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The new wave of disruption

Klaus Holse of SimCorp explores M&A activity in the financial services technology space

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Apex acquires Custom House

Apex Group and Genstar Capital have acquired Custom House, a global hedge fund administrator which delivers services to alternative investment managers across Europe, Asia, and the Americas.

The addition of the Custom House business has bolstered Apex's existing hedge fund service arm and, according to Apex, the acquisition has added a further $24 billion in assets under administration to the group's portfolio.

As well as this, the acquisition is a strong strategic and cultural fit given its independent business model and focus on delivering a personal approach to customer service, Apex revealed.

Custom House clients will gain access to an additional 19 jurisdictions, custody, and depositary solutions while retaining the value of working with an independent provider.

Meanwhile, Apex has an established private equity framework in place with over $300 billion in private equity assets.

Peter Hughes, founder and CEO, Apex Fund Services, said: "When I founded Apex in 2003 we were a specialist hedge fund service provider."

"Now in our 15th year of business, the group has transformed into one of the world's largest global administrators servicing all asset classes and geographies, including an extensive private equity framework and expertise."

He added: "Apex's founding principles of delivering exceptional client service remain the same today. In turn, our extensive private equity and hybrid fund service infrastructure will open up new solutions to Custom House clients and deliver a truly global framework servicing the full value chain of any fund."

David Barry, COO of Custom House, said: "A key objective of the group was to find a partner who has a similar ethos and would enable us to continue to put our clients first. We feel that Apex is a perfect partner to achieve this. With combined assets of $560 billion, we are excited to be part of the Apex Group, and to support its continued growth and success."

Sid Ramakrishnan, vice president of Genstar Capital, commented: "We look forward to Apex continuing to execute on its organic initiatives and acquisition strategy while delivering best in class service and technology to global clients in an increasingly complex regulatory environment."

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MAS and SGX partner with Anquan, Deloitte and Nasdaq on blockchain

The Monetary Authority of Singapore (MAS) and Singapore Exchange (SGX) are working together to develop delivery versus payment (DvP) capabilities for the settlement of tokenised assets across blockchain platforms.

According to MAS and SGX, this will allow financial institutions and corporate investors to carry out the simultaneous exchange and final settlement of tokenised digital currencies and securities assets, improving operational efficiency and reducing settlement risks.

MAS said that three companies, Anquan, Deloitte and Nasdaq, have been appointed as technology partners for the project, which will produce a report on the potential of automating DvP settlement processes with smart contracts and identify key design considerations to ensure resilient operations and enhanced protection for investors.

MAS revealed that the report will be released by November this year.

Sopnendu Mohanty, MAS chief financial technology officer, noted that blockchain technology is radically transforming how financial transactions are performed today.

He said that the ability to transact seamlessly across blockchains will open up a world of new business opportunities.

Tinku Gupta, head of technology at SGX and project chair, said the initiative will bring together multiple players to pursue real-world opportunities that will benefit the ecosystem.

Koger launches open source client portal

Koger, a global financial services technology firm, has made available an open-source client portal for financial institutions, asset managers, and fund administrators.

The portal works in tandem with the systems Koger's clients already have in place and works as an overlay with firms' current systems. According to Koger, the portal interfaces with all systems, offering complete functionality with full operational transparency.

Koger provides platforms for investor services, compliance, and business process management. Koger works with fund service providers, financial institutions, and global asset managers, including hedge funds, private equity funds, retail funds, and pension funds.

Ras Sipko, COO at Koger, said: "With our technology, financial firms don't have to build their own client-facing portal. We provide the code and firms can use it as an overlay with their existing systems."

He added: "You no longer need to be a user of the Koger platform in order to take advantage of our client portal offering. Because it's open source, financial institutions, fund managers, and administrators can now conveniently integrate it into their own platform to enhance customer service and increase transparency, with a considerable reduction in cost and implementation time."

Vergent selects HSBC for global custody services

HSBC has been appointed to provide administration, global custody and equities execution services to Vergent Asset Management LLP (Vergent), a London-based investor in frontier equity markets.

Vergent was launched by Ali Al Nasser and Nemer Bechara, as managing partners, in conjunction with Connor, Clark & Lunn Financial Group Ltd (CC&L Financial Group), an independent Canadian asset manager.

According to HSBC, Vergent and CC&L Financial Group will be able to leverage HSBC's expertise in administering differentiated funds.

HSBC's global sub-custody and trading footprint also bring direct access to many of the frontier and new emerging markets in which Vergent will invest in.

Link Fund Solutions prepares digital portal

Link Fund Solutions is preparing a digital portal for investors in order to enable them to buy directly into its funds.

It is expected that the portal will be launched at the end of the year. Some of the funds that it supports are a cheaper alternative to fund platforms, which will give investors access to a range of funds in exchange for fees.

Peter Hugh-Smith, managing director at Link Fund Solutions, said: "We are developing a comprehensive investor portal—Fund Management Centre—to enable investors to buy, sell, and easily obtain information about their funds from an individual fund manager."

He added: "Investors who still want to access multiple funds from different managers will still go to platforms, but an increasing number of investors don't want this choice, they don't want to use it, but they still pay for it."

"At the moment, the majority of retail and adviser flow goes through platforms, but we expect this to evolve with a number of alternatives to platforms emerging especially for investors buying solution products such as multi-asset and risk-rated funds."

"This is a potential opportunity for us and something we are currently exploring."

Hong Kong bond connect scheme moves to DVP

Hong Kong bond connect scheme has moved to Delivery-Versus-Payment (DVP), the Hong Kong Monetary Authority (HKMA) revealed.

PIMFA warns of the consequences of a no-deal Brexit

The Personal Investment Management & Financial Advice Association (PIMFA) has raised concerns about the potential impacts of a 'no-deal' Brexit and how it will affect private investors and PIMFA's member firms.

PIMFA stated a no-deal situation at the end of March 2019 "remains a distinct possibility in the light of continuing differences and numerous unresolved issues".

For PIMFA members, a no-deal outcome would be "disruptive and expensive", the association stated. It added: "The people who would ultimately pay for any increase in costs or reduction in investment possibilities would be the clients of our firms."

"In order to avoid this consequence for ordinary citizens, PIMFA has consistently argued that a no-deal Brexit must be avoided and that a broad-ranging and well-founded UK/EU agreement based on the principles of mutual recognition should be in place by the end of a transition period."

The association said it is "vital the Withdrawal Agreement is not jeopardised", as this would adversely affect employment, growth, costs, tax revenues and investment, leaving little benefit to UK consumers or firms.

PIMFA said "[We call] upon the government, EU member states, and the European Commission and parliament, to ensure that a proper phase 2 with a minimum transition period—as enshrined in the March 2018 version of the draft Withdrawal Agreement—is retained and not sacrificed in negotiations on the principles of the phase 3 agreement."

John Barrass, deputy CEO of PIMFA, said: "PIMFA has repeatedly made it clear that an orderly, 3-phase approach to Brexit is both essential and achievable. This necessitates securing consensus around a Withdrawal Agreement in phase 1 to include a transition period as the core of phase 2 in which the final agreement for phase 3 is negotiated and agreed."

He concluded: "The aim is to secure a one-step Brexit at the point of implementing phase 3, which firms can be aware of and plan for well ahead of time. This would minimise disruption and the costs of changing to business patterns suitable for a non-EU state."

Due to the implementation of Cross-Border Interbank Payment System 2.0, DVP settlement mode will now be made available for bonds that should be settled in CCDC.

Under this new DVP settlement mode, overseas investors are no longer required to initiate the payment via its correspondent bank directly to the counterparty's settlement bank in Mainland, BNP Paribas revealed.

It is now required for payments to be made to the CMU's Renminbi (RMB) account in favour of the relevant CMU sub-account for the settlement purpose.

Meanwhile, participants are still required to ensure that the payment amount in the CMU's RMB account is sufficient for the DVP settlement purpose.

It was revealed that if the CMU's RMB account had insufficient funds, then the payment instruction would be placed in a queue pending for payment until sufficient funding is performed.

Additionally, all bond transactions in CCDC can be settled on a DVP basis and market cut-off time for both settlement instructions and funding are extended to 12:00 noon (HK time).

Gary O'Brien, regional head of custody product, Asia Pacific (APAC), BNP Paribas Securities Services, commented: "This is a significant step forward for the Bond Connect scheme since its launch on 1 July last year, and we anticipate that it will spark further interest from international investors wanting to capture a slice of the Chinese bond market which is now the second largest in the world having recently overtaken Japan."

He added: "This enhancement to reduce counterparty risk, as well as the expected launch of the London—Shanghai Stock Connect by the end of the year, continues to demonstrate the improved investment opportunities for both onshore and offshore investors."

Deutsche Bank acquires stake in Modo

Deutsche Bank has acquired an equity stake in US-based ModoPayments LCC (Modo), a payments technology start-up.

Modo's technology is expected to help the bank expand its existing digital business-to-business and business-to-consumer payments business.

Deutsche Bank will be able to extend payments into non-bank payment platforms such as Alipay, Paypal, M-Pesa, and WeChat beyond traditional banking channels.

John Gibbons, head of global transaction banking at Deutsche Bank, said: "Payments are the bloodline of banking. More and more global payments are executed electronically via fintech and online platforms."

"Our investment and partnership with Modo will help us to provide our corporate and institutional clients with new digital payment functionalities and accordingly more flexibility in facilitating these transactions."

He added: "Going forward, we will be able to directly process payments to mobile wallets and app-based payment solutions."

Michael Spiegel, global head of Deutsche Bank's cash management, said: "Modo's technology will allow us to provide new transaction services and payment alternatives for the rapidly growing digital economy, for example, vendors who provide products or services like entertainment content or application development and want to be paid in their mobile wallets, are an important area of growth."

"The Modo team is focused on doing the most good for the most people by reducing friction in payments."

Bruce Parker, founder and CEO at Modo, commented: "That is why we do what we do every day, and this partnership with Deutsche Bank is a great opportunity to work with one of the world's largest payment providers that can implement our technology on a global scale and further our reason for being."

"We're excited to see where this relationship can take us and how we can continue creating interoperability between payment systems around the world."

Hermes selects Northern Trust

Hermes Investment Management has selected Northern Trust for its middle office outsourcing, extending the relationship by five years.

Based in London, Hermes Investment Management provides active investment strategies and stewardship services to institutional and wholesale clients globally.

Clive Bellows, head of global fund services for Europe, the Middle East and Africa (EMEA) at Northern Trust, said: "We work closely with our clients to deliver solutions that support their specific and evolving requirements. Our middle office outsourcing solutions are just one example of how we help take away the administrative burden from our clients so they can focus on their core business."

Ian Kennedy, COO, Hermes Investment Management, added: "After an extensive review we have renewed our relationship with Northern Trust. It is imperative that we partner with a provider who can meet the demands of our business, and look forward to continuing to collaborate with them."

Cybercrime and fraud continue to threaten financial services industry

Cybercrime and fraud are still some of the leading threats to the financial services industry, according to a new paper released by Finestra in association with Equinix.

In a survey of more than 100 financial services professionals, and a series of one-to-one interviews with senior bankers, Finestra found more than half (56 percent) said fighting cybercrime and fraud would be their main priority over the next five years.

Becky Clements, head of payment industry and change at Metro Bank, said: "Cybercrime and fraud pose a real threat to

the banking industry. As a non-executive director at New Payment Systems Operator, we have a dedicated team focused on how the industry can work together to help combat cybercrime and protect customers."

The paper also explores how interconnection and computing at the edge can help banks successfully navigate digital transformation and secure competitive advantage; whatever the future landscape looks like.

Finestra stated: "Technologies and processes such as 5G, cloud and data analytics are reaching maturity."

It added: "This is creating myriad opportunities and challenges for banks to respond to and requires agility in development, as well as in culture. A mindset of test, deploy and learn-fast is required but it does not sit comfortably with such conservative heritage."

One survey question looked at the key trends in the competitive landscape that banks expect to face during the next five years. Of this, some 34 percent of respondents said challenger banks and new entrants to the market were their biggest competition and priority.

The report also covered working with third-party providers (TPPs).

In the interviews, the priority areas for working with TPPs which emerged were regulation, technology and compliance, but with a focus on open application platform interfaces (APIs), as well as know-your-customer and anti-money laundering services.

Many of those interviewed said that the development of new anti-money laundering products "offers a big market for financial technologies" and also that TPPs can help drive better compliance within banks through, for example, improved management information reports for Market in Financial Instruments Directive.

Finestra was also made aware of the threat posed by continuing levels of regulatory change.

Finestra said: "Particularly to the large banks, increased competition—with technology platforms and single sign-on allowing access to multiple providers—is expected to pose a significant threat to current income levels."

Although there were no specific questions on APIs in the online survey, the subject was discussed during the interviews.

During interviews, the banks were asked whether their approach to open APIs was focused on regulatory compliance or more strategically as a potential enabler of both innovation and competitive advantage.

Commenting on this, Teresa Connors, director of market engagement at the Royal Bank of Scotland Group, said: "Open banking is often discussed in relation to regulatory compliance. But it is much more."

"The combined effect of open banking and the development of API networks offer opportunities to launch new products and services, increase competition and provide greater choice for customers."

Finestra said: "What was clear from their responses was that all the banks saw the strategic opportunities offered by open APIs, but some were still concentrating on delivering the mandatory elements, with innovation being for the future."

SmartStream launches QA testing

SmartStream Technologies has added quality assurance (QA) testing as a service for its transaction lifecycle management (TLM) Collateral Management solution.

TLM Collateral Management is an automated data management solution that helps financial institutions reduce operational risks associated with collateral management programmes.

It offers a variety of functions to support the increasing use of collateral within the local and global banking community, with coverage for cleared and non-cleared over-the-counter derivatives margining, repo margining and securities lending margining.

The new service enables collateral administration desks to stay current with changes in the market and regulations, whilst providing the best service to clients.

As a result of this launch, SmartStream will deliver a suite of automated and manual tests, allowing financial institutions to leverage SmartStream's internal testing capabilities.

Customers' own tests can be incorporated and their customisations deployed. This enables clients to take on new functionality more rapidly and vastly reduce internal testing efforts, according to SmartStream.

Jason Ang, product manager at SmartStream, said: "Transparency is key when clients upgrade—our clients recognise the challenge in staying ahead with the most recent releases, new regulatory requirements, operational and market functionality, at the same time preparing for risk mitigation strategies, maintaining connections to internal systems and managing costs."

Know the warning signs

Richard Street of RBC I&TS suggests that understanding how quickly regulation can impact the market, and responding to it, is probably the biggest challenge that this industry has faced

Maddie Saghir reports

What does your role involve?

My team are responsible for the firm's client relationships in the region, working closely with clients to understand their needs, how they are likely to evolve, and how we can best support them amid industry and regulatory change.

What asset services can RBC I&TS provide that is different from other financial services?

We are focused on providing products and services to an array of asset managers in Europe from trustee and depositary services all the way through custody, fund accounting, transfer agency, securities lending and the supporting treasury services, such as cash management and foreign exchange (FX).

Where we differentiate ourselves from our competitors is through our specialisms and unique product offering.

For example, one key specialism is our deep experience in offering offshore services to funds in Luxembourg and Dublin, where we have almost 30 years' UCITS expertise.

We are keen to help our clients to support their own clients. As such, we have invested heavily in the transfer agency business and service around 30 percent of the Luxembourg third party transfer agency market.

Another area of differentiation is the alternative investment space, particularly private equity and real estate assets, where we offer an end to end service including capital call financing.

Our balance sheet allows the new private capital fund to draw down on a facility to assist with liquidity and speed of execution.

We have combined this offering with our core administration and trustee/depositary services. We have seen significant traction as institutional investors look to invest increasingly in the real assets and private capital space in order to diversify and generate higher returns. We're also working with a number of US clients who have launched parallel funds in Europe to attract investors and leverage the Alternative Investment Fund Managers Directive regulation and its heightened transparency, reporting and controls.

We are also able to differentiate through technology, having invested heavily over the last three years in a programme that we refer to as the Advanced Client Experience (ACE).

ACE has been focused around simplifying our core systems, improving our delivery capabilities, including an electronic dashboard, electronic reporting and communication capabilities. We are now leveraging the data we hold and work closely with clients in order to make it more useful and meaningful.

As an example, in Luxembourg, we are leveraging our leading transfer agency position and rich data set to see flows going into and out of different fund strategies and fund class types. We take this data, normalise it, and compare it with the data our clients hold.

This provides insight from which to evolve their product set or improve their sales focus. By partnering with our clients in this way, we are able to help them make informed decisions based on sophisticated data, and drive business growth.

Are there any particular trends that you are currently seeing in the asset servicing industry?

Beyond data trends, asset managers increasingly need to be able to demonstrate to regulators and their clients that there is full transparency and appropriate oversight of outsourced relationships. Asset servicing providers can support this by providing data and dashboards, highlighting exceptions and where attention should be directed.

What are the main challenges that the industry faces today in terms of regulation?

Understanding how quickly regulation can impact the market and responding to it, is probably the biggest challenge that this industry has faced across asset servicing and asset management.

It tends to be an iterative process with clients growing their understanding through discussions in the industry and by working with their asset servicing provider.

The real key is an early warning. For example, we partner with Thomson Reuters to enhance our regulatory news and analysis that we provide to our clients.

How is technology affecting the industry? How do you think artificial intelligence (AI), in particular, will change asset servicing in the future and what trends is RBC I&TS currently seeing in that space?

Artificial intelligence (AI) will change asset servicing in the future. We are an operations business so custodians and fund administrators will inevitably need to use the latest technology to produce efficiency, and robotic process automation (RPA) is a valuable step in this process.

The benefits of RPA in activities such as fund administration and custody are faster processing, reduced risk and access to more focused exception reporting. As a result, firms can redirect their efforts to high-value, strategic activities that improve services and support their clients, rather than devoting time to repetitive tasks.

These technologies also provide greater ability to collect more detailed processing data, which is key to continual improvement capabilities.

The industry should look beyond using AI to complete manual processes by automating these through its core systems. Instead, it should look to strengthen its operations by using the new technology to move its exception processing into a standard operating environment.

As part of a broader RBC programme in new technologies and innovation, we have a number of labs which are running successfully and we are deploying RPA into our operations as we speak. AST

Richard Street
Head of global client coverage for Europe, the Middle East and the US
RBC I&TS

The new wave of disruption

Klaus Holse of SimCorp explores M&A activity in the financial services technology space to see if developments truly serve the buy side challenges that exist today

The recent spell of vendor acquisitions, including State Street Global's buyout of OMS provider, Charles River Development, has certainly tightened the net on technology vendors in the financial industry, causing a new wave of disruption on the buy side. But what value do these deals offer the buy side market and do they truly solve the buy side challenges that are causing a strain on investment operations today?

The buy side industry has seen disruption from all corners this year—from implementing gargantuan regulations like the second Markets in Financial Instruments Directive (MiFID II) and General Data Protection Regulation (GDPR) to handling technology innovation such as blockchain and artificial intelligence (AI), and now merger and acquisition (M&A) fever. You've most likely heard of the two major acquisitions that have taken place most recently.

Last month, State Street Global acquired Charles River Development in a landmark $2.6 billion deal, while SS&C acquired EZE only a few weeks later. These aren't just symptomatic of regional M&A trends either. Earlier in the year, Ireland's Ion Investment Group fiercely fought off Temenos to buy Fidessa for a record £1.5 billion, having already ticked off a wish list that includes several treasury management solutions from OpenLink Financial, IT2, Financial Software Systems and Wall Street Systems. But what's causing this onslaught of M&A?

I think it's fair to say that the consolidation in the industry is a direct result of shifting customer demands. With greater pressure now than ever before, firms today are recognising the limitations of their current investment technology. They want to reduce complexity, reduce costs, reduce operational risk, and more importantly improve profitability, through new business opportunities that their current technology stack simply cannot deliver. And they need it now, not only to survive today, but to thrive tomorrow.

Commenting on the recent deals, Spencer Mindlin, Capital Markets Analyst at Aite Group, said: "Vendors realise that clients are looking to reduce their IT costs and risks. Clients are now drawn to global, multi-asset, front-to-back solutions with a lower total cost of ownership."

This is the ultimate driver behind these deals: a consolidated approach that offers a holistic solution to the buy-side challenge. These acquisitions are now driven more by long-term goals than the acquisitions of the past, which often concentrated on short-term payoffs. And so off goes the bandwagon, where many technology vendors are scrambling to buy their way out of years of underinvestment, to effectively deliver the whole investment chain, front-to-back, in one offering. But what does front-to-back really mean? And does a series of acquired systems stitched together really ensure the operational ease, cost savings and risk reduction on the buy side needs to operate competitively, in the same way that a single integrated system can deliver?

Smoke and mirrors

Acquiring a set of best of breed solutions and bringing them under one roof may mean that a vendor can now call their offering front-to-back, but if it's not developed as one system from conception, it's hard to see the exact benefits.

There's a big difference between a single system covering the full gamut of front-to-back investment management operations and a system comprised of multiple systems covering a front-to-back scope. Even if the intention is to integrate it into one front-to-back system, this will be a paramount investment—which is likely to prevent you from developing other new functionality in the meantime—and a quest we remain to see a vendor succeed with. This is worth bearing in mind for investment managers on the lookout for new investment management solutions.

Architecturally, we have been thinking 'integrated' all along, not least due to the fact that our solution was founded on the idea of an investment book of record (IBOR). We realised very early on that investment firms needed a one-system solution across the value chain to operate with the highest possible level of efficiency.

Over nearly two decades, we have made it our goal to develop a single integrated system, with a robust and modern front office suite, that supports the core requirements of institutional investors, from asset managers to pension funds, insurance or bank treasury. Not having a single system running the course from front-to-back creates risks of data inaccuracy, as well as costly and burdensome manual reconciliation. Empowered by an integrated IBOR in the front office and across the investment lifecycle, our target operating model provides a true value-add and addresses key buy-side pressures.

In the case of one large European client, we have helped to increase their fund straight-through processing (STP) rate from 85 percent to 99 percent. For our clients who have been able to operate their funds below 10 basis points, they cite system consolidation, improving STP rates and having an IBOR for readily accessible and accurate data, as being among their winning strategies for the compression of operating costs.

We are now seeing firms handling larger and more frequent volumes of data than ever before, with a greater need for speed, transparency and accuracy to inform their investment decision making. The status quo of multiple systems and interfaces, coupled with legacy architecture, has inhibited the ability to conquer data management efficiently.

A front-to-back solution underpinned by a 'true IBOR'

Data management is a sought after goal, particularly in a competitive market, because data that is managed effectively can help a firm better understand and retain its clients, identify cross-selling opportunities, create new lines of business, and not the least, optimise investment decisions. It is an invaluable weapon for any firm, and can't be overlooked in today's low margin environment.

SimCorp has always maintained that an integrated investment platform powered by a single source IBOR is key in the effective management of data across the investment lifecycle. The transparency delivered by an IBOR is a considerable asset when it comes to making information, which normally only resides in the middle and back office, available for investment decision making. You may wonder what constitutes a true IBOR? SimCorp narrows a true IBOR down to 10 requirements.

Front to back not just in product but in strategy

We welcome the fact that the market is finally seeing the true value of a front-to-back solution. However, with consolidation activity set to continue, it's important to consider whether these acquisitions will truly help investment managers overcome some of their key day-to-day challenges? In truth, I think they will to some extent. But to really eliminate the crucial headaches, whether it is access to intraday data for decision making, addressing the burden of arduous reconciliation, gaining the transparency needed for reporting and client communication, or accessing new asset classes cheaply, the buy-side needs a single integrated system.

As you will see, front-to-back investment solutions can comprise a multitude of ways, but it is our unwavering belief, and that for 180 clients worldwide who rely on SimCorp Dimension for their investment decisions every day, that one system, one data source and one truth across the whole organisation is the best approach to buy-side operations.

A single system achieves far more accuracy, transparency and automation, and delivers the buy side the means to overcome the complexity and costs that are currently holding them back and also increase the opportunities for alpha. AST

Klaus Holse
CEO
SimCorp

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Comings and goings at SGSS and Citi

Societe Generale has appointed David Abitbol as head of Societe Generale Securities Services (SGSS).

Based in Paris, Abitbol will report to Séverin Cabannes, deputy CEO, responsible for the bank's global banking and investor solutions activities.

Abitbol's appointment will be effective from 1 January 2019.

Abitbol replaces Bruno Prigent, who, after 38 years at Societe Generale, is due to retire. Prigent retains his current role within SGSS until the end of 2018 and will focus on ensuring a smooth transition of the business together with Abitbol.

Frédéric Oudéa, CEO of Societe Generale, said: "I sincerely thank Bruno Prigent for his long-standing commitment to Societe Generale group and his outstanding contribution to the development of the securities services business for many years. Prigent has significantly strengthened the business by adapting to the new regulations and technologies with the objective of always providing an enhanced service to our clients."

He added: "The international experience of David Abitbol, his deep knowledge of financial markets and his expertise in post-trade operations will be key assets to pursue the development of our securities services business."

Citi has appointed Deirdre Dunn as head of North America markets and securities services.

In her new role, Dunn will work as a key partner to the global and regional product heads in defining and executing the regional strategy, managing the regional North American roles, and matrix managing the product roles.

As well as this, she will work closely with the legal, compliance, risk, audit, and finance functions to ensure strong governance and controls.

Dunn will also lead the management office that will build and maintain a culture of responsible finance ethics.

Additionally, Dunn will assume all regional markets responsibilities in addition to her duties as head of North America G10 Rates.

Dunn joined Citi in 2011 as the head of the mortgage to be announced trading desk and was promoted to the US head of rates sales in 2013. Most recently, she was responsible for running North America G10 Rates includes sales, trading, and structuring.

Prior to joining Citi, Dunn held several roles in North American and European rate and mortgage trading at Barclays Capital, Lehman Brothers, and Goldman Sachs.