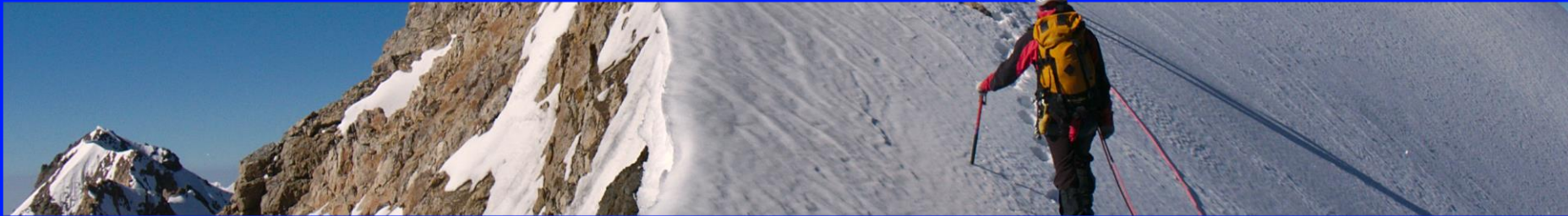


# Transformation

David Shalders & Triona O'Keeffe

# L



# SEG



**LSEG**

Capital Markets Day **2023**

# LSEG's Wheel of Transformation - macro view

**25**  
Group Strategic Programmes

**700**  
live projects

**One LSEG**  
6 sub-brands

**24,000 workforce**  
120+ countries

**6 Global Ops**  
and Tech talent hubs

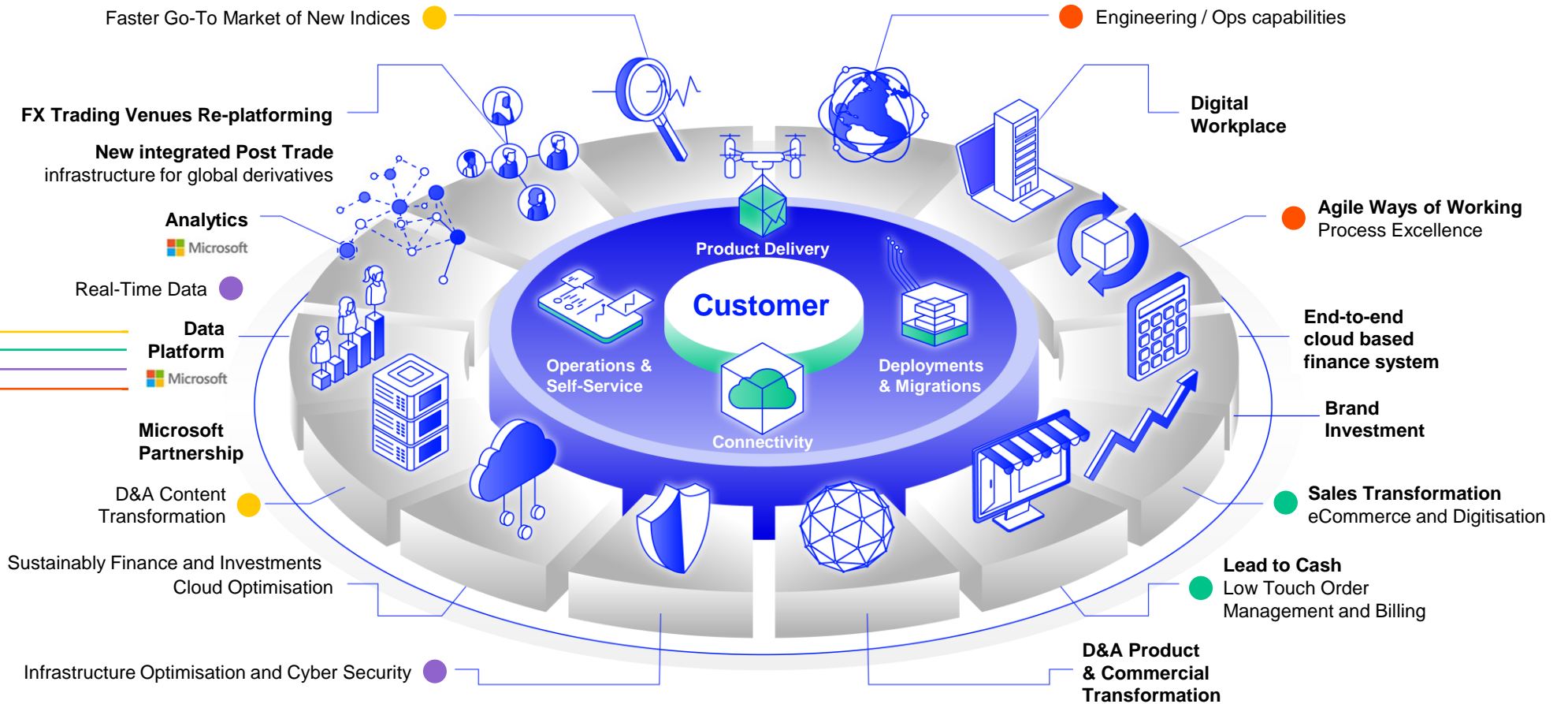
## Key themes

**Scalability**  
Products and platforms built to meet growing demand.

**Customer Experience**  
Differentiated and optimised experience.

**Resilience**  
Strength and stability of our infrastructure and services.

**Change Excellence**  
People and Process Transformation.



Today's programme spotlights ● ● ● ●

# LSEG's transformation - programme spotlights

Across our key themes, we will showcase 8\* of our multi-year transformation initiatives:

## I Scalability

D&A Content Transformation

Faster Go-To Market of New Indices

We are building a scalable platform across the core of our businesses, ensuring we are well-positioned to meet growing demand and continue our track record of innovation.

## II Customer

eCommerce and Digitisation

Low Touch Order Management and Billing

We are evolving how our customers interact with our products and services, so they have a differentiated and optimised experience.

## III Resilience

Real-Time Data

Infrastructure Optimisation and Cyber Security

We are investing in the sustainability and resilience of our infrastructure, essential for our duty to provide stability to the global financial ecosystem.

## IV Change Excellence

Process Excellence

Talent

We are using digital tools and process mining to optimise end-to-end services, while also making strategic investments in our talent to develop a workforce that will drive our transformation ambitions into the future.

\*Microsoft partnership and FX Re-platforming will be covered in other break-outs

# I Scalability

## D&A Content Transformation

### Opportunity

We want to provide our customers with increasingly comprehensive data and insights – this also means expanded coverage, delivered to them faster, and with greater accuracy.

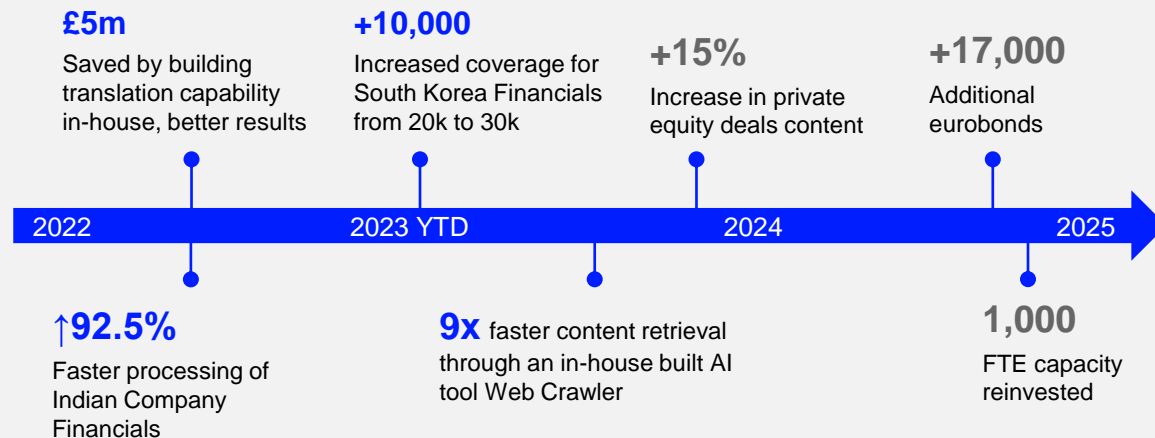
We currently provide 176 billion market messages every day, consolidating more than 150,000 data sources, serving over 40,000 institutions globally, and this is growing.

### Solution

Modernising and automating our data sourcing and ingestion operations through the deployment of new technologies and process optimisation, in order to:

- ✓ Maximise accuracy & speed of content production
- ✓ Automate the extraction and provision of unstructured complex data
- ✓ Expand content coverage to promote growth in key areas such as non-English languages and Sustainable Finance and Investment
- ✓ Automate webcast summaries using Natural Language Processing

### Progress towards our targets



## Faster Go-To-Market of New Indices

### Opportunity

We want to offer our customers an improved customer experience with increased reliability, efficiency and the ability to build, customise, and distribute new indices.

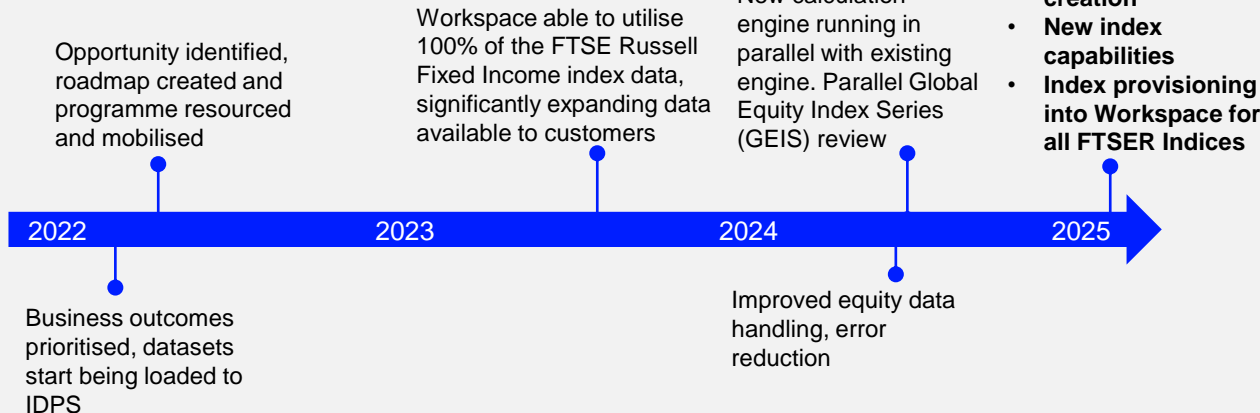
We are launching a new Benchmark & Indices platform to deliver improved operations, the power to manage increased complexity and the capability to deliver indices in a scalable way.

### Solution

Launch of new indices on new index data, and development of a new, more resilient delivery platform to give our customers increased customisation, more complex indices and instant global distribution across feeds and our suite of products.

- ✓ Improved customer experience, improving data quality and reliability
- ✓ Scalable Index creation processes
- ✓ New Index Data Processing Service (IDPS)
- ✓ New Index launches
- ✓ Reduced turnaround time for the creation and delivery of new indices

### Progress towards our targets



# II Customer

## eCommerce and Digitisation

### Opportunity

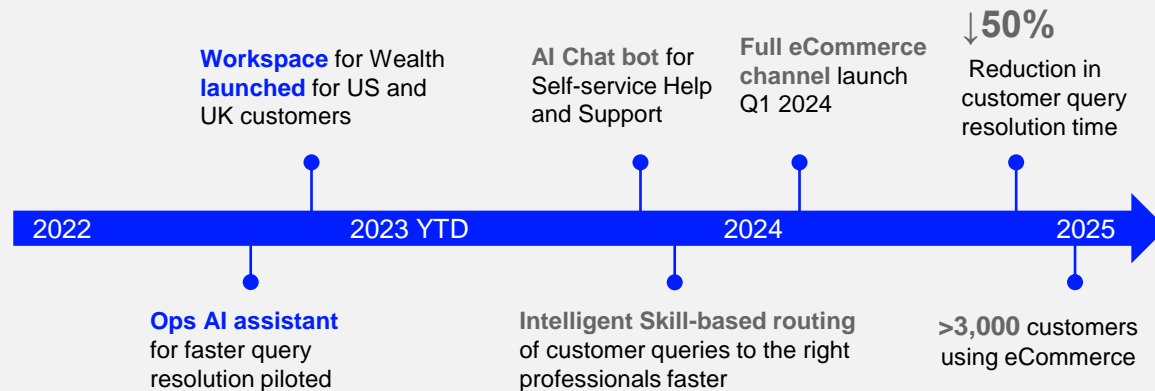
Our support teams handle 2m+ customer touchpoints annually, and our goal is to ensure efficiency in every interaction, placing customer experience at the forefront of each one. New channels will help customers connect and interact with our products, services and sales teams more easily, opening new revenue opportunities.

### Solution

A world class eCommerce platform, and digitised customer service capabilities, improving speed and help functions, and maximising data accuracy.

- ✓ Launch our new eCommerce channel that will enable customers in 17 geographies to research, select, checkout, contract, and be supported digitally
- ✓ Faster resolution times of the 1.4m customer and internal colleague queries we resolve annually

### Progress towards our targets



## Low-Touch Order Management and Billing

### Opportunity

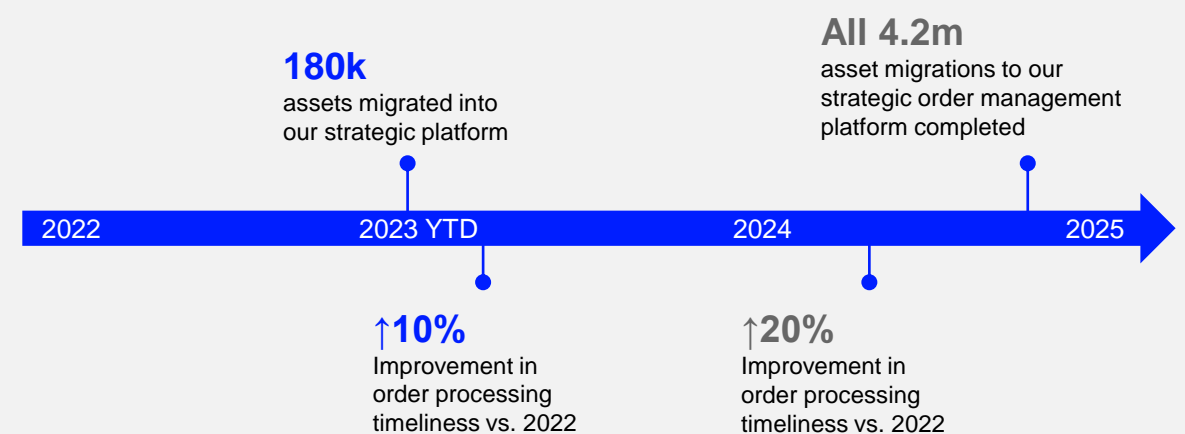
We issue 470k invoices each year. Moving sales processing to a new strategic platform will increase resilience, enable easier packaging and pricing of groups of products and reduce time to market for new product releases.

### Solution

Delivery of a new system that can price and order-manage the majority of products. It will also support the ongoing transformation of sales and service processes.

- ✓ Migrating off non-strategic platforms
- ✓ Improving order processing turnaround time and accuracy
- ✓ Improving billing accuracy

### Progress towards our targets



# III Resilience

## Real-Time Data

### Opportunity

Cloud-based solutions offer greater flexibility and efficiencies for customers and LSEG, improving growth and customer retention and satisfaction. Customer onboarding for new cloud-based offering will be faster as we can cut out the hardware lead-time, and it will open up our services to a greater range of customers.

### Solution

Migrating customers from legacy on-premise data centre-based technology to our Real-Time Optimized network, which provides customers with near-real time market data via public cloud.

- ✓ Improving customer experience, retention and growth
- ✓ Increasing network capacity to support exponential increases in data volumes
- ✓ Realising efficiencies

## Infrastructure Optimisation and Cyber Security

### Opportunity

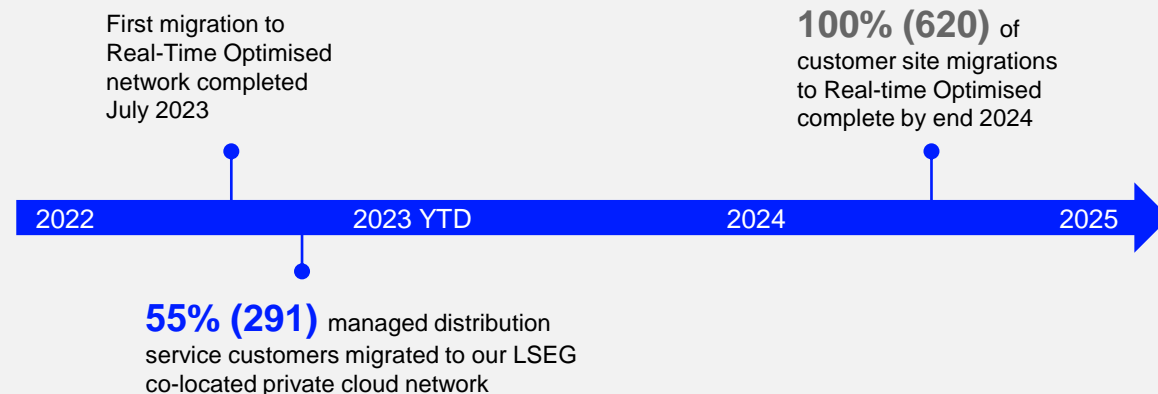
LSEG hosts infrastructure essential for the functioning of global financial markets. Our venues and platforms exchange trillions of dollars each day and support the transfer of petabytes of critical market data that keep markets running. As our business expands, we play a critical role in maintaining high service levels for our customers whilst reducing complexity and operational risk, and creating efficiencies.

### Solution

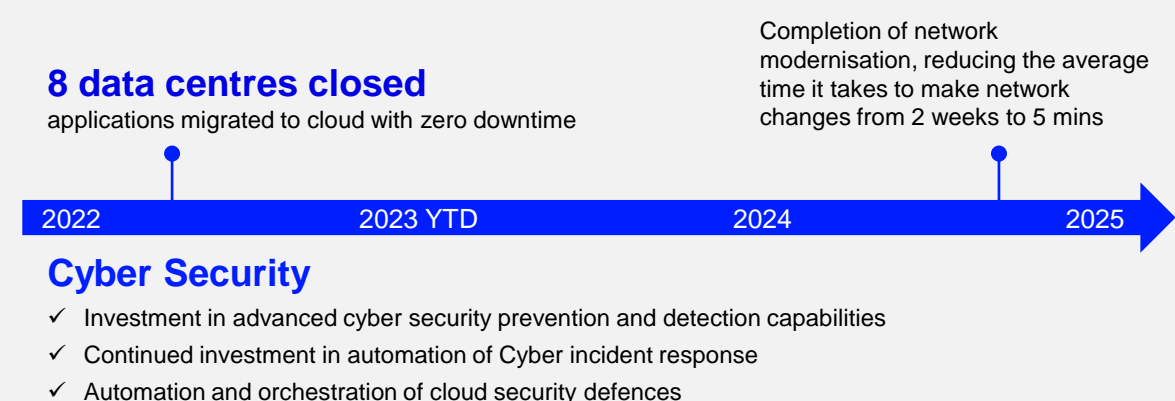
Modernising our network and reducing our data centre footprint and migrating physical infrastructure to the cloud, with associated efficiencies.

- ✓ Improving self-service and automation capabilities, faster time to market
- ✓ Strengthening resilience and service reliability
- ✓ Rationalising number of data centres, reducing real estate footprint and costs
- ✓ Defence-in-depth strategy, by continuing to invest in advanced cyber strategy
- ✓ Working with third parties to test our defences and response times of our 24/7 Global Cyber Security Operations Centre

### Progress towards our targets



### Progress towards our targets



# IV Change Excellence

## Process Excellence

### Opportunity

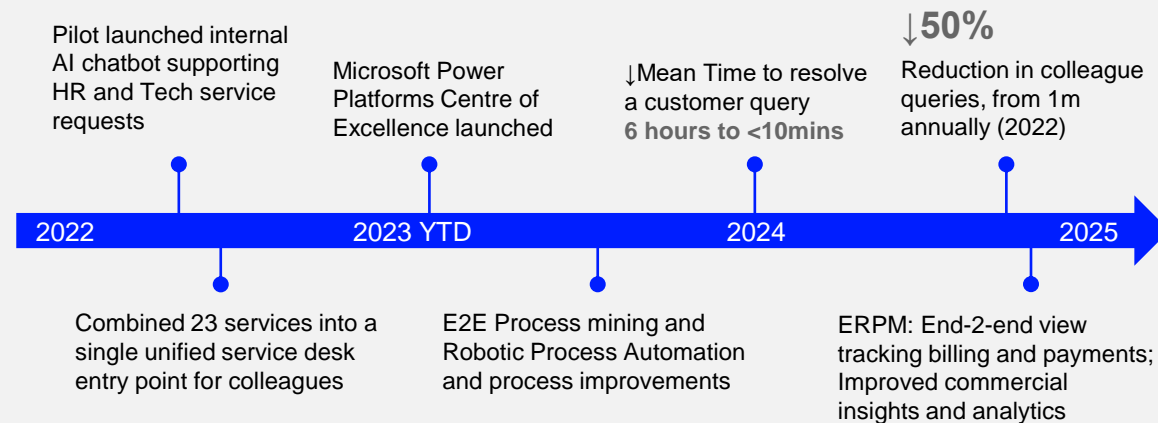
Improve our customer service levels across the 2m+ annual customer touchpoints in Operations, reduce manual handoffs and drive efficiencies through disciplined process excellence and system upgrades – making it easier for colleagues to innovate and serve our customers.

### Solution

We are reducing the mean time to resolve customer queries, case volumes and incidents.

- ✓ Colleague Services: moving to a single, self-service digital internal workplace and service desk, with enhanced intranet content and search capabilities
- ✓ Streamlining and Digitising Processes, leveraging process mining (Celonis), low-code and robotics process automation platforms (MSFT PowerPlatforms and UIPath) and implementing industry best practice process optimisation (Lean Six Sigma)

### Progress towards our targets



## Investing in our Talent

### Opportunity

Enhance our performance, innovation & competitive advantage in the market through our workforce of 24,000+.

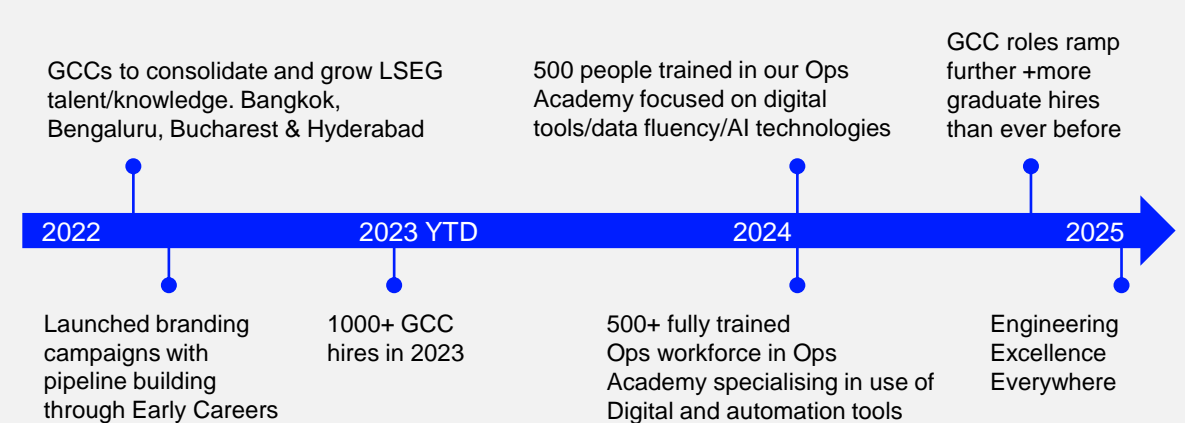
Build a technology engineering culture by having more of our tech teams as employees of LSEG, aligned to our product lifecycle and attracted by a strong employee value proposition.

### Solution

We are significantly growing our global engineering capability through strategic transformation:

- ✓ Evolving Key Global Capability Centres (GCCs) for targeted talent acquisition (Bangkok, Bengaluru, Bucharest & Hyderabad)
- ✓ Accelerating time to market for new products and features
- ✓ Rapidly capitalising on emerging technology, driving product ideation with clients
- ✓ Building engineering excellence through Global Enterprise Engineer programme
- ✓ Increasing productivity through scalable, standardised tooling, DevOps, agility, etc.
- ✓ Preparing Operations workforce as we transition to a more technical, automated environment

### Progress towards our targets



# Today's speakers



**David Shalders**  
Chief Operations Officer  
& Head of Integration

David joined LSEG as Chief Integration Officer in November 2019, adding the responsibilities of COO in January 2020.

He brings more than 30 years' experience in Integration, Technology and Operations in the financial services sector to the Group.

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David was previously Group Operations and Technology Director at Willis Towers Watson, having led the integration of Willis and Towers Watson, and spent 19 years at RBS Group in a number of senior operations and technology roles, including COO, Global Banking & Markets and

Group Head of Integration for the ABN Amro acquisition. He has also held roles at UBS, JP Morgan and Accenture.

David has an MA in Geography from the University of Cambridge and an MSc in Computer science from London School of Economics.



**Triona O'Keeffe**  
Data & Analytics  
Chief Information Officer  
LSEG Microsoft Partnership  
Technology Lead, Co-Chair LSEG  
WinTech (Women in Tech) Network

Triona joined LSEG as D&A Chief Information Officer in July 2021, bringing 30+ years of experience in technology across financial services.

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A software engineer by background, Triona was previously Group CIO at Direct Line Group and CIO for Shared Application Services & End User Services at Deutsche Bank. She also held roles at Man Group and brings extensive consulting experience from her time at LogicaCMG.

She is passionate about unlocking value for customers, shareholders & colleagues through great engineering, high performance teams, an inclusive workplace and strong partnership.

Triona holds an MA in Mathematics from University College Cork and lives in London with her family. Her favourite hobby is tricky property renovations!