

PERSPECTIVES

# Three Questions With Cécile Nagel

*The CEO of Pershing EMEA offers her perspective on her first 100 days.*



**Cécile Nagel**  
CEO of  
Pershing EMEA

## 1 You joined BNY Mellon | Pershing as CEO of Pershing EMEA in last October. What drew you to Pershing?

I had been at EuroCCP (now CboeClear) for about four years. During that time, I led the transformation of the company with a focus on strengthening the core business and implementing a new strategy centred on growth and diversification into new areas like ETFs and derivatives clearing. After four years and many accomplishments, it was time for a new challenge.

BNY Mellon | Pershing is a clear leader in the U.S. for integrated execution through to custody solutions, and I saw an opportunity to strengthen and grow the business in the UK and Europe. Getting to know and listening to Pershing and BNY Mellon leadership further raised my interest in being part of the firm's growth.

Finally, I was attracted by the BNY Mellon culture with a strong emphasis on people, talent and diversity. Within my first three months, I have had the privilege of meeting people from across lines of businesses and geographies. I found everyone very open and collaborative.

## 2 You recently reached your 100-day milestone at Pershing. What have been your top challenges and accomplishments over those 100 days?

During my first 100 days, I've been learning as much as possible about Pershing and its unique characteristics within the BNY Mellon Group. I have spent time with employees across our multiple locations and have been listening to our clients to inform our strategy and priorities. The UK and European wealth industry is very dynamic, and we need to better understand key market trends and our clients' evolving needs to serve them better.

There is a clear opportunity to grow and develop the business, and we have a programme of work that continues the Pershing EMEA transformation journey, following the recent successful migration from mainframe technology to .NET open systems. Our aim is to build on those strong foundations to further expand.

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### The new year is off to a quick start. What are your top priorities for 2023?

Our 2023 top priorities can be summarised as delivering on this next phase of our transformation with a focus on simplifying the business, building scale and serving our clients better. This includes looking at efficiencies via process re-engineering, technology simplification and leveraging enterprise capabilities, as well as enhancing our value proposition and user experience for clients.

I am confident that this will help us grow in the UK and capture more opportunities in Europe. It is also paramount that we invest in our talent. There is a lot to do, and we can't execute on our priorities without the right people. We're strengthening our leadership and teams, continuing to develop talent, and well as increasing diversity. We are on the right path in Pershing EMEA and in the Group more widely but there is never any room for complacency.

## Putting Insights *Into Action*

Contact your relationship manager or account manager or email [info@pershing.co.uk](mailto:info@pershing.co.uk) to discuss how these insights can impact your business.

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