

JEREMY COHEN

**DATA STRATEGY & MANAGEMENT LEADER | DATA GOVERNANCE | DATA QUALITY & CONTROLS |
TRANSFORMATION | AI**

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EXECUTIVE PROFILE

Data strategy, management and transformation leader with extensive investment banking experience across NatWest Markets/RBS and UBS. Deep expertise in enterprise data management, governance, data quality, controls and regulatory transformation, operating at the intersection of business, technology, risk and data. Track record leading large, geographically distributed and matrixed organisations, including an 80-person global function and transformation programmes involving 300+ people, with responsibility for governance, operating models, investment priorities and translating strategic and regulatory objectives into executable outcomes. Recent focus includes enterprise data-management capabilities, DoJ and ECB regulatory transformation, Google Cloud data capabilities and AI-enabled data transformation.

CORE EXPERTISE

Enterprise Data Management • Data Strategy & Governance • Data Quality & Controls • Data Lineage & Metadata • Data Ownership & Accountability • Operating Model Transformation • Organisational & People Leadership • AI & Automation • Regulatory Transformation • Risk & Finance • Investment & Workforce Planning • Executive Leadership • Cross-functional Transformation

PROFESSIONAL EXPERIENCE

NATWEST / ROYAL BANK OF SCOTLAND | 2015–Present

Data Strategy Programme Director, NatWest Markets | 2023–Present

- Leading data strategy and management transformation across NatWest Markets, setting direction across governance, data quality, controls, ownership and technology while aligning investment and execution with business outcomes, risk priorities and regulatory commitments.
- Leading the data remediation programme supporting US Department of Justice surveillance commitments, overseeing 40+ business and technology resources and assessing data risks across 50+ applications and 100+ third party trading venues. Implemented data ownership and accountability, new data controls and third-party data management, embedding data risk within the enterprise-wide risk framework.
- Implemented 2,000+ automated data quality rules across trade and order golden sources, with the data quality profiling approach recognised by the DoJ-appointed Monitor as best-in-class within the industry.
- Accountable for NatWest Markets' multi-year response to ECB BCBS 239 findings, leading a 25-person cross-functional team of business SMEs, technology and Accenture resources to deliver front-to-back data management across NatWest Markets, Group Finance and Group Risk. Translating detailed regulatory findings into business outcomes, strategic requirements and executable remediation plans.
- Implementing end-to-end lineage, data quality and assurance across dozens of critical Risk and Finance reports, encompassing hundreds of key data elements and associated control requirements. Delivering data products integrated with the enterprise data marketplace and adopting OpenLineage to enable automated physical data lineage.
- Implemented a comprehensive data management framework and operating model in response to DNB regulatory findings, addressing data culture, governance, ownership, tooling and data quality and embedding sustainable data-management practices across NatWest Markets.
- Representing Technology on AI strategy with the business, identifying opportunities to apply AI and automation to data management, controls and business processes, and supporting implementation of enterprise AI capabilities including agentic solutions.
- Advising senior leadership on regulatory remediation, data and AI strategy, programme priorities, risks, funding and delivery across Front Office, Risk, Finance, Operations and Surveillance.

Head of Risk & Finance Investment Portfolio, NatWest Markets | 2021–2023

- Led investment portfolio governance across Risk and Finance, introducing an outcome-led pipeline and Kanban approach to strengthen prioritisation, accountability and delivery.
- Established executive governance, metrics and dependency/risk management across initiatives including FRTB, cloud adoption and technology transformation.

Head of Finance Investment Portfolio, Retail & Commercial | 2019–2021

- Introduced a new finance operating model and governance across a £70m change portfolio, delivering £4m of cost reductions and supporting P&L targets.
- Mobilised and delivered Risk & Finance Covid-19 requirements, agreeing the business case with the CFO and CRO and coordinating business and technology teams.
- Led Finance and Risk requirements within major bank-wide programmes including legal entity migration, GDPR and LIBOR.

Head of Finance Regulatory Reporting Transformation | 2018–2019

- Led 40 programme/project managers, business analysts and PMO resources across a £20m+ strategic change portfolio.
- Established and led the £22m multi-year Basel 3.1 programme and led IFRS 9 ledger and reporting transformation.

Risk Programme Director – BCBS 239 | 2015–2019

- Led strategy and execution for the £96m, four-year BCBS 239 Risk Data Aggregation and Reporting programme, involving 300+ people across Risk, Finance, Treasury and Services.
- Represented RBS at the monthly BCBS 239 G-SIB Industry Working Group and chaired executive steering groups with senior function executives.
- Managed delivery across 31 projects and 10 Risk and Finance business areas, including financial governance, dependencies, risks and regulatory commitments.
- Led the programme through multiple Internal Audits undertaken on behalf of the PRA, including RBS's largest audit in 2017.

UBS INVESTMENT BANK | 2008–2015**Head of Quality Assurance, Group Finance IT | 2010–2015**

- Led a global organisation of 80 Test Managers, Analysts and Testers across London, US, Zurich, Singapore and India supporting Finance IT change including Basel 3, P&L, regulatory transformation and Murex.
- Chaired the UBS Testing Standard working group, establishing standards and training across IT; led transition toward Agile testing and test-driven development.

Global Release & Test Manager | 2008–2010

- Led global Finance IT releases impacting the General Ledger, coordinating Fixed Income, Equities and technology teams including Oracle, Java and Informatica.

EARLIER CAREER

Royal Bank of Scotland Insurance – Release Manager / Project Manager (2004–2008) • J Sainsbury plc – Project Manager (2001–2004) • Net Profit Consultancy – CRM Consultant / Project Manager (2000–2001) • Efdex Ltd – Customer Development Controller (2000) • Railtrack plc – Resource Planning Manager (1999) • SMA Marketing Pty Ltd – Executive Manager (1995–1998)

QUALIFICATIONS & EDUCATION

Batchelor of Laws LLB, University of Leeds • PRINCE2 Practitioner • Certified Scrum Master • Six Sigma Green Belt • ITIL Foundation • ISTQB Certification