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Switching to an always-on market

LSEG's Simon McQuoid Mason on the move to create a 24/5 trading venue and the driving force behind extended trading hours

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HSBC and Kamco Invest launch securities lending service

Kamco Invest – Saudi and HSBC Saudi Arabia have partnered to launch a securities lending service for clients investing in the Saudi equity market.

The new offering broadens the investment solutions offered by Kamco Invest – Saudi by enabling their clients to earn additional income from eligible securities held within their portfolios, transforming long-term holdings into an additional source of return.

The introduction of this service reflects the continued evolution of Saudi Arabia's capital markets, with securities lending becoming a core component of institutional investment strategies, the firms say.

The appointment of HSBC Saudi Arabia followed a comprehensive evaluation process that considered the bank's domestic market presence, global securities finance expertise, operating platform, and risk management capabilities.

Kamco Invest – Saudi says these strengths will help ensure its client assets are managed within a highly controlled lending framework while maintaining operational efficiency and transparency.

Commenting on the launch, Mohammed Hamad Alfaris, CEO of Kamco Invest – Saudi, says: "The introduction of securities lending represents our commitment to offer value-added solutions to our clients.

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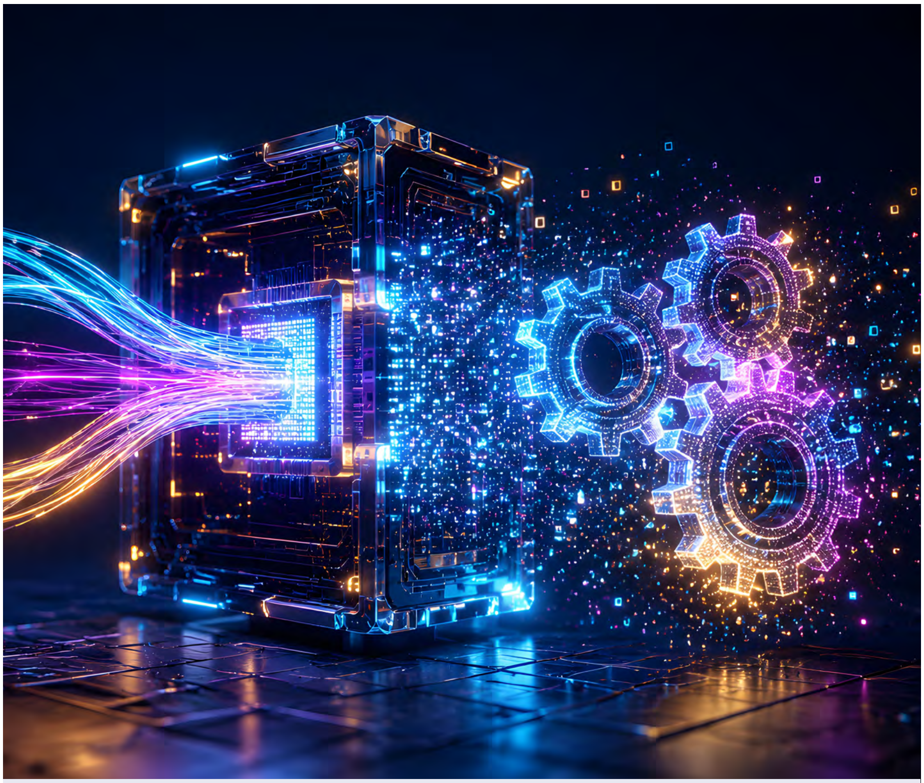

eSecLending and Goldman Sachs among firms joining Provable Markets' Aurora

Provable Markets, operator of the Aurora securities finance platform, has onboarded four institutional participants: eSecLending, Goldman Sachs, ING, and State Street.

The cohort is composed of agent lenders, prime brokers, and global banks, driving deeper liquidity pools for both sides of Aurora's market, and expanding the platform's footprint across the institutional securities lending ecosystem.

Their collective go-live accelerates institutional adoption of National Securities Clearing Corporation (NSCC)-cleared workflows, and strengthens the case for shared market infrastructure as the operational standard for securities lending.

Driven by network expansion, Aurora recorded US$33 billion in executed notional in the second quarter of 2026, with total orders growing 91 per cent quarter-over-quarter to 4.2 million.

June set platform records of US$30.1 trillion in order notional and US$14.9 billion in executed notional, the latter up 42 per cent from the prior month.

HSBC Saudi Arabia and Kamco Invest launch securities lending service

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"Beyond preserving long-term investment exposure, clients can now enhance portfolio returns by generating income from eligible Saudi equity holdings through a well-established and carefully managed lending framework."

This partnership builds on HSBC's long-standing commitment to developing the Kingdom's capital markets. For more than 70 years, HSBC has supported the growth of Saudi Arabia's financial sector and has been at the forefront of facilitating foreign institutional investment.

Alfaris adds: "Through our partnership with HSBC Saudi Arabia, we bring together strong domestic market understanding, global capabilities in securities finance, and a disciplined operational model.

"This integrated platform allows us to deliver solutions aligned with the highest global standards to our institutional and private wealth clients."

By introducing globally recognised capital market solutions such as securities lending, Kamco Invest – Saudi says it continues to expand its suite of investment capabilities while contributing to the ongoing development of the Saudi capital market in line with Vision 2030.


Around the clock, around the globe

Digital Prime Technologies welcomes expansion of Tokenet

Digital Prime Technologies (DPT) has continued the expansion of Tokenet, its digital asset financing marketplace, in a move that marks a milestone for the convergence of traditional finance and digital assets.

Tokenet brings together over US$1 billion in both institutional digital asset inventory and borrowing demand from its launch partners, which include: Galaxy Digital, Marex, LTP, Flow Traders, Clear Street, EDX Markets, Ripple Prime, QCP, GSR, and StoneX Digital.

The platform provides institutions with a unified venue to source liquidity, manage inventory, and execute digital and tokenised asset loans across North America, Europe, and Asia.

According to the firm, it replaces the fragmented, one-to-one relationships that have traditionally characterised digital asset lending.

James Runnels, CEO of DPT, says: “We have brought together many of the most respected institutions in traditional finance and digital assets to build an institutional strength lending ecosystem this market has been waiting for.

“The collective liquidity, global reach, and commitment of these launch partners, establishes Tokenet as the infrastructure designed to power institutional digital asset lending at a global scale.”

In partnership with Equilend, Tokenet is extending proven securities lending practices into digital and tokenised assets

Rich Grossi, CEO of EquiLend, adds: “Tokenet gives institutions a single, trusted venue to source liquidity and manage digital asset lending with the same rigor they expect from traditional markets.

“The scale and caliber of these launch partners, representing more than US$1 billion in inventory and demand from day one, creates the infrastructure the market has been waiting for to advance their digital asset lending strategies.”

ESMA authorises EuroCTP as consolidated tape provider for ETFs

The European Securities and Markets Authority (ESMA), has approved EuroCTP to operate as the consolidated tape provider (CTP) for shares and exchange traded funds (ETFs).

After the transition period, which ends on 30 September 2026, EuroCTP will be responsible for operating the consolidated tape for shares and ETFs for a period of five years under ESMA’s direct supervision, in line with the Markets in Financial Instruments Regulation (MiFIR) framework.

Retail investors, academics, civil society organisations, and regulators will be given free access to the data.

Other users will have to pay a fee and will be able to use it for internal purposes and with clients.

Natasha Cazenave, executive director at ESMA, states: “This authorisation marks a key step in the implementation of the consolidated tape framework, strengthening the transparency and efficiency of EU equity capital markets.

“By bringing pre-trade and post-trade data from multiple data contributors into a single stream, the CTP for shares and ETFs will give market participants a comprehensive view of trading activity.

“It will support better price discovery and facilitate more informed investment decisions for EU and international investors, contributing to the objectives of the Savings and Investments Union.”

ECB provides enhanced repo facility for central banks

The Governing Council of the European Central Bank (ECB) has finalised the operational features and onboarding framework for its enhanced Eurosystem Repo Facility for Central Banks (EUREP), following its initial announcement on 14 February 2026.

Under the updated structure, EUREP will be operated by five national central banks: the Deutsche Bundesbank, Banco de España, Banque de France, Banca d'Italia, and De Nederlandsche Bank.

Through the facility, onboarded central banks can access euro liquidity via loans secured against high-quality euro-denominated collateral.

This will be priced at the ECB's main refinancing operations (MRO) rate, plus a spread set by the Governing Council to preserve the backstop character of the facility.

The maturity of individual transactions will range from one day to one week, with the option to extend.

The maximum line size for each central bank is €50 billion, supported by risk mitigation measures put in place to protect the Eurosystem.

The enhanced facility provides standing access and is in principle open to all central banks and monetary authorities outside the euro area, unless excluded on the grounds of, in particular, money laundering, terrorist financing, or sanctions.

Onboarded central banks can use EUREP funds flexibly, without ex ante restrictions.

Following the completion of the onboarding process, central banks will be able to draw from the facility starting in Q4 2026.

The ECB will publish the total daily amount of liquidity provided under EUREP and swap lines every week.

MarketAxess hits US$670bn in repo ADV for Q2

MarketAxess Post Trade has reported a US$670 billion in average daily volume (ADV) for matched repo transactions in Q2 2026, up 30 per cent year-on-year (YoY).

Total trade volume on the platform grew 30 per cent YoY for the same period, to US$40 trillion, averaging 7,000 matched repos per day.

The platform's ecosystem currently supports 124 matching participants, with additional buy and sell side firms due to go live next quarter.

More than half of the trades on the platform (54.36 per cent) were matched and reconciled within less than a minute and about a third (35.1 per cent) within an hour.

Commenting on the news, the firm says: "We're excited to see more firms embracing post-trade automation and the momentum behind our commitment to delivering efficient, innovative post-trade solutions."

ICBC Asia joins Securities Finance Association

The Securities Finance Association (formerly known as PASLA) has introduced the Industrial and Commercial Bank of China (ICBC) Asia as a Prime Lite member.

ICBC Asia is incorporated in Hong Kong and a domestic systemically important bank (DSIB).

The bank has 52 branches (including 26 with 'Elite Club' Wealth Management Centres, and four branches equipped with 'Wise Gold') in Hong Kong.

Additionally, the bank provides retail, commercial, cross-border, private, and investment banking, plus securities, insurance, and funds services, with a core focus on retail, commercial banking, and global markets.

The Prime Lite membership is tailored for securities houses, participating dealers, inter-dealer brokers, physical, and synthetic prime brokers that operate in a single market within Asia Pacific that are involved with securities finance.

LCH SA extends eligible collateral for margin requirements

LCH SA has announced it will extend the range of eligible collateral used to meet margin requirements across the firm's services.

The move comes as the firm looks to enhance its collateral framework to better support members' liquidity and funding needs.

According to LCH SA, the extension includes a significant expansion of USD-denominated collateral that may be posted to cover margin requirements.

In parallel, the firm is also extending triparty collateral capabilities with Euroclear Bank, enabling members to mobilise US and UK government securities in local currency, alongside French CADES — the French state agency.

This brings triparty collateral eligibility closer to the existing bilateral scope, says LCH SA.

ISDA indicators reveal US$6.5tn in cleared repo ADV for June

The International Swaps and Derivatives Association (ISDA) has published its ISDA-Actrix US Treasury repo market clearing indicators for June 2026.

Total cleared repo average daily volumes (ADV) hit US$6.5 trillion, rising by 1.2 per cent month-on-month (MoM).

The figure was made up of US$4.5 trillion in cleared bilateral repo, with an increase of 0.4 per cent MoM, and US$2 trillion in cleared triparty repo, up 2.8 per cent MoM.

Total sponsored cleared repo activity reached US$2.5 trillion, accounting for 38.6 per cent of total cleared repo activity. Sponsored cleared bilateral repo volumes saw a rise of 3 per cent MoM, hitting US$1.7 trillion, while sponsored cleared triparty repo volumes were up by 4.5 per cent MoM, reaching US$0.8 trillion.

Direct cleared repo activity totalled US$4.0 trillion, down by 0.3 per cent from May 2026.

Leverage terms and margin constraints push prime brokerage competition

The number of hedge funds willing to switch prime brokers for better financing and leverage terms is on the rise, according to a new report, which highlights opportunities for new and established players with balance sheet capacity to target under-served market corners.

The report — from management intelligence platform Acuiti and global multi-asset SaaS platform TS Imagine — states that prime brokers have become more selective in their offerings to hedge funds since the implementation of Basel III.

More than half of respondents have had leverage reduced or margin requirements tightened on multiple occasions over the past five years, with 71 per cent reporting a reduction in trading scope or volumes as a result and 53 per cent citing lower returns for the fund.

57 per cent of respondents said they had switched or considered switching prime brokers due to financing costs or leverage terms, and 55 per cent said they would find it easy to onboard with another provider.

Ross Lancaster, head of research at Acuiti, says: “Prime brokers’ ability to provide leverage has largely survived the post-crisis capital regime, but beyond the aggregate picture there are significant kinks in the system.

“Funds with lower AUM or more niche strategies are consistently under-served, and as with any market inefficiency, that creates an opening for new providers.

“The next phase of competition will be won on margin transparency, data quality, and analytics rather than the traditional value-add services that funds are increasingly discounting.”

Haircut negotiation, responsiveness to margin relief requests, and the clarity and consistency of margin methodology all emerged as points of frustration, with 60 per cent of respondents reporting some lack of clarity over how leverage is determined.

Satisfaction with traditional value-add services is down across the board, with 61 per cent giving a negative view on capital introduction provided by prime brokers.

EJ Liotta, head of prime finance and equity derivatives at TS Imagine, adds: “The research confirms what TS Imagine is seeing across the market: demand for prime brokerage services continues to expand as hedge funds grow in scale and increasingly adopt complex, multi-asset investment strategies.

“At the same time, post-crisis capital requirements have made balance sheet capacity a critical consideration for prime brokers themselves, creating new challenges around financing, collateral, and liquidity management. As a result, margin and capital efficiency are becoming increasingly important areas of focus across the industry.” ■

Switching to an always-on market

LSEG's Simon McQuoid Mason, head of new trading products and market structure, sits down with Carmella Haswell to discuss the exchange's move to create a 24/5 trading venue and the driving force behind the industry interest in extended trading hours

The London Stock Exchange is racing ahead to create a 24/5 trading venue, while the US plans to discuss preparations for 24-hour overnight trading in equity markets. What are the key drivers of this push for extended trading hours?

Looking at the market as a whole, there are a couple of important factors which are starting to collide: the introduction and adoption of disruptive technologies, for example, distributed ledger technology (DLT) or blockchain, and also agentic AI capabilities. There is a lot of interest from global retail investors — the market as a whole can see, across various geographies, the importance of retail investors for trading and supporting the capital raising process. There are also some new entrants which are coming into financial markets, for example, crypto exchanges, crypto brokers, and those which come from a background where cryptocurrencies and tokenised real-world assets are traded 24/5, or even in some cases 24/7. Some traditional financial markets, such as FX and futures, are already operating typically on a 24/5 basis.

These factors are coalescing, and pulling equities, exchange traded funds (ETFs), and other asset classes, which were traditionally traded during well-defined daily periods, into the realms of trading around the clock. In the US in particular, various overnight alternative trading systems (ATSs) are coming to market and they are seeing a great deal of success, particularly in terms of volumes.

The overall volume of US overnight trading has increased significantly over the last six months — still a small piece of the overall pie, but a growth piece for sure. Around 90 per cent of those volumes that are traded through US overnight ATSs are out of Asia, in particular, places like South Korea.

That reinforces the global demand for securities in other parts of the world. There are investors trying to diversify their portfolios, gain exposure to securities listed in the US or in Europe, as well as market structure changes, which is making incumbents and new entrants into the trading infrastructure world look to see how they can extend to meet the needs of those investors.

Some believe the future of trading is onchain. What are your thoughts on this?

We are working on tokenisation and looking at how tokenisation may work. Our securities digitisation team has been working on a Digital Securities Depository (DSD) — so essentially a digital version of Crest or Clearstream — and an associated digital wallet infrastructure. Tokenisation and the utilisation of DLT is being adopted across financial markets in various guises, and the rate of attention and the proportion of time that various market participants are spending on how tokenisation may impact the business and may evolve, suggests that it is gathering more momentum.

From our perspective, we recognise that transition is not going to occur evenly and in one big bang, rather, there will be some value chain stages and some asset classes which are more predisposed for the deployment of DLT and/or tokenisation of the underlying assets than other asset classes.

The design for LSE 24 — and working in close collaboration with my teammates who are running the securities digitisation efforts on our end — is to ensure that we develop a flexible model that allows us to manage that transition, not just for ourselves and for our markets, but also for our market participants, because they will adopt at different times based on their own bodies of work and what their feelings are in terms of adoption.

How is the new venue, LSE 24, integrating with LSEG's digital markets infrastructure to provide for always-on digital asset markets?

First and foremost, through the design process and ongoing build and implementation, we are working with our colleagues in securities digitisation, who are working on our Digital Securities Depository (DSD). Embedded in that design will be the ability to settle tokenised assets in the future. We are working on how those interlinkages can occur.

LSE 24 is essentially a new iteration of our existing trading stack, which is 24/5 compliant, and leverages all of the current benefits in terms of capacity and speed in which participants can trade. We have been really specific with our choice of mechanisms for what LSE 24 is, essentially, we are targeting an order book functionality which sits alongside request-for-quote (RFQ) functionality — which is widely used, for example, in ETFs and exchange traded product (ETP) trading.

This is a primary feature of the LSE 24 design, alongside order book client functionality, because liquidity around the clock is not going to be consistent hour upon hour. There will be some peaks and troughs, and having an on-demand liquidity mechanism is better suited to growing that business overnight, in and amongst servicing these peaks and troughs of liquidity. It also confers upon us some flexibility in terms of how existing clearing and settlement will work.

In Europe, we have interoperable central counterparties (CCPs) and they currently do not operate on a 24/5 basis. The model that we have chosen assists in providing flexibility around how that occurs overnight. Our plan is to run a bilateral settlement model when the CCPs are closed; the CCP will then step in again in the morning, bring those trades across, and take on that settlement risk from trades that occurred overnight.

RFQ as a mechanism can be broadly applied across different asset classes. It is less latency sensitive compared to trading equities on a central limit order book, where you measure success in nanoseconds. It is a really flexible model, and so we wanted to make that a main part of our design.

What other benefits of LSE 24 can users expect and how will its design enable users to capture additional opportunities?

We see what some of the US overnight ATSs are doing in terms of their volumes, specifically out of Asia, and we ourselves see significant demand out of Asia for some of our highly liquid ETF and ETP products. These are typically Undertakings for Collective Investment in Transferable Securities (UCITS) funds, and therefore have a wrapper which is tax efficient, particularly for Asian investors getting exposure to whatever the underlying index or security is that the ETF tracks.

From a compliance standpoint, it is an easier structure to take through the clients' process and then offer up to investors. From a leverage standpoint, in Europe as a whole, UCITS often list products which are three to five times leverage, slightly more than what is available in the US, so there are some real demand factors there for clients, particularly based in Asia, who are looking to get exposure outside of the region, and to do so efficiently through products like ETFs and ETPs.

We are extending the benefits to investors and the demand that we see from those existing investors, to allow them to trade in their own time zone whenever they want.

ETPs will launch as the first asset class on LSE 24 in the first half of 2027, with equities expected to follow. Can you explore the reasoning behind this direction of travel?

From an operational perspective, there are some additional considerations, in terms of trading equities on a 24/5 basis. We want to ensure that our underlying equity issuers, those who are listed on our markets, are prepared, and that between ourselves, regulators, and issuers, we have the agreed model that everybody is comfortable with to manage things like disclosures.

What happens if an equity issuer has a fire in one of their plants and their shares are trading around the clock? What happens in terms of providing notification to market? When does it need to be provided by? ETFs and ETPs are one step removed, given the role that the issuer, fund administrator, custodian, and authorised participants play in managing the listing which can confer some operational efficiencies in a 24-hour context. Also, there already exists significant trading in ETFs and ETPs via RFQ, which is a highly flexible model that can be deployed alongside displayed prices to build direct trading volumes around the clock on a multi-asset class basis.

A move to 24/5 trading is not without challenge, with key considerations required for data, coordination, and managing risk in an always-on market. How will LSE 24 help to navigate this landscape?

Firstly, in terms of running a market around the clock, and while also providing investors and trading participants with confidence around the prices at which they are trading, around liquidity, around trading in an orderly way, in an orderly market — one of the strengths that we bring to the table is that LSEG is truly a global company.

For our market operations and surveillance model, we are going to deploy a follow-the-sun model and leverage our locations around the globe, which allows us to transition and pass the responsibilities of the same platform, same knowledge base, and same rule set, from one region to the next. That is one thing that we are particularly geared up for, maybe more so than our incumbent peers in the US.

In terms of data, the intention is to publish market data around the clock. We have made design choices in terms of how that combination of order book-like mechanism with an RFQ mechanism will work to provide investors or trade participants with the most confidence, in terms of the prices that are being displayed and the prices in which they are trading at. We have thought long and hard and built into our design, for example, where to set price tolerances to make sure that trades occur within a defined tolerance of a reference price, which is a trusted reference price for the market.

We have been focusing a lot on getting that design right and to allow investors to have the confidence to be able to trade around the clock. We have focused on getting the parameters, rules, and operational model right to provide that confidence, and also to de-risk it for trading participants from a clearing and settlement standpoint, being flexible with the current ecosystem and current abilities of trading participants to trade around the clock, and also getting that model right from a liquidity standpoint.

Looking forward, how do you see the future development of LSE 24 and the journey to move to 24/5 trading? How far is the market from 24/7 trading?

Everybody is thinking about 24/7 as an ultimate conclusion for various market participants moving towards 24/5. That brings some further considerations and challenges. First and foremost, the market needs to get equities and equity-like instruments trading on a 24/5 basis. Market infrastructure providers can create capability in the background, and they do not need to switch it on until the market is comfortable and ready.

For us, it is about getting LSE 24 up and running for our clients to start interacting and trading. Obviously, we see some significant demand in Asia. We have a good footprint both on the operational side and also on the sales and business development side in Asia. We have put a lot of hard work into that region previously, and so we are going to leverage that in terms of permissioning and from a client side by making it as easy as possible for them to leverage existing memberships and connections to be able to trade. We have got a pretty flexible and attractive model to drive growth in round-the-clock trading in a logical and pragmatic way.

In many respects, we view this as taking models, technology, infrastructure, and mechanisms that already exist in the market, combining them in a logical way and parameterising them in the right way to fit growth in trading of securities around the clock. We have put a lot of hard work and effort in making specific design choices, but baking-in strategic flexibility. ■

Last month, LSEG announced plans to launch a new 24/5 trading venue to support the next generation of digital, algorithmic, and agentic trading. Designed to support near-continuous trading from Monday to Friday, LSE 24 will be available for client testing by the end of 2026, with exchange traded products launching as the first asset class in the first half of 2027.

Operating separately from the London Stock Exchange's Main Market, LSE 24 will leverage the exchange's Digital Securities Depository (DSD), currently being built with active market engagement. LSEG DSD creates the foundation for the digitisation of issuance, settlement, and asset servicing, therefore enabling greater reach for LSE 24.

The shape of success

Tina Joshi, North America head of Securities Finance Collateral Management product at Broadridge, sits down with Justin Lawson to reflect on how the firm is transforming its platform, covering strategic priorities and client-driven product evolution

Since stepping into your role at Broadridge, what has been your top priority in transforming the platform and the operating model?

Coming from the client side, I have been focused on identifying areas where we can add the most value, what we need to do, and, mainly, on the operating model. It is about aligning and building out the North America product team and bringing in the correct subject matter experts. Looking at the platform, the foundation is great, there is so much available to the clients. We are looking at how we can now improve the UIs and the workflows to bring usability.

We have been focusing on meeting with the clients, sitting on the desks, watching them do what they are doing, and then building the foundation, the governance, the operating model. How do we prioritise these items? Instead of doing change requests and little bespoke projects, it is about looking at the product holistically to move it forward.

How are you reshaping Broadridge's Securities Finance and Collateral Management product offering and building a scalable, client-centric platform for the future of securities finance?

Sitting with the desks, you will not have a support ticket or a client to come and say: 'I need this change'. While we are sitting with the desks and watching them, we can see where their friction points are, we could see at critical junctures in the time of day when the middle office needs to execute, and what the performance of the actual application is. Getting that firsthand and then being able to simplify the workflows and enhance the product, is the best way to do this.

What feedback have you received from key clients which have evolved into the platform?

Reliance and scalability. We have to make sure that we have a platform that is scalable to grow their business and our platform needs to grow as the business grows as well. At the critical moments, clients should not have to worry about a system going down at a time when they need to execute, because it is costing them money. They should not think of it as a system, it should just be a workflow that they use without having to worry about what is happening in the back end or the technology of it.

"Broadridge is in a very good place, especially in North America, where a lot of the back office and most North American clients are connected"

How are you aligning product, technology, and client teams to operate more efficiently?

We are doing this through client feedback and meeting with the clients, but it needs to be product driven. We need to look at what the roadmap is; what do we want to do as a company, as a product, as a whole; where the market is going; and then getting technology to align. It is about transparency, having everybody understand that we are on the same road. It cannot be a technology roadmap versus a product roadmap — it is a single roadmap where we need to work together, and everybody needs to see the value in what they are doing, everyone needs to be able to say: why are we building this? What is the benefit? And what are we going to improve on?

How do you see the securities finance market evolving over the next three to five years, and what is going to ensure Broadridge is leading that?

Broadridge is in a very good place, especially in North America, where a lot of the back office (books of records) and most North American clients are connected. Everybody wants everything real-time, you cannot hear batch processes anymore. For one, it is about leveraging AI, which Broadridge is definitely a leader in, as well as tokenisation with our Distributed Ledger Repo product, and it is about collateral mobility and intraday and everything that is real-time.

With all of these systems, and other vendors as well, it is about partnerships. There is no longer this siloed approach, and especially within Broadridge, there is a huge initiative right now to ensure connectivity across all of these systems and applications, and it should be seamless to the clients.

How do you think success will be measured both internally and from a client perspective?

Advocacy. With the clients being able to add additional workflows onto our platform, increase their usage, scale their business, and being able to say: 'yes, SFCM is reliable'. We have had great results from it, and so I think client advocacy is what we are looking for. And internally, from a culture perspective, it is about the teams feeling like they are adding value, seeing growth, seeing that progress, and then being accountable as well — so feeling pride in what they are building is what success would look like.

"There is no longer this siloed approach, and especially within Broadridge, there is a huge initiative right now to ensure connectivity across all of these systems and applications"

Tina Joshi
North America head of Securities Finance Collateral Management product
Broadridge

A name on the door

In the seventh instalment of this ongoing series, Cyril Louchtchay de Fleurian, head of securities finance and balance sheet strategy at Capteo: Strategy & Management Consulting, talks risk

The history of banking risk is a history of late baptisms. Every major risk has followed the same sequence, without exception: diffuse, then named, then given an owner, then governable. The title of chief risk officer did not exist before 1993, when GE Capital created it for James Lam. Until then, the firm's aggregate risk belonged to everyone, which is to say to no one. 15 years later, no systemic bank operated without one. Operational risk met the same fate: before Barings collapsed in February 1995 — £827 million of concealed losses, more than twice the bank's capital — it sat in the taxonomies under 'other risks'. Basel II gave it a name in 2004, a capital charge, and owners.

Counterparty risk offers the most instructive precedent. The Basel Committee would later establish that roughly two-thirds of the counterparty losses of the 2008 crisis came from credit valuation adjustments (CVA) and only one-third from actual defaults: the risk lay in the price of risk, which nobody owned. The CVA charge of December 2010 and the spread of XVA desks followed, greeted by the objections one hears today word for word: yet another desk, yet another layer, yet another turf war. Conduct risk, finally: more than US$9 billion in fines for LIBOR manipulation alone, in the region of £50 billion in redress in the

UK for the mis-selling of payment protection insurance (the PPI scandal), and in total more than US$300 billion in penalties for the world's largest banks between 2009 and 2016. The UK's Senior Managers Regime drew the organisational conclusion in 2016 by attaching every risk to a name.

Each time, what looked like added complexity turned out to be a simplification: the replacement of implicit, scattered trade-offs with explicit accountability. Executable liquidity is the next risk on that list, for the reasons set out in the first six articles of this series. History suggests that the lag between the revealing shock and the organisational response is measured in years — between two and nine, depending on the case; it also suggests that the lag has never protected those who used it to wait.

Three myths and a funeral

Three solutions, all of them expected, all of them heard before — three myths risk departments tell themselves about the high-quality liquid asset (HQLA) buffer. First, more HQLA: the bank already has plenty, and recent cases show institutions wobbling with their buffers intact. Second, better models: the previous article established that measurement promises solvency, not execution. Third, stress tests: they exist — fragmented, unorchestrated, with no one to arbitrate between them; running more of them does not fix their main defect, which is that they belong to no one.

Liquidity is an execution capability, not a dormant insurance policy: it protects through its ability to be mobilised now, at a controlled cost and without friction, far more than through its nominal size. A buffer that is untested, unmonetised, and disconnected from market flows is an illusion of safety. The structuring rule fits in one number: 50–60 per cent of the buffer monetised in business-as-usual, in a controlled and reversible manner. It serves three purposes: continuously testing whether assets can actually be mobilised, keeping the transformation channels open (repo, triparty, securities lending, central bank), and avoiding the cliff effect under stress. By the time the crisis arrives, it is already too late.

The old model rested on a sanctified buffer and ad hoc — and therefore late — activation, with stress treated as an exceptional event. The new model builds stress into normal operations, with scenarios modelled and tested before they are needed. A crisis becomes the acceleration of a regime already running, not a change of mode. The liquidity one freezes out of prudence is precisely the liquidity that will no longer move in a crisis.

Spending the buffer to keep it intact

Monetise 50–60 per cent of the buffer: the proposal makes any risk committee jump, and the objection always lands in the same terms — the ratio will not allow it. The objection describes a constraint, not an impossibility; the Liquidity Coverage Ratio (LCR) caps monetisation, it does not prohibit it, and the whole doctrine consists in mapping the gap between the cap and the use.

The LCR buffer is not a block, it is a living inventory, made up of assets that are regulatorily defined and operationally constrained. It breaks down into LCR-eligible HQLA (Level 1/Level 2A/2B): a portion that is genuinely available — unencumbered, free of any charge, mobilisable without friction; and a portion that is not — encumbered, already committed (triparty, CCP, pledges, limited rehypothecation and so on) or technically unavailable (cut-offs, contractual rights, concentration, prohibitive haircuts).

Alongside the LCR buffer sit other pockets of potential liquidity: central bank eligible assets that do not always qualify as HQLA for LCR purposes, and non-HQLA assets that can be monetised in the market but do not count towards the buffer. In other words, eligible does not mean usable, and usable does not mean LCR-countable. Within that frame, monetising the buffer amounts to proving that it is an execution capability and not merely a theoretical ratio.

The central constraint lies in the very mechanics of the ratio: the LCR rests on the effective availability of a stock of HQLA. Monetising the buffer credibly therefore means accepting a core of durably unencumbered HQLA, with any mobilisation beyond it remaining reversible at short notice to avoid any breaking point — a channel closing, a haircut jump, a missed cut-off.

Three rules frame that gap and define the acceptable space for putting the buffer to work. An untouchable floor: a minimum level of unencumbered HQLA held at all times (per currency where necessary), set ex ante and monitored intraday; this floor offers little room for optimisation. Reversibility inside T+1: any monetisation beyond the floor must be structured to unwind quickly (ideally before T+1), with known routes back — short maturities, substitution options, roll and term-out capacity, cut-offs under control. Channel diversification: monetisation never depends on a single channel, it is spread across several rails (central bank, CCP, triparty, bilateral repo), several counterparties, and several formats (overnight versus term), with concentration limits.

Monetising the buffer therefore means converting, in a controlled way, a fraction of the liquid asset stock (HQLA and central bank eligible) held as a liquidity reserve into usable funding capacity (cash or better collateral) through secured transactions — repo and reverse repo, triparty, CCP-cleared, central bank pledges, collateral upgrades — without degrading the regulatory and operational availability of the buffer.

In practice, it is the dynamic management of the pair 'unencumbered HQLA versus secured funding capacity'. One temporarily pledges securities from the buffer to raise cash (or to free up better-quality collateral), while keeping control of haircuts and their convexity under stress, maturities and reversibility (roll and term-out, substitution), settlement and delivery cut-offs and frictions, channel concentration (central bank versus CCP versus triparty versus bilateral repo) and the level of encumbrance created — all while preserving a floor of HQLA that remains durably unencumbered and strictly ring-fenced.

Liquid — at least on paper

In a regime where liquidity is conditional, liquidity only exists if the collateral is pre-positioned. An asset that is eligible but not pre-positioned is economically liquid and operationally useless. Pre-positioning is not a nice-to-have; it is a structuring requirement — measurable and governable.

Pre-positioning comes down to one picture: before any stress, the assets are already lodged with, or technically mobilisable at, the key infrastructures — central banks, CCPs, triparty agents, major counterparties. The legal rights, the documentation, the operational chains, and the payment and collateral routings are activated and tested. The bank can convert those assets into liquidity within a measured, guaranteed timeframe. Pre-positioning turns a potential stock into immediate capacity to act. Recent episodes — Credit Suisse in particular — show a bank holding eligible assets in volume, but not in the right place, not at the right time, not with the correct rights activated. The loss of control was caused neither by a shortage of collateral nor by a regulatory breach, but by an inability to mobilise quickly assets that were, on paper, perfectly liquid. Pre-positioning is the tipping point between compliance and executability.

A liquidity buffer counts as executable only to the extent that it is pre-positioned, tested, and mobilisable through an identified channel. The principle implies a shift of paradigm: one does not manage a buffer by asset class, but by effective conversion channels. Pre-positioning rests on three pillars. Pillar 1 — pre-positioning by infrastructure: the buffer must be explicitly broken down by mobilisation channel (central banks, per currency, CCPs, triparty agents, custodian). Each asset carries a primary channel, a fallback channel and a measured conversion time (time-to-cash). Pillar 2 — legal and operational activation: an asset counts as pre-positioned only if the documentation is in place and valid, the accounts and links are open and operational, and the teams know how to execute without exceptional escalation. Pre-positioning is not a static legal exercise; it is a living operational capability. Pillar 3 — regular testability: pre-positioning must be tested in normal conditions, as business-as-usual practice, not discovered under stress. That means periodic access tests by channel, intraday mobilisation drills, and live exercises in beating the cut-offs.

The doctrine translates into hard numbers: the share of the central bank eligible buffer actually pre-positioned, per currency; the share of the buffer mobilisable within a set number of hours, per channel; median and worst-case time-to-cash per infrastructure; the success rate of monthly mobilisation tests; the share of the buffer resting on a single channel. These thresholds belong on the ExCo agenda, not in a technical committee.

The natural owner of the doctrine arbitrates the allocation of the buffer across channels, decides what pre-positioning may acceptably cost in business-as-usual, prioritises the tests and the critical channels, and reports on the liquidity that is genuinely mobilisable, not merely eligible. Without a mandate, pre-positioning remains fragmented, sub-optimised, and politically unowned. Failing to formalise pre-positioning as core doctrine means accepting that the bank will discover under stress which assets are actually usable, and will take whatever trade-offs the infrastructures impose.

Conversely, raising pre-positioning to a measurable capability turns liquidity into a sovereign execution capacity, drastically reduces the risk of forced liquidations, and makes governance a risk that is implicit today. Liquidity cannot be improvised at the moment it is required. It is prepared through pre-positioning, or it is lost by default.

Pre-positioning is also the only operational answer to what the previous article called the convergence of unavailabilities. Whether an asset is frozen by a sanction, immobilised by a custodian outage, or trapped behind a missed cut-off, the balance sheet effect is identical as is the defence. One cannot hedge a sanction, one cannot hedge an outage, one cannot hedge ransomware. But collateral that is already positioned, documented, and tested across several channels reduces the surface of every one of these unavailabilities at once, with no need to predict which will materialise. That is the whole value of the arrangement: it protects against the cause you did not see coming.

The empty chair

Who in the bank today holds both the mandate and the right to put the buffer to work daily, across every channel? As a matter of fact, nobody.

The mandate fits in one sentence: a responsibility for coordination, arbitration, and execution, cutting across Treasury, repo, asset and liability management (ALM), the scarce resources desk, and risk. Clear, enforceable, and without an equivalent anywhere on today's organisation chart. Cross-functional liquidity execution does not create value out of thin air, and it does not aim to eliminate costs through aggressive optimisation. It makes them visible, arbitrable, and reversible; it turns silent, suffered losses into explicit, governed decisions. It does not add return on equity (ROE). It prevents several points of ROE from vanishing without anyone ever having attributed them.

The responsibilities fall into five core domains. Orchestrating the monetisation of the buffer: setting and steering the monetisation rate in business-as-usual, choosing the monetisation channels (bilateral repo, triparty, central bank and so on), managing substitutions, haircuts, and exclusions. Steering the kinetics of liquidity: measuring the speed of conversion from asset to cash, identifying operational bottlenecks, testing stress scenarios regularly. Monitoring the liquidity, balance sheet, and cost trade-offs: challenging the desks' use of the balance sheet, turning away low-risk, high-cost volumes, exposing the silent destruction of ROE, demonstrating a recurring capacity to create value. Governing access to infrastructures: mapping dependencies on CCPs (concentration, and anticipating the cost of de-netting), triparty agents and central banks, securing critical access, anticipating the risks of exclusion or fragmentation. Coordinating the interface with risk and ALM: feeding the liquidity risk appetite framework with operational metrics, translating stress tests into executable decisions, keeping the regulatory LCR and the economic LCR consistent.

The mandate does not add risk, it reduces execution risk. It turns a risk that is currently implicit and endured into one that is explicit and managed. A monetised buffer reduces the risk of a sudden break; cross-functional accountability prevents liquidity from being captured by any single business line; the LCR is optimised at group level, not as the sum of local optimisations. Securing liquidity does not mean freezing it, it means keeping it permanently at work under control, so that a crisis is merely a change of intensity, not a leap into the unknown.

Such a mandate remains rare in continental Europe, because it rejects the illusion that safety is secured by the level of cash alone, accepts monetising the buffer in business-as-usual — a cultural taboo — treats liquidity as a flow rather than a stock, withdraws the implicit control of liquidity from the trading desks, and assumes an active management run on economic grounds. It breaks with the logic of the ring-fenced buffer, the confusion between liquidity and compliance, and the reactive management of stress.

The 3am phone call

The supervisor calls on a Thursday, late in the day, because a rumour is circulating and the deposits are moving. He asks three simple questions: how much collateral can be mobilised before 09:00 tomorrow, through which channels, and who decides. In most banks, the honest answer to the third question triggers a conference call with eight participants. That conference call is precisely what the mandate abolishes.

Today's prudential frameworks are designed to assess the financial soundness of institutions under standardised conditions and, where necessary, to frame the management of stress situations. When funding spikes materialise, however, the dialogue with the supervisor can harden, and it no longer bears solely on compliance with the ratios but on the bank's operational ability to work its liquidity levers in real time.

In those phases, the absence of a clearly identified point of accountability weakens the institution's position. Fragmented information, a multiplicity of contacts and the difficulty of producing a consolidated, up-to-date view of executable liquidity expose the bank to unilateral prudential decisions, taken out of caution, for want of sufficient visibility.

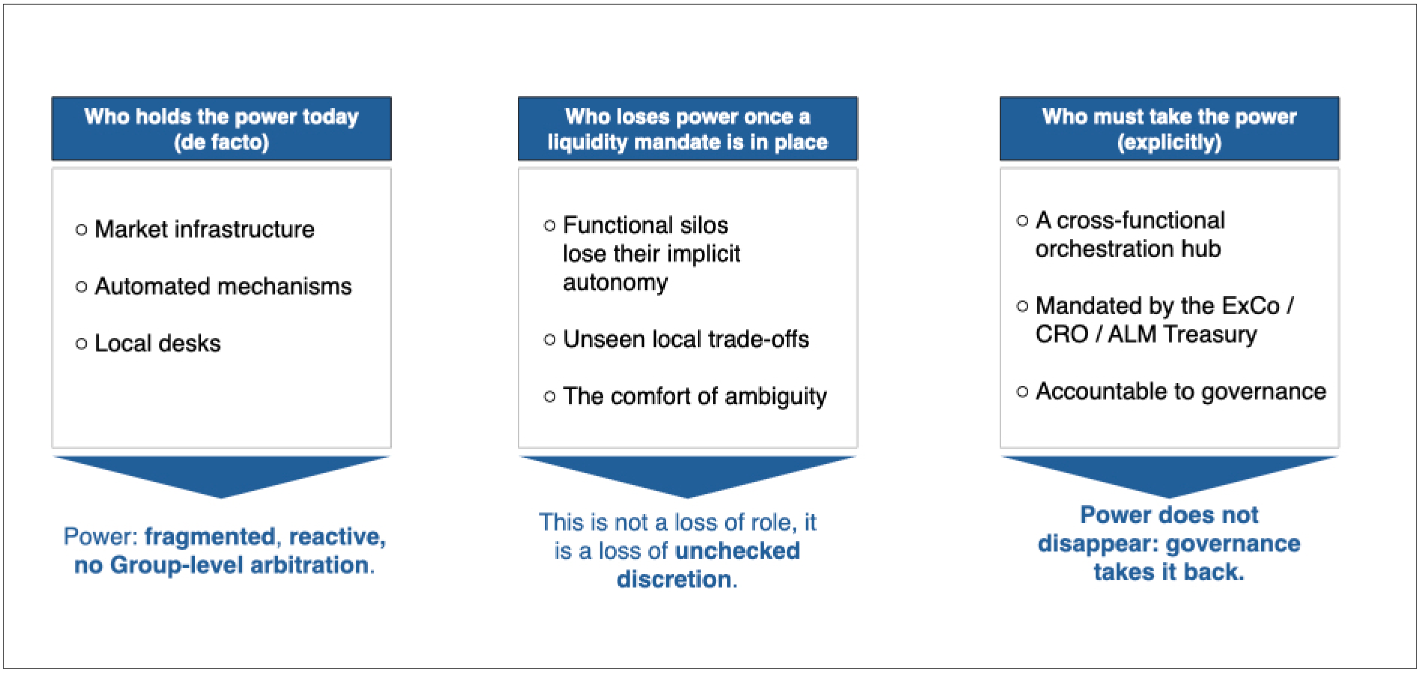
The liquidity execution mandate professionalises that dialogue. It gives the supervisor a single counterpart, legitimate and technically equipped, able to demonstrate at any moment the effective mobilisation of the buffers, the kinetics of converting assets into liquidity, the dependencies on critical infrastructures, and the trade-offs made between liquidity, balance sheet, and operational continuity.

The objective is not to challenge the supervisor, but to reduce information asymmetry which, under stress, often leads to uniform, undifferentiated precautionary measures. By demonstrating command of its execution levers, the bank strengthens the credibility of its trajectories and retains negotiating room on the sequencing and intensity of prudential measures. In practice, a bank with such an identified responsibility enters a period of stress with a clear, documented view of its executable liquidity, decisions already taken, documented and traceable, and the ability to explain, in real time, the choices made and their impact.

That posture changes the nature of the dialogue: the supervisor no longer faces a reactive, fragmented institution, but an organisation able to actively steer its liquidity under constraint. The responsibility does not substitute for prudential requirements, it secures their operational application, turning the crisis dialogue into a structured exchange between accountable peers. The supervisor still decides; the mandate determines on what basis the supervisor decides.

Rights, not reporting lines

Granting a liquidity execution mandate raises an architectural question the industry almost always frames badly: should one create a desk with direct execution capabilities, or a cross-functional orchestration function with operational rights? The question is badly framed because it is binary; the real variable is the level of rights the organisation is prepared to transfer. An orchestrator without rights recommends, and an organisation that recommends under stress reverts to its reflexes, a desk without a cross-functional mandate cannibalises and recreates the very problem it was meant to solve. Everything else — the strengths and weaknesses of both models — flows from that single variable.



The desk model pushes the rights to their maximum, and its strengths are real. It hard-wires accountability in the full sense: one owner, one chain of command, results measurable in time-to-cash, in fails, in funding costs, in encumbrance, all the way to the P&L. It brings speed where speed matters: under stress, a desk acts instead of recommending, arbitrates on the spot, catches the cut-offs and clears settlement frictions while others would be scheduling a meeting. It makes optimisation genuinely actionable, because when optimisation requires trading — substitutions, switches, cleared versus bilateral arbitrage — only the one who executes controls the last mile. And it carries weight externally: facing CCPs, triparty agents, and market peers, a desk is an identified operational centre of gravity, which no committee will ever be.

Those strengths come at a price, and it is a steep one. A desk poorly delineated from repo, ALM and Trading guarantees turf wars, diluted accountability and endless political horse-trading. It requires the full apparatus of a front office — positions, limits, integration into the market risk framework, a control environment covering VaR, stress, limits, and model risk — which makes it heavy and slow to build. It creates an alignment risk: the moment a desk carries a P&L with a performance target, one introduces incentives potentially adverse to the stability mandate that justified its creation. It threatens, finally, to duplicate existing infrastructure — booking, confirmations, settlement, controls — rebuilding instead of orchestrating amounts to adding complexity in the name of reducing it.

The orchestrator model inverts the trade-off. It governs without cannibalising: it sets the rules, the priorities, and the escalation thresholds, and steers the action of the existing desks through defined rights — playbooks, runbooks, accountability matrices. It is light on balance sheet and capital, carrying little or no position of its own and consuming no limits. It deploys fast — on data, decisions, and escalations — without hiring a full front office or rebuilding the front-to-back chain. And it is natively scalable, since it operates as a system across repo, ALM, collateral, operations, and risk, standardising as it extends.

Its weaknesses are the exact mirror of its lightness. Without a dedicated team, day-to-day steering falls apart. Without enforceable rights — pre-agreements, delegations, triggers — it merely recommends, and the organisation goes back to its habits at the first sign of stress. It leaves open the awkward question: who executes when everything tightens? Depending on another desk to act can cost a cut-off and turn a correct decision into an operational failure. It exposes the bank to the worst scenario of all — diffuse accountability, collective and therefore unattributable, with everyone entitled to assume the decision belonged to another function. And it rests entirely on impeccable data, orchestrating without an intraday golden source covering positions, encumbrance, eligibility, haircuts, and cut-offs amounts to flying an instrument whose dials are masked.

The robust architecture therefore combines the two, and the combination is nothing like a soft compromise: an orchestrator by default, holder of the rules and of the consolidated view, endowed with a limited, conditional execution power, activated on defined triggers. The rights are calibrated in peacetime and exercised in wartime. It is the level of those rights, and that alone, which will separate real mandates from decorative ones.

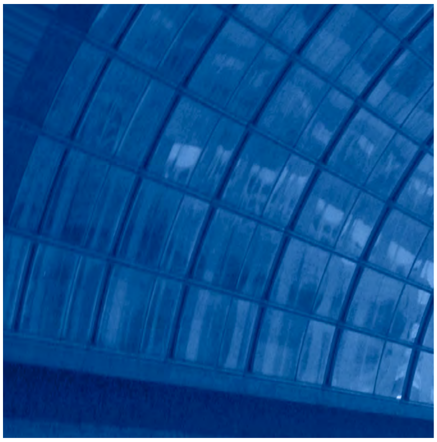
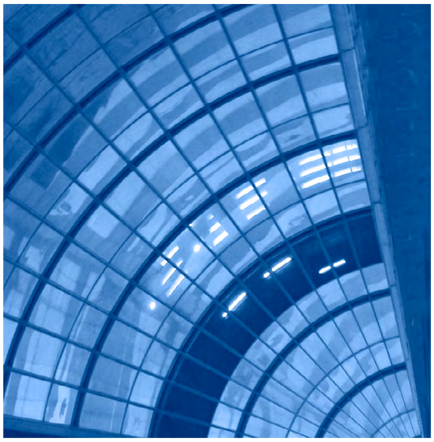
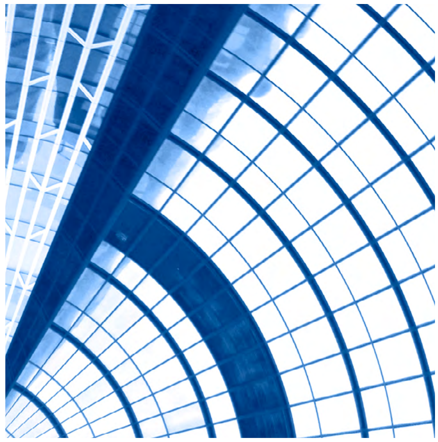
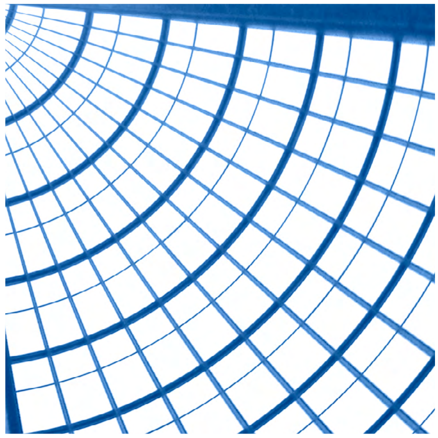
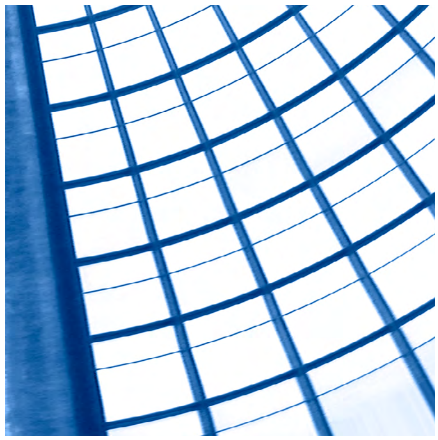
The next baptism

Every risk in this story waited for its baptism: aggregate risk until 1993, the price of counterparty risk until 2010, conduct until 2016. Executable liquidity is waiting for its own. The objections standing in the way are familiar — yet another desk, yet another layer, yet another turf war; they are, word for word, the ones that greeted the XVA desks, and history has delivered its verdict on their foresight.

That leaves the question of timing. Banking rarely reforms in anticipation; it needs its fallen angels, and the next one will appear where nobody is looking — in a missed cut-off, a piece of collateral that will not move, a payment queue growing longer. Yet nothing obliges anyone to wait for it. Everything the mandate requires already exists in every bank: the assets, the channels, the teams, the infrastructures. All that is missing is a name on the door. The mandate has a name: Enterprise Liquidity Management (ELM). The next article will describe how it works. One can always rely on banks to give a risk an owner, once every cheaper alternative has been exhausted.

"Banking rarely reforms in anticipation; it needs its fallen angels, and the next one will appear where nobody is looking – in a missed cut-off, a piece of collateral that will not move, a payment queue growing longer"

Cyril Louchtchay de Fleurian
Head of securities finance and balance sheet strategy
Capteo: Strategy & Management Consulting

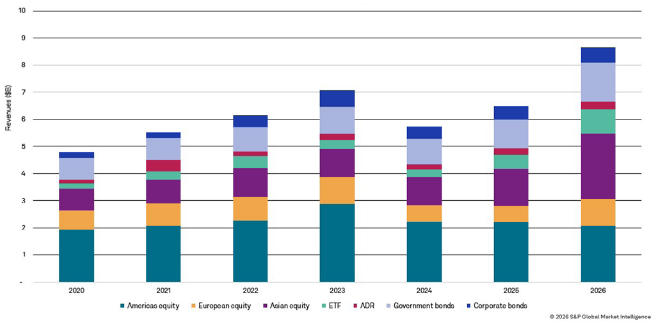
Securities lending: A record H1 built on broad demand

Matt Chessum, executive director, equity and analytic products at S&P Global Market Intelligence, reviews the record-setting first half of the financial year and the drivers behind it

The story of the first half of 2026 is, above all, a story of records. Securities lending revenues reached US$8.8 billion, up 33 per cent year-on-year (YoY), the strongest first half on record and comfortably clear of the previous 2023 peak of US$7 billion.

The second quarter set the pace with a record US$5 billion, up 34 per cent, as average balances climbed 31 per cent to roughly US$3.9 trillion and fees held steady near 0.45 per cent. What makes the half stand out is not one outsized position but the breadth of it: records fell across region after region and asset class after asset class.

H1 2026 Securities Lending Revenues



The forces behind the numbers

The economic backdrop did much of the work. Sustained investment in artificial intelligence, data centres, semiconductors, and the power to run them, kept technology names in focus and pushed equity indices higher. Geopolitical tension, energy prices, and inflation concerns kept volatility elevated, while shifting expectations for central bank policy had investors repricing rates at every turn. Running through all of it was a clear rotation towards Asia, which drew rising investor attention and capital flows. Each of these threads fed the same outcome: more demand to borrow, and higher lending revenues to match.

Asia leads the record run

Nowhere was that clearer than in Asian equities, the defining growth story of the first six months of the year. H1 revenues rose 80 per cent across this asset class, to around US$2.4 billion, with balances up more than half and fees firmer by 16 per cent.

Revenues generated in the second quarter alone nearly doubled YoY to US$1.45 billion — enough to make Asian equities the single largest revenue contributor and, for the first time on record, to push it ahead of Americas equities. Hong Kong (US$429 million), Taiwan (US$424 million), and South Korea (US$288 million) led the way, carried by demand for semiconductor and technology names; four of the region's top five borrowed stocks in H1 came from the technology sector, the exception being consumer discretionary name Pop Mart International. The same momentum showed up in specials, loans priced at 500 basis points or more, where Asian equities generated US$855 million in Q2, 54 per cent of the global total and, again, ahead of Americas equities for the first time in history.

Records across the board

The record theme repeated well beyond Asia. Exchange traded products (ETPs) rose 65 per cent in H1 to just under US$900 million, with Q2 revenues up 83 per cent on a 29 per cent rise in balances and a 41 per cent lift in fees; corporate bond trackers such as LQD and HYG led fixed income demand, while technology, leveraged crypto, and oil funds featured among the top equity exchange traded fund (ETF) borrows. EMEA equities climbed 59 per cent to around US$960 million, with Germany the standout market ahead of Sweden and France.

Fixed income assets also joined in. Government bond revenues rose 33 per cent over the first six months generating US$1.4 billion, and the Q2 total of US$747 million was the highest seen for many years, supported by a 31 per cent rise in balances and steady demand for high-quality collateral.

Borrowing was concentrated in US Treasuries, particularly sub-10-year issues, but the single highest quarterly generator was a non-US bond — the French Treasury 5.5% 25/04/29 — which contributed US$5.1 million in revenues alone. Corporate bond revenues grew 13 per cent YoY to just over US$560 million, the top 10 borrows, mostly private placements, produced US$18.3 million in Q2. American Depositary Receipts (ADRs) added 28 per cent when compared to Q2 2025 to reach US$290 million in revenues, with Infosys and Wipro alone accounting for 58 per cent of the asset class's quarterly revenue.

The one exception to the upward run was Americas equities, where revenues eased 6 per cent YoY to US$2.1 billion even as balances rose more than a third, as average fees compressed by roughly 30 per cent. Much of that difference, however, reflects the difference made by Coreweave revenues, having driven an unusually strong Q2 2025, after producing US$310 million in returns alone.

A supportive rate backdrop for cash reinvestment

Higher-for-longer rates reinforced the picture. Cash reinvestment returns totalled around US$1.44 billion in H1, up from roughly US$998 million a year earlier, as the US Federal Reserve held its target range at 3.50–3.75 per cent at both the April and June meetings.

At the June meeting, the first under Chair Kevin Warsh, the Committee held unanimously, dropped its easing bias and raised year-end projections to 3.6–4.1 per cent, prompting markets to price in roughly a 70 per cent chance of a September rate rise.

Momentum into the second half

The conditions that produced these records, elevated valuations, ongoing volatility, steady AI-related demand, and strong flows into Asia, were still firmly in place as the second half of the year began. Summer volumes may thin and further volatility is possible, but the core drivers that have been responsible for producing these returns show little sign of fading. Asian equities look set to remain a leading contributor, ETF demand is expected to keep building, and reinvestment income is expected to stay supported while the Fed's next move looks more likely to be a hike than a cut.

There is fresh ground to watch, too. Smaller, more peripheral EMEA markets delivered some of the strongest growth of the half: Greek equity revenues rose 975 per cent YoY in Q2 to around US$10 million as balances more than tripled, Turkish revenues climbed 194 per cent to about US$20 million despite ongoing uncertainty over short sale rules, and Portugal added 122 per cent to reach around US$7 million on sharply firmer fees. Latin America was a further bright spot, generating close to US$70 million in H1, roughly double the prior year, with balances up around 47 per cent, Brazil contributing about US$64 million and Mexico around US$6 million, as efforts to open and standardise these markets continued.

With records already set across Asian equities, ETFs, specials, and government bonds, the first half has given the industry a strong platform to continue into H2. The question for the months ahead is not whether demand exists, but how much further this run can go. ■

Matthew Chessum
Executive director, equity and analytic products
S&P Global Market Intelligence

Design and delivery: Understanding capital market dynamics

Ravina Patel, events associate director at ICMA, speaks with Carmella Haswell about her role in the securities finance industry and the significance of learning what matters to the market

Can you tell me about your journey into the securities finance industry?

My route into the industry was not linear, but it has been shaped by steadily increasing exposure to capital markets through international roles. I began my career in events, which provided a strong grounding in stakeholder management, delivery under pressure, and working in highly regulated environments. While studying events management at the University of Greenwich, I focused on operational excellence and coordination across complex projects, skills that later proved highly transferable to financial markets.

Early roles within international organisations exposed me to senior decision-makers and global governance structures. Working across multiple jurisdictions, including Europe and Asia, gave me insight into how international markets operate in practice, not just in theory. Delivering conferences for financial and corporate governance professionals meant engaging closely with market participants, regulators, and subject-matter experts, which gradually deepened my understanding of capital markets dynamics.

Joining the International Capital Market Association (ICMA) marked a step change in my exposure to securities finance. Through close collaboration with members, speakers, and internal experts, I developed a practical understanding of international capital and securities markets, including market structure, regulatory developments, and the interdependencies between issuers, dealers, investors, and infrastructure providers. Being embedded in flagship industry events accelerated my learning curve and allowed me to build meaningful relationships across the market.

As a young professional, what aspects of your role or the industry do you find most exciting?

What I find most exciting is the proximity to market developments and decision making. Working closely with senior capital markets professionals provides constant exposure to evolving trends in securities finance, from market resilience and liquidity to regulatory change and innovation. Each event or initiative offers a real-time snapshot of how the market is adapting.

From a role perspective, I value the intersection between operational delivery and market insight. Supporting agenda development and speaker programmes requires understanding what matters to the market at a given moment. This has strengthened my ability to translate complex market themes into coherent narratives that resonate with a global audience.

> ***“Supporting programmes that help junior market participants build knowledge, networks, and confidence reinforces the long-term sustainability of the capital markets ecosystem”***

I am also particularly motivated by initiatives aimed at early-career professionals. Supporting programmes that help junior market participants build knowledge, networks, and confidence reinforces the long-term sustainability of the capital markets ecosystem.

Many companies offer various training and development opportunities for their employees. How has your company supported your growth?

My organisation has placed strong emphasis on structured development, both in terms of professional skills and market knowledge. Company-wide training has strengthened leadership, communication, and strategic thinking, which are essential when operating in senior-facing, international environments.

Access to ICMA’s Education and Training programmes has been particularly valuable in building capital markets expertise. Exposure to primary markets, secondary markets, repo and collateral, as well as sustainable finance and digitalisation, has allowed me to contextualise my day-to-day work within the broader securities finance landscape and contribute more meaningfully to internal and external discussions.

What misconceptions about working in the financial industry have you encountered, and how do you address these challenges?

Before entering the industry, I assumed financial markets would be rigid, transactional, and dominated by technical expertise alone. In reality, relationship-building, collaboration, and communication are central to how the market functions. Securities finance, in particular, relies heavily on trust, shared standards, and ongoing dialogue.

"Capital markets reward those who are curious, prepared, and comfortable operating in fast-moving environments"

Coming from a non-traditional background initially felt daunting, especially when engaging with senior market participants. Over time, I learned that intellectual curiosity, preparation, and a willingness to ask informed questions are highly valued. By focusing on understanding market priorities and contributing from an operational and strategic perspective, I was able to build credibility and confidence.

What advice do you have for other young professionals aspiring to pursue a career in your industry?

My advice would be to stay adaptable and actively seek exposure to the market. Capital markets reward those who are curious, prepared, and comfortable operating in fast-moving environments. You do not need to start with a purely technical background, but you do need to commit to continuous learning.

Taking advantage of training, networking opportunities, and cross-functional exposure can significantly accelerate development. Being reliable, solution-oriented, and engaged in conversations beyond your immediate role will help build long-term career momentum.

Looking ahead, where do you see yourself in the next five years in terms of your career goals and aspirations?

Over the next five years, I would like to continue developing at a more strategic level, combining deepened capital markets knowledge with leadership responsibility. I am particularly interested in how innovation, technology, and process optimisation can enhance how market participants engage, share information, and collaborate.

Ultimately, I see myself contributing to the design and delivery of initiatives that support market development, capacity building, and knowledge exchange across the securities finance ecosystem, ensuring that events and programmes remain aligned with the evolving needs of a global market. ■

Ravina Patel is an experienced events and operations leader with over a decade of international expertise delivering complex, high-impact events across global markets. As events associate director at ICMA, she leads KPI-driven projects, manages global event portfolios and budgets, and delivers flagship exhibitions and sponsorship partnerships.

Her background spans full event lifecycle management, marketing, virtual platforms, and international conferences across Europe and Asia, with earlier roles in fundraising and large-scale corporate events. Known for her collaborative leadership and precision under pressure, Ravina enjoys hiking, reading, and travelling outside of work.

Global PSSL hires Gladczuk

Global Principles for Sustainable Securities Lending (Global PSSL) has appointed Michael Gladczuk as chief technological advisor for ABC score.

The appointment coincides with preparations for the launch of ABC Score Lab, a dedicated innovation environment where ABC Score will be developed, tested, and refined before wider implementation.

In his role, Gladczuk will provide strategic technology advice as ABC Score moves from an emerging governance architecture into a practical FinGovTech platform designed to support governance, transparency, and innovation across financial markets.

Gladczuk is CEO and founder of ACM Global Tech and has experience in financial technology, software architecture, and emerging technologies, with expertise in areas such as agentic AI, blockchain trust layers, and post-quantum security.

Radek Stech, CEO of Global PSSL and founder of ABC Score, says: “ABC Score was never intended to become another set of principles or voluntary guidance.

“Our ambition is to build practical governance infrastructure for the next generation of financial markets.

“Michael’s appointment marks an important milestone as we begin translating that ambition into technology.”

ISLA Americas’ board of directors welcomes two new members

The International Securities Lending Association Americas (ISLAA) has announced the appointment of Lauren Northrop and William Wade to the board of directors.

They will start their board positions from 28 August 2026, and will serve the remainder of the current board term through to December 2027.

Northrop is currently head of stock loan product and Americas prime brokerage product at Bank of America, where she has dedicated 19 years, previously holding roles in client service, operations, product development, and trading.

In her current role, Northrop is responsible for the daily operations of the platform, ensuring coordination across business, technology, and control partners.

Her team develops solutions that balance market dynamics, regulatory requirements, and profitability for the Prime Financing business.

Northrop began her career in Merril Lynch’s retail division in 2006, before moving into Global Markets.

Wade, head of equity finance for Americas at Citi, joins Northrop, bringing more than 37 years of experience in the securities finance industry.

At Citi, he oversees securities lending sales and trading, as well as Delta One sales trading, working across the full spectrum of market participants including beneficial owners, agent lenders, broker dealers, hedge funds, and asset managers.

According to ISLAA, he is a strong proponent for industry collaboration and believes that effective representation with policymakers and stakeholders is essential to the long-term health of the securities finance market.

Clearstream selects Isnard as Head of Securities Lending Trading

Clearstream has appointed Xavier Isnard as head of securities lending trading as Alex Roques steps down following more than 17 years with the company.

Based in London, Isnard brings 15 years of industry experience to his new position, 12 of which he has dedicated to the securities lending team at Clearstream.

Isnard will report to James Cherry, head of Collateral, Lending and Liquidity Solutions, business development, following his promotion.

Prior to joining the firm, he held roles in cross asset solutions sales and exotic rates trading at Societe Generale's London and Paris offices.

Commenting on the appointment, Cherry says: "We congratulate Xavier and are equally excited to see him step into these new responsibilities knowing that he brings a huge amount of energy and dedication to the role, along with of course many years experience that allow us to have continuity in our day to day dealings with borrowers and lenders alike."

Roques previously held the position of head of securities lending trading during his tenure at Clearstream, where he oversaw a global team of sales traders, actively trading with over 50 counterparties in products such as securities lending, collateral swaps, or upgrade of collateral.

With more than 20 years of experience within securities finance, spanning securities lending, repo, and collateral management, Roques has decided to leave the firm.

Bigaud leaves Euroclear

Sylvain Bigaud has departed his role at Euroclear after more than 13 years at the company.

Based in Dubai, he was most recently senior executive officer and regional head for the Middle East, Africa, and Turkey.

In his role, Bigaud was responsible for clients in the Middle East, Africa, and Turkey, managing a team of nine relationship managers and account managers.

He covered more than 200 financial institutions which were active in a range of services and products, such as: settlement, asset servicing, lending and borrowing, and collateral management in fixed income.

Bigaud joined Euroclear in 2013 as client relationship manager, arriving from a junior product manager position at L'Oréal Division de Produits de Luxe.

Prior to his role at L'Oreal, he was a market researcher for PUBLICIS Groupe.

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