ESG investing. Investors can play a significant role in supporting the economic recovery through how they manage, invest and spend their wealth.

Our latest survey into the sustainable investing patterns, for example, reveals that sustainable investing is at a tipping point, with awareness and interest at an all-time high.

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

We're very proud and humbled to win both 'International Clients Team' for the UK for the second year running and 'Private Bank Talent Management & Diversity UK' for the first time.

They are both very competitive categories with strong contenders, and we'd like to thank *WealthBriefing* for the recognition. ■



Stephenson Harwood's international private wealth team helps clients to protect and nurture the growth of their personal and family fortunes. As trusted advisors to clients across the world, we understand and appreciate that managing wealth is a marathon not a sprint, and – wherever our clients' journeys take them – we are there every step of the way. The team puts clients at the heart of what we do, to deliver excellent service and help them achieve their goals. Our international perspective and personal touch ensure that we deliver comprehensive, bespoke and pragmatic solutions that address every aspect of our clients' needs.



## **Wealth Briefing European Awards 2022**

Best private client law firm

Winner – Stephenson Harwood

# EXCELLENT ADVICE FOR INTERNATIONAL FAMILIES WITH BESPOKE TOUCH

Emily Osborne, Partner at **Stephenson Harwood**, talks to Tom Burroughes, *WealthBriefing* Group Editor, on how this law firm makes its mark.

## What do you think gave you the competitive edge this year?

Stephenson Harwood is a law firm with more than 1,100 people worldwide, including more than 190 partners. Our people are committed to achieving the goals of our clients - listed and private companies, institutions and individuals. The firm's headquarters are in London, with eight offices across Asia, Europe and the Middle East.

Our private wealth team spans the firm's offices in London, Dubai, Hong Kong and Singapore, and provides 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, and unpicking complex issues, to provide straightforward, pragmatic advice. We offer clients a wide range of services, and have particular technical strength in 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 "bespoke" feel, and seeks to build genuine and long-lasting relationships with clients who entrust the team with all aspects of their affairs.

## Describe how your colleagues made a difference to 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, which is managed via one "client relationship partner".

The combined multi-disciplinary team of our contentious and non-contentious lawyers has continued to provide a more powerful, unified proposition to our clients, and reflects the increasing market demand for "semi-contentious" advice.

The head of the merged London team, Jenny McKeown, is a driving force behind our efforts to build a truly global practice, which harnesses the existing expertise within the firm, while developing new approaches that meet clients' needs more seamlessly.

There's also a sense of everyone playing to their strengths; for example, James Quarmby is well-known in the industry for speaking out on industry and public policy issues.

## What steps are you taking to stay ahead of the competition?

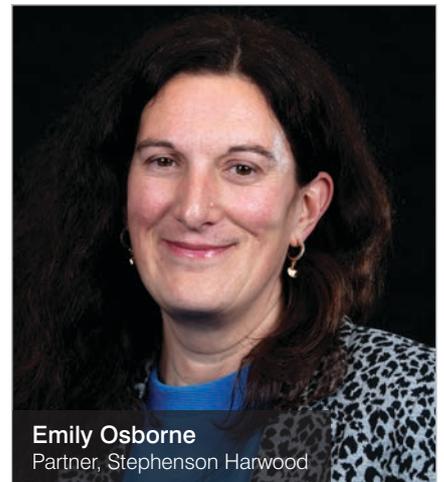
We continue to expand our team, having added one partner to the London team last year, and we're delighted to be joined by Jonathan Conder this year. Private wealth falls within one of the five key areas the firm is targeting as part of its global five year growth strategy – another reflection of the importance we place on continuing to develop and improve our offering to clients.

## Please describe the challenges you needed to surmount to reach your standard.

Like everyone, we had to adapt to the pandemic and the rapid move to fully remote working. However, it's actually made us work more closely with our colleagues in other offices; when no-one is in the office, it's been easier to see beyond the usual physical boundaries of the office. So many of the issues that our clients face are cross-border, or common to many jurisdictions, and fully embracing a global unified approach has helped us to identify international trends, spot issues and develop holistic solutions for our clients.

## Whom do you look to for inspiration and ideas?

The private client world is a small one, and there is a lot of sharing of knowledge



Emily Osborne  
Partner, Stephenson Harwood

and ideas between peers. The non-legal players in the industry also provide inspiration and can be the source of new ways of collaborating to deliver an improved combined experience for clients.

Our in-house innovation team is great at challenging the status quo and helping us to think outside the box and try new ways of delivering services.

Ultimately, though, it's certainly true to say that our clients are at the centre of everything we do – including providing inspiration. Private client work is very personal, and we have to adapt our approach and advice to individuals and their varying scenarios. This forces us constantly to think about whether there's a better way to meet the specific needs of each client, and adapt our approach accordingly. ■



# NOW AND FOR FUTURE GENERATIONS

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# SUPPORTING MAJOR FAMILIES AND WEALTH CREATORS WORLDWIDE

**Greg Harris**, Partner and Head of Family Office British Islands, **Stonehage Fleming** talks to *WealthBriefing's* **Tom Burroughes**.



**Greg Harris**  
Partner and Head of Family Office  
British Islands, Stonehage Fleming

**S**tonehage Fleming is adviser to many of the world's leading families and wealth creators. Whatever the stage of their financial life story, they require high quality strategic advice and planning, operational support and execution. We advise on over £60 billion of assets on behalf of our clients, whom we serve from 18 offices in 14 geographies. As their most valued advisor, we help them determine a strategy and purpose for the management and protection of their wealth - now and for future generations.

## What sets Stonehage Fleming apart?

Our client-first philosophy is at the heart of everything we do and our global scale combined with our local presence enables us to deal with the needs of the multi-jurisdictional families and wealth creators we work with. We have a deep understanding of the cultural, language, legal, tax and regulatory challenges our clients face and our scale allows us to provide our increasingly international clients an even wider range of services.

## How have your colleagues contributed towards the success?

The past couple of years have been challenging but colleagues remained

resilient and continued to deliver the quality and continuity of service our clients expect. We operate as a "One Firm Firm", working seamlessly together across services and geographies for the benefit of the families we support.

This approach is fundamental to the success of our proposition, where our clients often have multiple touchpoints. This working model has remained consistent, even as the firm has grown to be a leading independent multi-family office in the EMEA region.

## How did Stonehage Fleming react to the pandemic and what lasting changes do you expect from this period?

At the start of the pandemic, Stonehage Fleming adapted quickly and moved to agile working. Recognising the fundamental changes in the nature of the workplace, in the summer of 2020 the Group decided to move to a "3-in-5" policy, ensuring that the culture of the business is preserved through in person engagement, whilst acknowledging the benefits of flexible working.

As an international business, the firm was already accustomed to regular digital communication and had the infrastructure in place to support remote working. Although face-to-face contact was reduced, the adoption of video conferencing made it easier and more efficient to stay in regular contact with clients.

The firm also worked hard to engage with clients virtually and last year hosted over 40 webinars, covering the outlook for markets as well as reflecting on softer topics such as the purpose of wealth and sharing inspiring stories from our network of successful entrepreneurs and professionals. Although we are looking forward to hosting in-person events in 2022, there is still demand for webinars and we will continue to harness digital channels moving forward.

## Have your differentiators become more important to your business? Are they still relevant?

Stonehage Fleming embrace the values that make a family harmonious and successful, acting with integrity and striving for excellence in everything we do. For an independently owned firm we have a remarkable array of in-house capabilities but the differentiator is not our expertise but our experience we have acquired over decades working with successful families.

This has not changed - we have been privileged to support our clients, including the Fleming Family, over several decades. Acting as a full service Family Office we are able to draw on over 40 years of practical experience helping our clients address the challenges of creating and preserving wealth.

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

Being recognised by the *WealthBriefing* judges for the sixth year in a row highlights the quality of our service offering and the confidence and trust our clients have in us. Winning the award provides a credible third party endorsement for the group, raises brand awareness in the region and boosts the morale of our people. ■



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# WHY SWISSQUANT LEADS THE WAY WHEN INNOVATION, ADAPTATION ARE CRUCIAL

**SwissQuant Group AG** COO **Mohamed Louizi** talks to **Tom Burroughes**, Group Editor of *WealthBriefing*, on his firm's award success.



**Mohamed Louizi**  
COO, SwissQuant Group AG

## What do you think gave you the competitive edge this year?

"Innovation distinguishes from a leader and a follower" (Steve Jobs). By anticipating market trends and listening closely to our clients and their needs, our innovation is fueled and top solutions are born – solutions which allow our clients to stand out against their peers and benefit from higher client acquisition, improved portfolio returns and reduced costs.

A case in point is our recently developed end-to-end ESG solution: By evolving our risk analytics to cover ESG criteria and engineering a new solution to integrate sustainability into the portfolio process, we are one of the first to develop a fully automated ESG customer-driven investment application. This app provides a new level of autonomy to the customer, allowing 24-7 instant access to transparency and responsible investing.

## Describe how your colleagues made a difference to your organisation?

Without people, there can be no innovation. SwissQuant cultivates a strong culture of excellence and innovation, resulting in an in-house power which is hard to match.

## What steps are you taking to stay ahead of competition and in this region?

"Mastering Complexity" is our promise to simplify while remaining effective. For 17 years swissQuant has been creating innovative products and providing guidance to help organisations across the globe remain efficient, competitive and attractive in times of disruption. Together with our ability to anticipate business-driven trends, this long-term experience in applying quantitative methodologies to financial market complexity, will help us maintain our position as thought-leader and reliable partner.

## Please describe the challenges you needed to surmount.

The main challenge was to convince clients of the importance and value of quant-driven solutions in wealth management. Applying the right technology, backed with a consistent quantitative approach to manage the risk of a broad range of financial instruments, including ESG and crypto assets, requires the buy-in of many key stakeholders.

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

The biggest challenge was to maintain close contact to our clients. Working remotely is not comparable to working closely with our clients in person. As the pandemic slowly eases its grip on the world, barring any further wide-spread economic interruptions, we expect a renewed momentum to the pace of business and an eagerness to get on with life as usual.

## What do you see as the prospects for wealth management?

Europe remains a strategic market for swissQuant, and we plan to continue investing in innovations adapted to the

market demands and trends in this region. As a result of continued global instability and increasing inflation rates, we anticipate increased demand for risk-driven wealth solutions able to handle the complexity of today's disruptive markets while at the same time uncovering growth opportunities.

## Whom do you look to for inspiration?

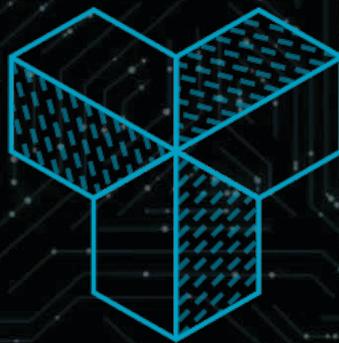
Our clients are our greatest source of inspiration. By nurturing relationships with academia and adding brain power to our advisory board, we are the first to hear of the newest science developments.

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

Receiving two innovation awards this year is a great milestone and confirmation of swissQuant's promise to bring value to companies and their customers. As we have grown and expanded, this credo has become our culture – a culture of idea creation and execution all geared to a client's needs and to delivering a competitive edge in an environment where stagnation is not an option. ■



2022 WEALTHBRIEFING  
EUROPEAN AWARDS  
BEST FUND MANAGER WINNER



TARANIS

We explore, identify, and analyse patterns within financial markets,  
human behaviour, and technological innovation to  
**ANTICIPATE TRENDS**



# MARKET TIMING APPROACH IS PART OF TARANIS'S DNA

Tom Burroughes, Group Editor at *WealthBriefing*, quizzes **Julien Leegenhoek**, CEO & Portfolio Manager, **Taranis**, on the firm's ability to take the lead.

## What do you think gave you the competitive edge this year?

At Taranis, our DNA is to take our investment decisions on a market timing strategy. Hence, our flagship fund, Taranis Market Sentiment, offers a systematic investment strategy that aims to generate returns by harnessing markets' risk using our proprietary behavioural finance algorithms. Our investment process leverages different factors such as behavioural trends and global cognitive analysis with rigorous statistical modelling to capture market opportunities.

Behavioural Finance is not a new topic in Economic Theory. As early as 1936, John Keynes already questioned the validity of the "homo-economicus", introducing the notion of "animal spirits" in his *General Theory of Employment, Interest and Money*: "markets are moved by animal spirits and, not by reason".

In the 1980's, finance theorists began to challenge the consistency of the efficient market models, as empirical data were showing various anomalies, inconsistent with traditional models. Behavioural finance theories sprung up and gained traction in academic research. Later, Nobel prizes Akerlof (2001) and Schiller (2013) detailed the effects of animal spirits - such as overconfidence, fear, bad faith, corruption, a concern for fairness - in understanding economic and financial cycles.

Empirical Finance Research has also shown less than 10 per cent of market movements on major stock indexes are explained by fundamental factors such as earnings, dividends, or macroeconomics (i.e., Goyal, Welsh 2008). At Taranis, we try to address a part of the unknown through Behavioural Finance. Our own way to apprehend markets is to analyse its participants, their behaviour and ultimately their risk appetite. Indeed,

we believe that investors' positive (negative) mood causes periodic optimism (pessimism) in evaluating assets' systematic and idiosyncratic risk and thus, correlates with their demand for risky assets.

Despite the tremendous advances we have seen in academic research over the past two decades, we still consider behavioural finance an emerging field of research in economics. We believe there are still plenty unexplored opportunities to make the right bridge between academic research and investment strategies. In addition, despite the oldness of the notion of "animal spirits", quantifying its effect is rather nascent yet achievable, as stated by Alan Greenspan in 2009: "Fear, euphoria, time preference, herd behaviour - all can be defined in term of numbers".

Hence, we are very enthusiastic with the years of research ahead to better understand how complex financial markets work. We believe that behavioural factors will become as important as fundamental factors in portfolio construction. As with any approach to asset management, we think their efficiency is inherently dynamic and time-varying. Thus investors must continuously reassess their validity in order to maximize their outcome.

## What steps are you taking to stay ahead of competition and in this region?

As a team we do our best to bring a fresh spirit to the investment world. Human interaction is at the heart of our business and research for excellence at the heart of all our processes. All full-time members of our team are under 40. We live and breathe a start-up culture: innovative, fast, out of the box, aspirational.

Our competitive advantage is the result of the team's commitment and the



**Julien Leegenhoek**  
CEO & Portfolio Manager, Taranis

quality of the product we bring to market. At Taranis, we always try to give the best of ourselves without looking too much at competition. We like to think that we don't compete with others, but we compete with our former selves.

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

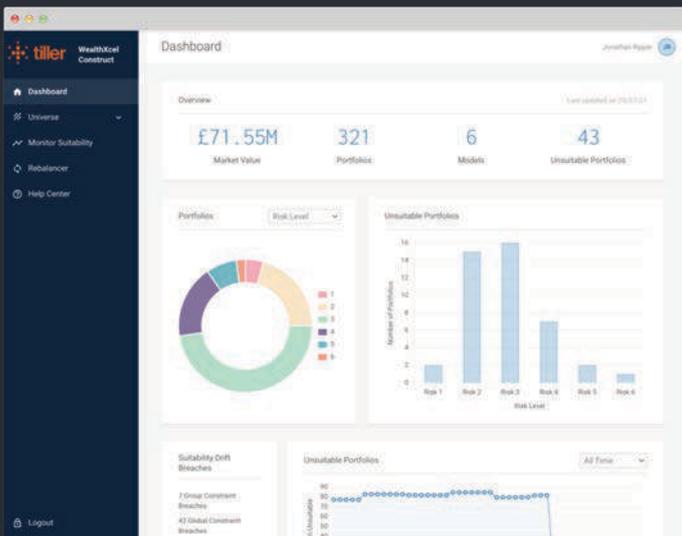
This award is a key milestone for us. We would like to thank *WealthBriefing* for choosing us as the best fund manager in Europe, which is a fantastic achievement for our young company. It means that the quality of our technology and our team match the highest standard, and we will not settle for less than this in the future. ■





# Using Construct in your business.

Construct is a versatile tool that firms of all shapes and sizes can use to achieve their business goals.



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**One tool.**

## Multiple use cases.

### 1. Monitoring thousands of individual portfolios

A complete consolidated view of all of your portfolios in one dashboard, highlighting at a glance, any that have drifted against their constraints.

### 2. Adding a tilt to portfolios

Give investment managers and relationship managers the ability to tweak portfolios, whilst maintaining suitability against centrally set constraints.

### 3. Complete portfolio customisation

Construct can facilitate portfolio managers or clients to create entirely bespoke portfolios by tailoring portfolios that correspond to their specific views & preferences. This is achieved without deviating from the limits of the constraints set by the overall centralised investment process.

### 4. Merging customer books with different investment constraints

Use Construct to consolidate different books of customer portfolios onto one single investment approach.

### 5. Controlling and optimising portfolios within CGT tolerances

Optimise portfolios to maximise use of the CGT allowance and harvest gains and losses within the portfolio.

# OPERATING AT SPEED AND SCALE FOR WEALTH MANAGERS

Jonathan Wauton, CCO and Co-founder of **Tiller Technologies**, talks to Tom Burroughes about what makes this firm special.



**Jonathan Wauton**  
CCO and Co-founder, Tiller Technologies

## What do you think gave you the competitive edge this year?

We designed Construct for the wealth management market, unlike many legacy systems which were created for the asset management world. What is different about Construct is its ability to operate at speed and scale, given it is cloud based. Ease of use is also key, so that it can be utilised by portfolio managers, relationship managers and even the end customer – as well as the centralised risk management team.

In traditional systems, it is hard to understand the inputs and outputs. We've taken great care to ensure the system is intuitive and simple to use. Usability is key, combined with speed and power.

## Describe how your colleagues made a difference?

To deliver a modern system like Construct, you need a mix of skillsets. This is not just about a team of quantitative programmers and analysts. In our view designing a system like this, that has usability at its core is hard. You need people who understand how to present this type of information in more understandable terms. In our team, we have

the quants, programmers, and UI and UX, combined with people who have experience running money in a wealth management environment.

## What steps are you taking to stay ahead of competition?

Remaining focused on building the best system for the users - as I said earlier, we don't see these types of systems belonging to just the risk managers - the functionality and insight on offer should be accessible to any number of teams within a wealth management business.

In addition, we believe ESG will continue to drive an increase in demand for customisation in portfolios, which Construct supports.

## Please describe the challenges you needed to surmount to reach your standard.

It is one idea to have the vision of developing a system like Construct, but you have the age-old problem of starting as a small firm with the restrictions on resources. We have tackled this by implementing highly efficient operational methodologies and leveraging our skillsets to run a lean and agile team, whilst maintain the standards we set for ourselves.

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

The pandemic was generally supportive of digitally-focused firms. Particularly those offering client-centric self-service products like Tiller. We expect that to continue, given that generally, wealth management has underinvested in client-facing technology for decades - so one could expect the catch up to last for some time. You may argue that some of the urgency to upgrade technology might not last, as the switch back to in-person returns - but the long term trend is clearly still there.

## What do you see as the prospects for wealth management in general?

The money flows into wealth managers show that people are still keen to have their wealth managed professionally, which continues to drive investment in the space. With all the M&A activity and consolidation taking place in the sector, wealth management is here to stay. We continue to see technology driving forward change, particularly in client experience, which boosts wealth managers' efficiency as they become digitally enabled businesses.

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

One of the key challenges is market awareness and credibility. What is fantastic about winning this award is the audience reach *WealthBriefing* has in Europe and worldwide. ■

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**"IN TRADITIONAL SYSTEMS, IT IS HARD TO UNDERSTAND THE INPUTS AND OUTPUTS. WE'VE TAKEN GREAT CARE TO ENSURE THE SYSTEM IS INTUITIVE AND SIMPLE TO USE. USABILITY IS KEY, COMBINED WITH SPEED AND POWER."**

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# An integrated platform solution

Our integrated platforms provide an end-to-end solution for the full investment lifecycle for wealth managers, IFA firms, DFMs consolidators and execution only brokers.

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Our clients benefit from integrated, end to end investment platforms delivering:

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- enhanced portfolio modelling
- performance measurement capabilities
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**TITAN**  
Wealth Solutions 

# TALENTED PEOPLE IN RIGHT PLACE WORKING TOGETHER AT TITAN

**Tom Burroughes**, Group Editor of *WealthBriefing*, talks to **Tom Wooders**, Group Head of Sales, **Titan Wealth Solutions** and **John Leiper**, Chief Investment Officer, **Titan Asset Management**, about the reasons for the firm's success.

**T**itan Wealth is based on Wigmore Street and Titan Asset Management is based on Heddon Street, both in London. We also have an office in Cape Town, where many of the group functions such as IT infrastructure, platform development and HR are run from. Our acquisition of Cardale has also resulted in an office in Harrogate, North Yorkshire.

We have around £1.0bn in discretionary AUM at Titan Asset Management. Titan Wealth Solutions is now approaching £2.5bn in AUM and Cardale Asset Management – our most recent acquisition – has c.£1.5bn in AUM.

**What has driven the success of your organisation and how would you best describe what it does?**

**Tom Wooders:** Quite simply, talented people in the right place working together towards a collective goal.

As a consolidator of the asset management space, Titan brings a high-quality execution and administration to the asset and wealth management sector through its acquisition of a trade custody and settlement business GPP. We cater to a wide variety of clients, although our core business is the discretionary investment management of IFA client assets.

**To what would you attribute Titan's success?**

**John Leiper:** At a group level, our success is a result of our proposition to leverage new technologies and broaden distribution channels so we can cater for the next generation of IFAs.

At Titan Asset Management, our success has been built on investment performance, a pipeline of really compelling products and award-winning solutions such as our recent win for 'Most



**Tom Wooders**  
Group Head of Sales,  
Titan Wealth Solutions

*Innovative Thematic Proposition'* at the 2022 *WealthBriefing* European Awards.

At a people level, I'd say we are successful because across all our work there is a culture of open minds and broad horizons.

**What sort of challenges have you had to beat, and how were you able to do so during the pandemic period? What lessons have you learned from that experience?**

**Tom Wooders:** We were very fortunate in that we could move seamlessly to a work from home set-up. Our systems and processes are well structured to do so and with Microsoft Teams in the background, we could chat and bounce ideas off each other just like we were in the office.

**Going forward, how will you remain on the front foot as a business? From whom do you get inspiration about how to run such a firm and what success means?**

**John Leiper:** Challenging ideas, pushing boundaries and always striving



**John Leiper**  
Chief Investment Officer,  
Titan Asset Management

to grow. It's about the right mindset. I won't name names but every day I come across incredible businesses, and people, doing amazing things. Given the wealth of talent and, dare I say it, competition out there, staying in the loop is a source of inspiration and motivation for me and a constant reminder to keep driving forward.

**How do you intend to leverage your *WealthBriefing* award and the associated recognition?**

**Tom Wooders:** As you'd expect from a Head of Sales, I intend to unabashedly bring it up in conversation at every permitted opportunity! Seriously though, we will use it in every way we can to show off the excellent work and dedication of the investment team who drive our success, in an effort to drive further success for the business. We couldn't be more proud. ■



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# A STRONG OFFERING AND DIVERSE EXPERIENCE IS COMPELLING PROPOSITION

Vikash Gupta, CEO, **VAR Capital**, talks to *WealthBriefing* Group Editor **Tom Burroughes** about its accomplishments.



**Vikash Gupta**  
CEO, VAR Capital

## What do you think gave you the competitive edge this year?

VAR Capital is a multi-family office focused on asset management, debt advisory and family of the services. Based in London, we manage over £1 billion in assets for over 40 global families.

The diversity of our experience and our offering continues to attract the most successful global families to VAR Capital. Our clients benefit from our bespoke services and superior returns from our asset management business. This, coupled with our fee model which aligns us with our clients' success has given us the competitive edge this year.

## Describe how your colleagues made a difference to your organisation.

We are where we are because of our outstanding people. Our growing workforce is from a diverse background, with colleagues from UK, India, China, Russia, Italy, The Czech Republic and Mauritius, and experience ranging from hedge funds to consulting, and investment banking.

We have a flat management structure with flexible working options. All staff are treated entirely equally, from the CEO to our junior analysts. This includes col-

leagues having complete autonomy over their annual leave, and receiving continuous support as they grow and develop within the business. We also recently attracted a highly experienced Non-Exec Chairman specifically to mentor the leadership and independently appraise and further improve.

This approach has resulted in our colleagues remaining passionate and motivated to deliver great results for our clients.

## What do you see as the prospects for wealth management in general?

We're seeing a significant shift within the wealth management industry as a result of the pressure on cost and regulation and the ongoing change in client expectations.

Gone are the days where a "one size fits all" investment offering yields successful results, particularly for large and global families. Our unique investment strategy, coupled with our independent ownership allows us to take an innovative approach to solving client needs.

In an increasingly complex investment landscape, our holistic and nimble approach allows us to predict and respond to market movements quickly. This is shaping the way clients think about their wealth and its potential to make an impact – something which continues to drive strong performance.

## Whom do you look to for inspiration and ideas?

Inspiration can come from everywhere. Since VAR Capital was founded, we have always prioritised innovation and are always on the look out for advances in the technological world that could help us to stay ahead of the curve, improve client service and provide innovative, bespoke solutions.

The depth and breadth of experience we have within our team stemming from banking, engineering, consulting and

technology, also gives us diversity of thought which we're very proud of.

And finally, our clients who are full of entrepreneurial thinking, creativity and energy, which helps us to continually evolve and stay ahead of the curve. By actively listening to them we understand how best to support them in using their wealth, and find that collaboration and knowledge sharing supports our own business growth and development.

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

For a relatively new and boutique asset manager like us, this award is super exciting. It perfectly conceptualises the hard work and passion that the team have put in, in order to reach our current goals. It's an honour to receive this award from *WealthBriefing*, the gold standard in our industry. ■

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**"OUR UNIQUE INVESTMENT STRATEGY, COUPLED WITH OUR INDEPENDENT OWNERSHIP ALLOWS US TO TAKE AN INNOVATIVE APPROACH TO SOLVING CLIENT NEEDS."**

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WAVERTON

# CONSISTENT PERFORMANCE AND ORGANIC GROWTH SHINE OUT AT WAVERTON

**James Pike**, Director and Head of Charities & **Isobel Fraser**, Associate Director, **Waverton Investment Management**, discuss their firm's impressive performance and strategy.

## What do you think gave you the competitive edge this year?

We were delighted to reach £1 billion of charitable assets under management in August 2021. This landmark represents huge progress for the team and is supported by a 16.9 per cent compound annual growth rate since 2010. What is more, this expansion has been achieved through consistent performance and organic growth (rather than acquisitions), which is a real testament to the high level of service provided by the team.

## What steps are you taking to stay ahead of competition and in this region?

### Service

We offer a highly personalised service to each and every charity client. Our dedicated charities team take time to understand each client's unique set of priorities and put in place an investment strategy that represents their particular position.

In 2021, Waverton hired two senior portfolio managers, with 36 years' investment management experience between them. These new hires will enable us to maintain a personal service for our charity clients as our assets grow.

### Responsible investment

We attach huge importance to investing in what we believe to be the best ideas worldwide, be that in stocks, funds, fixed interest or alternative asset classes. Environmental, social and governance (ESG) principles are embedded throughout our investment process and we continue to actively engage with company management, voting on our largest shareholdings to encourage positive change. More recently, we have signed up to Climate Action 100+,



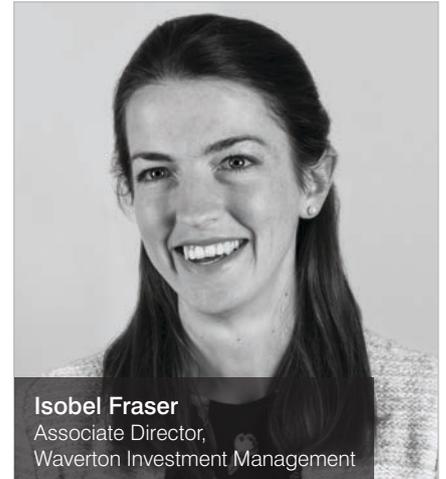
**James Pike**  
Director and Head of Charities,  
Waverton Investment Management

a collective engagement body, which ensures the world's largest greenhouse gas emitters take necessary action on climate change. We look forward to collaborating with our peers to challenge areas of industry on this extremely important matter.

## How did your firm react to the pandemic and what lasting changes do you expect from this period? What might not last?

Waverton maintained a consistently high level of service for charities throughout the pandemic. Client reporting meetings and pitches were done via video conferences in order to ensure the safety of all those involved; as regulations have eased, we adapted our service approach in line with clients' expectations and requirements. Within investment portfolios, we are proud to have provided our clients with strong risk adjusted returns throughout the pandemic and we will continue to strive to do this using our global, direct and active investment approach. ■

*Risk Warning: Past performance is not indication of future returns. Capital security is not guaranteed.*



**Isobel Fraser**  
Associate Director,  
Waverton Investment Management

"WE OFFER A **HIGHLY PERSONALISED SERVICE** TO EACH AND EVERY CHARITY CLIENT. OUR **DEDICATED CHARITIES TEAM** TAKE TIME TO **UNDERSTAND EACH CLIENT'S UNIQUE SET OF PRIORITIES** AND PUT IN PLACE AN **INVESTMENT STRATEGY** THAT REPRESENTS THEIR PARTICULAR POSITION."





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 **TEAMWORK**

# A COMPELLING MIX OF SOLUTIONS WINS PLAUDITS FOR WIZE BY TEAMWORK

**Pierre Dupont**, Managing Partner at **WIZE by TeamWork**, tells *WealthBriefing* on the characteristics of this award-winning business.



**Pierre Dupont**  
Managing Partner, WIZE by TeamWork

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

WIZE by TeamWork, the all-in-one wealth and asset management solution, is one of the fastest growing WealthTech companies in Switzerland dedicated to external asset managers, family offices, private banks, fund managers, pension funds and securities traders.

Part of the TeamWork Group, a 950+ employees Swiss company founded in 1999 and fully owned by its top management, we offer a unique 100 per cent web-integrated SaaS secured Cloud or on-premises platform including:

Portfolio management system with model portfolios & re-balancing/hedging capabilities; private equity module; risk and performance management (MWR/TWR, contribution/attribution).

- Order management system including FIX connectivity.
- CRM System with KYC and documents lifecycle management.
- Compliance system with AML; MiFID II and LSFIn/FIDLEG/FinSA pre-trade checking; risk profiling & monitoring; full audit trail.
- Reporting system with white labeled

customised multi-assets consolidated reports.

- Invoicing system including automatic fees calculation and controlling; profitability measurement.
- Multi-custodian connectivity: 180+ automatic feeds; API connectivity
- e-banking / Mobile App.

In Geneva, Zurich, Singapore, Luxembourg, London, Beirut and Montreal, our team of 35 professionals aims at delivering best in class support and back-office business process outsourcing services thanks to our extensive banking operations expertise gained by most of us in different banks and/or family offices.

Trusted by over 92 clients representing more than 3,000 users in 18 countries, we allow clients to focus on their business while taking advantage of the platform's power and scalability for an attractive all-in-one monthly fee.

Our focus: intuitive user experience, rich and performing functionalities, easy and transparent pricing.

We therefore think all these elements set us apart from our peers and make us an outstanding 11 years old FinTech.

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

WIZE by TeamWork is first of all a fantastic success story based on people.

WIZE is born out of the meeting in 2010 between Philippe Rey-Gorrez – the founder of the TeamWork Group - and Cédric Baiker, an expert in IT banking solutions who had driven the development of the swiss "Newbanking" core banking package from 1996 to 2010.

Realising that the market solutions dedicated to private banking and external asset managers (EAM) were abnormally

expensive, not sufficiently functional, and mainly based on legacy technologies, it was clear that in a context of increasing regulation and financial transparency, there would be a growing need for the EAM community to rely on more sophisticated, functional and secure solutions that would enable them to respond efficiently to their business challenges and constraints.

Cédric had spotted a gap and a really growing need for EAMs and Philippe decided to invest in this team of 4 since he believed in them.

The development therefore started in 2010 from a white sheet with the latest available technologies and with absolutely no legacy. After two years and a huge investment in R&D, the first customer was signed in 2012. Since then, the WIZE by TeamWork team continuously grew to a team of 35 today and continued to be ahead of market trends, evolving constantly.

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

We hope this accolade will be perceived by our clients and team members as a strong evidence that our collaboration during the last 11 years has produced a remarkable and scalable platform.

We therefore see this accolade both as a recognition of the high quality work delivered but also as a good evidence for our prospects that they can feel in good hands with our WIZE by TeamWork platform and team. ■



EXTERNAL ASSET MANAGEMENT  
PLATFORM & OFFERING

WINNER  
WIZE by TeamWork



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DO MORE. ACHIEVE MORE.



## We believe in doing more so that our clients can.

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# ZEDRA'S ACTIVE WEALTH APPROACH REAPS DIVIDENDS

**David Rudge**, Head of UK and Managing Director UK Active Wealth at **ZEDRA**, talks of the group's achievements.

## What do you think gave you the competitive edge this year?

ZEDRA is recognisable by our actions and behaviour. Our clients value this. In the last global survey a third party carried out for us, more than 70% of our clients were willing to recommend us, main reason being our people, reliability and responsiveness. We combine our 100 years of Barclays' legacy with innovation and entrepreneurial mindset. By empowering our people, we managed to always be one step ahead to anticipate our clients' evolving needs.

## Describe how your colleagues made a difference to your organisation?

Our colleagues make ZEDRA, so they are our most important asset. We value, hear and empower every single employee. ZEDRA is a family and we want our people to grow and flourish alongside us so we can enjoy and share in our joint successes. Our partners and clients tell us that our attitude, way of being and soul make us different. We believe it is true!

## What steps are you taking to stay ahead of competition and in this region?

ZEDRA had led the way, differentiating its products through the launch of its Active Wealth proposition. Active Wealth has been developed following a combination of client feedback and industry research. This has led to a transformation in how the company will work to support private clients in the future.

ZEDRA notes that today's family business owners, entrepreneurs and high net worth individuals often require a multitude of family wealth services from the same provider. Where other service providers require that these are engaged separately, ZEDRA does not. Our Active Wealth solutions embrace a multitude of particular needs faced by private

clients and allow clients and their advisors to liaise with a single global relationship manager in any global office.

## How did your firm react to the pandemic and what lasting changes do you expect from this period?

When it all started, it was a priority for us to focus on employee well-being, putting our team's health at the center of our response. Second was to ensure business continuity. Third was to make sure to rapidly adopt emerging operational trends and new needs of our employees, clients and partners. We succeeded since ZEDRA continued to perform strongly.

## What do you see as the prospect for wealth management in general?

Private offices are becoming increasingly popular and prominent in investment circles. This rise in popularity is due to changing economic conditions and the increased flexibility and control that families wish to exert with their capital. Sustainable investing (environmental, social, and governance ESG-driven criteria) and impact investing are on the rise. Families are gearing up to deploy their capital among eco-conscious businesses tackling critical social and environmental challenges, with the top sustainable investment theme being climate change.

However, addressing divergent, inter-generational attitudes in wealthy families requires a sensitive balance between traditional and innovative servicing requirements and conventional and more socially aware investment strategies.

## Whom do you look to for inspiration and ideas?

Our clients are an immense source of inspiration. The majority of them are entrepreneurs. Some started from scratch, and had the courage to trust their vision to finally succeed! When you deal and



**David Rudge**  
Head of UK and Managing Director  
UK Active Wealth, ZEDRA

partner with such inspirational individuals you have no other option than striving for agility and creativity.

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

Being recognised by *WealthBriefing* is an outstanding achievement, at a high calibre. The Awards play an important role by continuing to recognise the work and growth of the most committed companies in the Private Clients industry, and this is, no doubt, a significant accolade for the international ZEDRA brand. ■





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# THE WEALTHBRIEFING EUROPEAN AWARDS WINNERS 2022

## WINNERS: PRIVATE CLIENT CATEGORIES

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HARWOOD**



### INDEPENDENT TRUST OR FIDUCIARY COMPANY

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### OFFSHORE LAW FIRM

**CAREY OLSEN**



### INSTITUTIONAL TRUST OR FIDUCIARY COMPANY

**RBC** Wealth Management



### PRIVATE CLIENT LAWYER

Nicholas Rucker

**Ince**



### ESTATE PLANNING

**RHTLaw TaylorWessing**  
International Capabilities Delivered Locally



### PENSIONS ADVISOR OF THE YEAR

**The Orchard Practice**



### MANAGEMENT CONSULTANCY

**SIONIC**  
A Davies Company



### TAX TEAM

**EY**  
Building a better  
working world



### WEALTH PLANNING

**1762**  
from  
Brewin Dolphin





WINNER: Brown Shipley



WINNER: Citi



WINNER: CREALOGIX



WINNER: Druces LLP



WINNER: ERI Banking Software Ltd



WINNER: EY

**WINNERS: WEALTH MANAGEMENT TECHNOLOGY CATEGORIES (VENDORS & IN-HOUSE)**

**FRONT OFFICE SOLUTION**



**SUITABILITY PRODUCT**



**TRANSACTION PROCESSING SOLUTION**



**CRM SYSTEM**



**CHANGE MANAGEMENT PROCESS/BEST IMPLEMENTATION OF A TECHNOLOGY SOLUTION**



**CLIENT LIFECYCLE MANAGEMENT SOLUTION**



**PORTFOLIO MANAGEMENT**



**RISK MANAGEMENT**



**CLIENT COMMUNICATIONS**



**INNOVATIVE WEALTHTECH SOLUTION B2C**



**CLIENT REPORTING**



**ON-BOARDING**



**COMPLIANCE**



**INNOVATIVE CLIENT SOLUTION B2B**





WINNER: Handelsbanken Wealth & Asset Management



WINNER: HSBC UK Bank Plc



WINNER: Ince



WINNER: Indosuez Wealth Management



WINNER: InvestCloud



WINNER: Investec

**WINNERS: WEALTH MANAGEMENT TECHNOLOGY CATEGORIES (VENDORS & IN-HOUSE)**

**TECHNOLOGY OUTSOURCING SOLUTION**



**CHIEF EXECUTIVE OFFICER (TECHNOLOGY CATEGORY)**

Chris Fisher



**ROBO-ADVISORY SOLUTION**



**BLOCKCHAIN-BASED SOURCING SOLUTION**



**DATA PROVIDER**



**CLIENT ACCOUNTING**



**WINNERS: UNITED KINGDOM PRIVATE BANKING CATEGORIES**

**OVERALL UK PRIVATE BANK**



**UK HNW TEAM**



**UK DOMESTIC CLIENTS TEAM**



SOCIETE GENERALE GROUP



**UK UHNW TEAM**



**UK INTERNATIONAL CLIENTS TEAM**



**UK WEALTH PLANNING TEAM**



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watchwords  
of the judging  
process



## 2022/2023 Announcements Schedule

### MAY 2022

Family Wealth Report Awards  
WealthForGood Awards

### JUNE 2022

WealthBriefingAsia Awards  
WealthBriefingAsia WealthTech Asia Awards

### OCTOBER 2022

WealthBriefingAsia EAM Awards

### NOVEMBER 2022

WealthBriefing MENA Awards

### DECEMBER 2022

WealthBriefing Channel Islands Awards

### FEBRUARY 2023

WealthBriefing Swiss Awards  
WealthBriefing WealthTech Americas Awards

### MARCH 2023

WealthBriefing Swiss EAM Awards  
WealthBriefing European Awards

### APRIL 2023

WealthBriefingAsia Greater China Awards



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**WINNERS: UNITED KINGDOM PRIVATE BANKING CATEGORIES**

**UK INTERNATIONAL WEALTH PLANNING TEAM**



**UK PRIVATE BANK - LEADERSHIP TEAM**



SOCIETE GENERALE GROUP



**UK CLIENT INITIATIVE**



**UK PRIVATE BANK - TALENT MANAGEMENT & DIVERSITY**



**UK CHARITY TEAM**



**UK PRIVATE BANK - BEST CREDIT PROVIDER**



**UK PRIVATE BANK - CLIENT SERVICE**



**UK PRIVATE BANK CUSTOMER FACING DIGITAL CAPABILITIES (BANKING)**



**WINNERS: EUROPEAN WEALTH MANAGEMENT CATEGORIES**

**OVERALL EUROPEAN PRIVATE BANK**



**EUROPEAN INTERNATIONAL CLIENTS TEAM**



**EUROPEAN DOMESTIC CLIENTS TEAM**



**EUROPEAN HNW TEAM**





WINNER: Kleinwort Hambros



WINNER: KYC Portal



WINNER: Laserfiche



WINNER: Lincoln Private Investment Office



WINNER: Lombard International Assurance



WINNER: Lombard Odier & Cie SA



**WINNERS: EUROPEAN WEALTH MANAGEMENT CATEGORIES**

**EUROPEAN UHNW TEAM**



**EUROPEAN PRIVATE BANK - WEALTH PLANNING TEAM**



**EUROPEAN PRIVATE BANK - CLIENT SERVICE**



**WEALTH MANAGEMENT BUSINESS - BENELUX**



**EUROPEAN PRIVATE BANK - CLIENT INITIATIVE**



**WEALTH MANAGEMENT BUSINESS - THE IBERIAN REGION**



**EUROPEAN PRIVATE BANK - TALENT MANAGEMENT**



**WEALTH MANAGEMENT BUSINESS - CENTRAL OR EASTERN EUROPE REGION**



UNION BANCAIRE PRIVÉE



**EUROPEAN PRIVATE BANK - CREDIT PROVIDER**



**WEALTH MANAGEMENT BUSINESS - THE PRINCIPALITY OF MONACO**



**EUROPEAN PRIVATE BANK - CUSTOMER FACING DIGITAL CAPABILITIES (BANKING)**





WINNER: Multrees



WINNER: Nice Actimize



WINNER: Nucoro



WINNER: Nykredit Private Banking



WINNER: PaxFamilia



WINNER: RBC Wealth Management

WINNERS: INVESTMENT MANAGEMENT CATEGORIES

**SPECIALIST INVESTMENT MANAGER WITH ASSETS UNDER MANAGEMENT UP TO £2 BILLION**

**Tribe** | **IMPACT CAPITAL**



**MULTI FAMILY OFFICE OVER £3 BILLION ASSETS UNDER MANAGEMENT**

  
**STONEHAGE FLEMING**



**SPECIALIST INVESTMENT MANAGER WITH ASSETS UNDER MANAGEMENT OVER £5 BILLION**

**bordier** | 1844



**FUND MANAGER**

 **TARANIS**



**SPECIALIST WEALTH MANAGER WITH ASSETS UNDER MANAGEMENT UP TO £2 BILLION**

**Artorius**



**INVESTMENT PRODUCT PROVIDER**

 **BAM** BLOCK ASSET MANAGEMENT



**SPECIALIST WEALTH MANAGER WITH ASSETS UNDER MANAGEMENT BETWEEN £2-5 BILLION**

**Handelsbanken**  
Wealth & Asset Management



**ALTERNATIVE INVESTMENT MANAGER (BANK/INSTITUTIONAL)**





**SPECIALIST WEALTH MANAGER WITH ASSETS UNDER MANAGEMENT OVER £5 BILLION**

 **LOMBARD INTERNATIONAL ASSURANCE**  
*30+ years of making legacy count*



**ALTERNATIVE INVESTMENT MANAGER (INDEPENDENT)**

 **Gresham House**  
*Specialist asset management*



**PRIVATE INVESTMENT OFFICE**

**VAR CAPITAL**



**EXTERNAL ASSET MANAGEMENT PLATFORM & OFFERING**

**WIZE**  
BY **TW**



**MULTI FAMILY OFFICE UP TO £1 BILLION ASSETS UNDER MANAGEMENT**

**The Orchard Practice**



**PLATFORM PROVIDER**

 | **MULTREES**





WINNER: Sionic



WINNER: Societe Generale Private Banking



WINNER: SS&C Advent



WINNER: Standard Bank



WINNER: Standard Chartered



WINNER: Stephenson Harwood LLP

**WINNERS: INVESTMENT MANAGEMENT CATEGORIES**

**FX SOLUTION PROVIDER**



**MOST INNOVATIVE THEMATIC PROPOSITION**



**STRUCTURED PRODUCT PROVIDER**



**DISCRETIONARY FUND MANAGEMENT (DFM) OFFERING**



**WINNERS: WEALTH MANAGEMENT TECHNOLOGY CATEGORIES (IN-HOUSE)**

**INNOVATIVE CLIENT SOLUTION**



**INNOVATIVE USE OF ARTIFICIAL INTELLIGENCE**



**WINNERS: SPECIAL WEALTH MANAGEMENT CATEGORIES**

**MARKETING OR PR CAMPAIGN**



**INTERNATIONAL FINANCE CENTRE**



**DIVERSITY AND INCLUSION IN WEALTH MANAGEMENT (COMPANY)**



**GLOBAL CUSTODIAN TO PRIVATE CLIENT BUSINESSES**



**WEALTH MANAGEMENT EXECUTIVE SEARCH FIRM (EUROPE)**



**PHILANTHROPY OFFERING/INITIATIVE OF THE YEAR**





WINNER: Stonehage Fleming UK Ltd.



WINNER: swissQuant



WINNER: Syz Group



WINNER: TARANIS



WINNER: Tiller Technologies



WINNER: Titan Asset Management



WINNERS: SPECIAL WEALTH MANAGEMENT CATEGORIES

**MOST PROMISING NEW ENTRANT**

**ALTOO**



**M&A ADVISOR**



**MOST INNOVATIVE WEALTH MANAGEMENT MODEL**



**ESG**



WINNERS: LEADERSHIP CATEGORIES

**LEADING INDIVIDUAL (BANKER)**

Tom Road



**WOMEN IN WEALTH MANAGEMENT (COMPANY)**



**LEADING INDIVIDUAL (ADVISOR)**

Robert Macro



**CHIEF EXECUTIVE OFFICER**

Alan Mathewson



**OUTSTANDING CONTRIBUTION TO WEALTH MANAGEMENT THOUGHT LEADERSHIP (COMPANY)**



**CHIEF INVESTMENT OFFICER**

Fahad Kamal



**WOMEN IN WEALTH MANAGEMENT (INDIVIDUAL)**

Charlotte Thorne



**CHIEF OPERATING OFFICER**

Tara Palmer





WINNER: VAR Capital



WINNER: Waverton Investment Management



WINNER: WIZE by TeamWork



WINNER: ZEDRA



**WINNERS: LEADERSHIP CATEGORIES**

**RISING STAR UNDER 30**

**Louisa Carruthers**



**LIFETIME ACHIEVEMENT**

**Eric Syz**



**RISING STAR UNDER 40**

**Danielle Cottignies**



**HIGHLY COMMENDED**

**UK WEALTH PLANNING TEAM**

**Julius Bär**



**COMPLIANCE**

**NICE ACTIMIZE**



**INDEPENDENT TRUST OR FIDUCIARY COMPANY**



**RISING STAR UNDER 40**

**Neil De Sousa**



**INSTITUTIONAL TRUST OR FIDUCIARY COMPANY**





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