

# Q4 Newsletter

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## Welcome

Dear Friends and Members of ISSA

I have taken the decision, in collaboration with the Board, to retire. I am in no rush to leave but believe that my retirement is best for me personally and hopefully not impacting ISSA negatively. We have agreed that I will hand over the reins after the end of the next Symposium in May 2025. Between now and then we can take a considered view of potential successors and ensure that we hire the right person to take ISSA forward for the next part of its journey. If you are interested in the role, please drop me a note.

My role as CEO has been fantastic. I have learnt so many different topics - from Cyber to ISO 20022, from Regulation to Digitalization and Digitization – and not to forget the challenges that the smaller CSDs face. There have been twenty Working Groups since I joined. I have made friends with many of the participants of those groups and am truly grateful for those friendships and much laughter. I am in awe of the enthusiasm and dedication of all involved in the WGs and the active participation of our Board and Operating Committee (OC) members. Thank you for continuing your support for the work we are collectively doing in “Shaping the Future of Securities Services”.

ISSA does not stand still, and a large part of my role is making sure ISSA serves our members. I have enjoyed talking with existing members, and potential members, and take the feedback I receive very seriously. I particularly remember a very challenging and constructive conversation with one particular member – let us call him Shuta-san for the sake of this story. His extremely valid point was that, as a manager wanting to ensure his team had a good work/life balance, he struggled with asking his team to join calls in the Asian evening (or night).

It has taken us five years of change to establish an association which is on a firm financial footing and can invest appropriately. I am therefore delighted to say that we have hired Suresh Gopal as our first ever WG Director working out of Asia. Suresh is based in Singapore and brings a wealth of experience to the role. He will run a number of the WGs in the Asian time zone so please make him welcome in the ISSA family.

The team at ISSA, who are all staying in their roles ensuring continuity, is looking forward to 2025 – and especially to the ISSA Symposium 06 - 08 May at Wolfsberg, as well as the many conferences, webinars and WGs – my aim is to enjoy my final year at ISSA as much as the first five. I will therefore close by wishing you season’s greetings, “einen Guten Rutch” and I look forward to connecting again in 2025.

Colin Parry, ISSA CEO



Welcome to our new member of the ISSA Board:



**Gina Slotosch**  
Global COO  
HSBC Securities Services



**Ricky Choi**  
Head of Group Strategy and  
Investor Relations  
Hong Kong Exchanges and  
Clearing Limited



**Juliette Kennel**  
Global Head of Standards  
SWIFT

## SIBOS

Beijing hosted SIBOS for the first time this year at the China National Convention Centre beside the Olympic Park. A great location which helped conceptualize the size of China and its market - there is a scale there that is awe inspiring. ISSA took a different approach this year and we strayed from our comfort zone of checking in with the existing members and participating in many panels. This year the focus was on approaching those firms who not have been exposed to our work, but would benefit from the insights, knowledge and network that ISSA brings to all its members.

With that ambition we took the opportunity to have two of our recent papers translated into Chinese (English version are also available):

- [2024 年至 2030 年证券服务的未来](#) aka “[Future of Securities Services 2024](#)”
- [证券市场采用ISO 20022标准的主要考虑因素和 迁移方法](#) aka “[ISO 20022 WG – Market Considerations and ISO 20022 Migration Approaches for Securities Paper](#)”

These papers were chosen to highlight the different levels that ISSA works at - from the strategic view of Securities Services to the deep analysis of ISO 20022 Migrations. Colin also loves discussing ISO 20022 and moderated two panels of experts: Hannah Elson - JP Morgan, Juliette Kennel - SWIFT, and Giles Elliott - TCS talking about ISO 20022 in Securities Markets and with Mike Tagai - JP Morgan and the RMG Convener, so we could showcase that work in multiple forums.

We met a number of firms who were interested in understanding our work and who we can see will bring value to the ISSA membership should they chose to join. ISSA definitively built our brand recognition in a market where we should have a larger presence and combined with running into many of existing members it was a very successful SIBOS.

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## Event Update

The fourth quarter has seen ISSA involved in a number of both ISSA and external events, including:

- AECSD & AMEDA Istanbul Summit 2024
- SIBOS (see above for further information)
- ISSA Working Group Webinar
- Capital Markets Conference

We are, also planning for 2025 and will be hosting or participating in the following upcoming events (among others):

- ISSA Working Group Webinar
- Women of ISSA Event
- ISSA Symposium 2025
  - Scheduled for 06 - 08 May at Wolfsberg
- SIBOS 2025

## Working Group Updates

During the fourth quarter, ISSA will be publishing the following:

- Domestic CSDs white paper
- Operational Resilience Questionnaire
- Sustainability Impacts white paper

Further information on each of these deliveries can be found on pages 3 and 4 of this newsletter. Thank you to all of the WG participants in these WGs for their efforts which have been key to ISSA being able to publish these great documents.

Over the next quarter, further reports and paper are due to be published, including:

- Securities Services Risks 2024 report
- Sustainability Data Flows report
- Corporate Governance report

Additionally, a reminder for those who misses our last newsletter, ISSA is currently creating three new WGs to focus on additional topics that are key to our industry. These include (anticipated starting quarter in brackets):

- Evolving Technologies - which will combine the Digitization and DLT WGs (Q4 2024)
- Investor Services (Q1 2025)
- Out of Network Assets (Q1 2025)

If you are interested in joining any of these WGs, please contact Miriam Breil at [miriam.breil@issanet.org](mailto:miriam.breil@issanet.org) who will assist you with the joining process.

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## Operational Resilience Questionnaire

The Operational Resilience (OR) WG has been exploring how firms can assess, mitigate and rapidly - but safely - recover from the impact of operational issues by leveraging a consistent methodology. The result is an OR Questionnaire (ORQ), which has been developed to assist firms which may need to request, and/or provide, evidence and attestation around operational resilience standards.

The objective if the ISSA ORQ is to provide organizations operating within the Securities Services industry with a means:

- to assess themselves, their counterparties or service providers
- to have appropriately considered operationally resilience principles and whether they leverage a consistent and standardized methodology
- to understand how they mitigate and can rapidly - but safely - recover from the impact of such significant, potentially harmful, operational issues

The ISSA ORQ is based on the Basel Committee of Banking Supervision Operational Resilience principles. The Questionnaire was then reviewed against other standards and principles to ensure guidance is global. Depending on an organization's regulatory or supervisory oversight, the ISSA ORQ can be supplemented with other information. Organizations can therefore decide to use the ISSA ORQ on a stand-alone basis or incorporate it into their own broader OR policies. The ISSA ORQ can be accessed [here](#).





*ISSA wishes you all a  
happy festive season and  
a great start to 2025*



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## Domestic CSDs White Paper

The 'Best practices for Frontier and Emerging markets attracting foreign portfolio investment' [paper](#), created by the Domestic CSD WG, is targeted at helping CSDs and local authorities attract more foreign portfolio investment and makes a series of observations and recommendations to that effect. The WG believes that it is beneficial to a country to open their market and increase the diversified funding of the economy. However, attracting funding is hard and becoming harder due to several factors highlighted.

The paper sets out each element that needs to be addressed. Some aspects are at a very detailed level - such as potential account structures at the central securities depository - and some are at a macro level - such as laws protecting (minority and all) shareholder rights must work. The paper does not shy away from some unpopular recommendations but explains why the conventional answers may not be in the best long-term interests of the market's development. The view of the WG is that whilst these changes are aimed at attracting foreign investment, they will be equally beneficial to domestic investors.

Aspects needing to be addressed are considered from the foreign investors' viewpoint – such as foreign exchange, local funding liquidity, credit risk, repatriation of funds and treatment of minority shareholders. These aspects may not be as significant to local domestic investors, looking at the market in isolation, but market liquidity is a key determinant of price discovery and foreign portfolio investors will help provide this liquidity

## Sustainability Impacts White Paper

Amidst the evolving landscape of global markets, the integration of Environmental, Social, and Governance (ESG) factors has emerged as a pivotal force reshaping businesses worldwide. Nowhere is this transformation more profound than within the Securities Services industry, where the principles of ESG are catalyzing a paradigm shift in business practices, product strategies, and compliance and regulatory frameworks. As a result, ISSA created Sustainability in Securities Services Working Group (WG) whose aim is to help both its members, and the broader industry better understand ESG in the context of Securities Services.

One of the objectives of the WG has been to outline the current challenges, risks and opportunities of ESG as they relate to the Securities Services industry. The WG participants therefore created a paper, whose primary objective is to serve as an educational resource for professionals navigating the intricate intersection of ESG principles and Securities Services. It endeavours to elucidate how ESG considerations permeate every facet of industry operations, from governance structures and risk management frameworks to stakeholders' preferences and regulatory compliance mandates. By providing comprehensive insights and practical guidance, this paper aims to empower industry professionals to effectively harness ESG factors as drivers of sustainable growth and resilience.

Ultimately, this [paper](#) seeks to equip industry professionals with the knowledge and tools necessary to navigate the complex terrain of ESG related challenges and capitalize on emerging opportunities. By fostering a deeper understanding of the interconnected nature of environmental stewardship, social responsibility, and effective governance, the aim is to foster a culture of sustainable practices and responsible investment within the Securities Services industry.