Shahzad Zafar
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Australian Citizen

PROFESSIONAL SUMMARY

Financial markets leader with 25+ years of experience driving large-scale transformation across investment banking, capital markets, funds management, and superannuation. Recognized for translating executive vision into outcomes through the design of strategic roadmaps, operating models, and end-to-end delivery across front, middle, and back office functions. Deep understanding of financial instruments and data flows, including equities, futures, bonds, FX, structured products, and derivatives such as IRS, TRS, credit default swaps, forwards, and swaptions.

Brings 5+ years of expertise in global regulatory compliance (sell-buy-side) and data programs, with a focus on elevating data maturity through modelling, lineage, golden source management, and security. Proven ability to lead global, cross-functional, and vendor teams, managing budget, scope, risk, and KPIs with consistent delivery.

Experienced in leveraging AI tools (e.g., Microsoft Copilot, ChatGPT) to enhance efficiency and accuracy. Former engineer (SQL, Java, C/C++, VBA) with strong testing rigor, enabling credible leadership of technical teams. Holds a Master of Applied Finance (Macquarie) and a Master of IT (UTS).

Employment Overview

Company	Role	Duration
Australian Super	Senior Business and Data Analyst (contract)	2 years
ASX Ltd	Senior Business Analyst (contract)	1 Year
ANZ Bank	Senior Business Analyst (contract)	1 Year
Westpac Bank	Senior Business Data Analyst (contract)	2 years
Vanguard Australia	Senior Business Analyst (contract)	2 Year
National Australia Bank	Senior Consultant - FX (contract)	1 year
ANZ Melbourne	Technical Business Analyst (contract)	3 Years
National Australia Bank	Technical Business Analyst/PM (contract)	6 Months
Charles River	Senior Implementation Manager	3 Years
Praemium Ltd	Business Analyst/Developer	1 Year
Deutsche Bank	Business Systems Analyst	5 Years
Online Trading Systems	Senior Developer	3 Years

PROFESSIONAL EXPERIENCE

Investment Management Platform Implementation – Australian Super   **Aug2023 – Jun2025**
Role: Senior Business & Data Analyst (Contract)

Summary: Led business and data analysis to modernise investment management processes for Australia's largest superannuation fund, covering exposure management, asset allocation, portfolio construction, execution management, and APRA regulatory compliance. Implemented investment management platform LUSID and implemented asset allocation process from Aladdin to LUSID. Brought deep understanding of the legal and structural requirements unique to superannuation funds, including trust-based governance, member investment.

Key Achievements:

- Analysed current processes in Aladdin and multiple spreadsheets across superannuation and investment options, identifying inefficiencies and improvement opportunities.

- Partnered with asset class teams (Equity, FI, Credit, Cash, Alternatives) to define data, business process, and solution requirements across portfolio construction, risk reporting, compliance, mandate monitoring, execution, and post-trade management.

- Collaborated with regulatory reporting teams to capture APRA data requirements (e.g., securities lending, derivatives, liquidity/treasury, exposure, and valuation).

- Defined future-state processes, operational requirements, and change impacts, while mapping data sources, transformations, and timing requirements into LUSID as the new golden source.

- Designed and validated end-to-end workflows through discovery of LUSID platform functionality and WebApps using REST APIs, translating business needs into technical specifications.

- Facilitated workshops with SMEs, developers, vendors, and testers, driving requirements sign-off, prioritisation under budget constraints, and hands-on technical configuration (APIs, SQL, derived properties).

- Led testing and go-live activities, including test case review, UAT/BVT facilitation, and hyper-care support, ensuring successful delivery with improved workflows, reduced manual effort, and strengthened APRA SDT2 compliance.

Impact:
Enabled Australian Super to align investment management workflows with modern platforms and processes, while ensuring robust APRA SDT2 regulatory compliance. Improved cross-team collaboration, reduced manual reporting effort, and enhanced data governance.

Core Skills: Superannuation industry expertise, asset allocation processes, portfolio construction, data mapping and transformation logic from Aladdin to LUSID platform, API integration, SQL, business process re-engineering, regulatory data governance.

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Low-Latency Market Data Integration – ASX   **Jun2022 – May2023**
Role: Senior Business Analyst (Contract)

Summary: Led business analysis for the integration of ASX market data with CBOE's new PITCH protocol, a low-latency UDP multicast feed for order book and trade dissemination.

Key Achievements:

- Analysed CBOE PITCH protocol specifications to define ASX system requirements for order book and trade data ingestion.
- Worked closely with architects to produce detailed technical specifications for low-latency data handling.
- Defined operational workflows for managing real-time multicast feeds, including failover and recovery scenarios.
- Captured requirements in Jira and maintained documentation in Confluence for full
- traceability through the delivery lifecycle.
- Coordinated testing and validation with development and QA teams to ensure feed integrity, accuracy, and performance.

Impact:

Enabled ASX to meet new CBOE integration standards, ensuring continued delivery of high performance market data to trading participants.

Core Skills: Low-latency market data, UDP multicast, CBOE PITCH, order book processing, real-time systems analysis, technical specification writing, Jira/Confluence.

Regulatory Reporting Transformation – ANZ   **May2021 – May2022**
Role: Senior Business (RegTech) Analyst (Contract)

Summary: Led business analysis for ANZ's capital markets regulatory reporting projects, enhancing reporting engines and delivering compliance with JFSA and MAS reporting rules.

Key Achievements:

- Analysed regulatory requirements and mapped source system data (Murex, Wall Street,
- MIDANZ, FXConnect, Marketwire, TOMS, VOLBroker) to DTCC formats.
- Delivered end-to-end JFSA DTCC re-architecture project.
- Managed data reconciliation requirements using Xceptor and TriResolve to ensure accuracy
- of regulatory submissions.
- Wrote detailed user stories, functional specifications, and acceptance criteria to guide development and testing teams.
- Supported post-go-live validation and issue resolution for regulatory submissions.Worked on new requirements for reconciliation systems (XCeptor and TriResolve).

Impact:
Modernised ANZ's regulatory reporting capability, reduced operational risk from manual processes, and ensured accurate, timely compliance with JFSA and MAS rules.

Core Skills: Regulatory reporting (JFSA, MAS, DTCC), SaaS platform migration, data mapping, reconciliation systems (Xceptor, TriResolve), trade lifecycle data, cross-system integration.

Capital Markets Data Warehouse & Regulatory Reporting – Westpac   Mar2019 – Apr2021
Role: Senior Business Data Analyst (Contract)

Summary: Designed and delivered Westpac's Capital Markets Data Warehouse as a single golden source for global regulatory reporting and surveillance. Covered data modelling, lineage, quality rules, and governance across multiple regulatory jurisdictions.

Key Achievements:

- Created logical data models aligned to Westpac data modelling standards to support regulatory regimes including MIFID, MAS, JFSA, and CFTC.
- Defined golden source data, CDEs, and business definitions for complex OTC and structured products.
- Built data pipelines and transformation rules in Palantir to serve as a central reporting hub.
- Documented full trade lifecycle coverage from IOI to settlement, ensuring reporting completeness and accuracy.
- Established data quality rules and governance protocols to meet compliance requirements.

Impact:
Enabled Westpac to meet diverse global regulatory reporting obligations from a single source of truth, improving accuracy, transparency, and operational efficiency.

Core Skills: Regulatory reporting (MIFID, MAS, JFSA, CFTC), golden source, data modelling, data lineage, Palantir, OTC/structured products, trade surveillance.

Global Trading & Risk Platform Rollout – Vanguard Australia   Jun2016 – Jun2018
Role: Senior Business Analyst (Contract)

Summary: Rolled out and enhanced Vanguard's global Charles River IMS platform in Australia, aligning local operations with global standards.

Key Achievements:

- Upgraded CRIMS to v9.1, onboarding new funds including a low-volatility fund.
- Built portfolio manager workbench profiles and PM-to-trader workflows.
- Configured compliance rules, onboarded hedged/unhedged indices, and resolved BAU issues.
- Integrated data flows with custodians and implemented valuation requirements (IBOR/ABOR).

Impact:
Aligned Australian trading and risk operations with Vanguard's global platform while meeting local compliance and product requirements.

Core Skills: Charles River IMS, compliance rules, BPMN 2.0, data integration, valuations, XML configuration, SQL validation.

Single Dealer FX Platform Rollout - NAB (via Excelian)   **Jan2015 – Dec2015**
Role: Senior FX Consultant

Summary: Delivered business analysis and functional support for NAB's FX dealing platform (StarXchange) and its integration with multiple upstream and downstream systems. Collaborated with architects, developers, and business stakeholders to ensure functional clarity, smooth delivery, and compliance with NAB's system and process requirements.

Key Achievements:

- Defined interface requirements and specifications for system integration.
- Developed and executed testing scenarios and test cases, ensuring quality and reliability.
- Facilitated workshops with business and support staff to present new functionality and capture feedback.
- Participated in agile ceremonies (sprint planning, daily stand-ups, release cycles) to ensure smooth delivery.
- Escalated and managed issues to ensure timely resolution with stakeholders.

Impact:
Enabled NAB to enhance FX trading operations by ensuring reliable integration of StarXchange with surrounding systems. Improved delivery governance by aligning business requirements with agile practices and enhancing transparency across teams.

Core Skills: FX platforms, requirements gathering, agile delivery, system integration, test case design, stakeholder workshops, JIRA.

Global FX Platform Implementation – ANZ   **Jun2011 – Aug2014**
Role: Senior Business Analyst – Capital Markets Technology

Summary: Led the business analysis and functional delivery for ANZ's multi-year program to replace its legacy FX and fixed income trade capture system (GFX Live) with the Wall Street System (WSS). The rollout spanned 16 international locations and covered the full FX trade lifecycle — from pricing and execution to risk management, confirmations, and settlement.

Key Achievements:

- Delivered the global rollout of WSS for ANZs FX and money market desks, replacing 10+ upstream and downstream interfaces from GFX Live.

- Integrated with external and internal systems including accounting, back-office settlement, Reuters 3000, FX Connect, FX Online, and RightFax.

- Defined and implemented risk routing rules within WSS to meet trading desk and risk management requirements.

- Captured and documented detailed business and technical specifications for global FX workflows, ensuring alignment across 16 international markets.

- Designed and implemented reporting requirements for finance, settlements, trading, sales, and management.

- Produced and maintained current and future state process maps to manage operational change across multiple jurisdictions.

- Facilitated workshops and solution design sessions with traders, operations, and technical teams to manage gaps and resolve cross-functional issues.

Impact:

Delivered a modern, globally consistent FX trading and risk management platform, reducing operational risk, increasing straight-through processing, and enabling real-time global exposure visibility. Strengthened ANZs ability to manage complex FX products and enhanced the speed and accuracy of trade execution and settlement.

Core Skills: FX and money market products, Wall Street System (WSS), global platform rollout, trade lifecycle management, interface integration, risk routing, business process mapping, cross-border stakeholder management.

Data Platform Upgrade - National Australia Bank   **Sep2010 – May2011**
Role: Project Manager / Senior Business Analyst

Summary: Managed and delivered a high-impact project to upgrade NAB's central DataStage environment from v7.5.2 to v7.5.3 and migrate infrastructure from standalone hardware to a VM-based configuration. The environment integrated more than ten upstream and downstream systems, including HiPortfolio, PACE, pControl, and in-house applications.

Key Achievements:

- Gathered and reconciled cross-team requirements through workshops with business and technology stakeholders.
- Documented current and future-state processes, software/hardware requirements, and target benefits.
- Oversaw issue and risk identification, liaising with SMEs and business users to mitigate project blockers.
- Allocated tasks across architecture, infrastructure, security, and testing teams to ensure timely delivery.

- Prepared weekly project updates for senior management and monthly reports for the steering committee.
- Delivered the upgrade on time and within budget, meeting both technical and business objectives.

Impact:
Successfully delivered a mission-critical infrastructure upgrade, strengthening NAB's data integration capability across custodian services. Improved operational resilience, reduced risk of system failure, and enabled ongoing scalability through a modern VM-based environment.

Core Skills: Custodian services, Datastage, project management, requirements analysis, infrastructure migration, stakeholder management, issue and risk management.

Investment Management Platform – Charles River Development   **Jun2007 – Sep2010**
Role: Implementation Manager → Senior Implementation Manager – Asia-Pacific Region

Summary: Led complex, multi-country implementations of Charles River Development's enterprise-class investment management platform for top-tier asset managers across Asia-Pacific. Responsible for full project delivery — from requirements gathering and solution design to deployment, integration, and post-go-live support — for clients managing multi-billion-dollar portfolios. Promoted to Senior Implementation Manager based on consistent delivery success and team leadership.

Key Achievements:

- Delivered end-to-end platform implementations for major clients including AMP (Australia), LG Investment (Melbourne), GIC (Singapore), China Life (Beijing), China Asset Management (Beijing), and DIAM (Tokyo).
- Managed high-stakes, multi-million-dollar projects where clients demanded rapid delivery, absolute accuracy, and full regulatory compliance.
- Integrated the platform with market data providers, order management systems, and back office settlement systems, enabling straight-through processing across multiple asset classes.
- Configured and customised complex compliance rules to reflect local regulations, client specific mandates, and cross-border investment guidelines.
- Coordinated regional deployments under high travel demands, regularly rotating between client sites in Australia, Singapore, China, and Japan on a three-weeks-on-site, one-week-in-Melbourne schedule.
- Built strong cross-cultural client relationships and internal team cohesion under intense delivery pressure.

Impact:
Enabled leading asset managers to modernise operations, strengthen compliance, and streamline portfolio and trading workflows across equities, fixed income, and derivatives. Consistently delivered projects on schedule despite demanding timelines and shifting priorities, cementing Charles River's reputation in the Asia-Pacific region.

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Core Skills: Enterprise investment management systems, global client delivery, portfolio modelling, compliance configuration, market data integration, multi-asset class workflows, straight-through processing (STP), cross-cultural stakeholder management.

Wealth Management WRAP Platform – Praemium Limited   **Jun2006 – May2007**
Role: Senior Developer/ BA – Wealth Management Systems

Summary: Headhunted by the CEO of Praemium Limited, a fintech startup providing a WRAP Platform for high-net-worth clients and their financial advisors. The platform supported separately managed accounts (SMAs), model portfolios, tax-lot optimisation, and corporate action processing. Core responsibility was delivering a major integration of Premium's back-end calculation engine into Asgard's wealth management infrastructure.

Key Achievements:

- Designed and implemented the daily portfolio integration between Asgard and Praemiums back-end engine. This involved processing large volumes of portfolio data from Asgard, running tax-lot optimisation, corporate action processing, and other portfolio adjustments, then returning results in a structured XML format.

- Automated tax-lot optimisation and corporate action workflows to maximise after-tax returns and maintain accurate portfolio records.

- Ensured the system adhered to SMA and model portfolio rules, allowing both clients and financial advisors to view real-time, tax-aware portfolio positions through the platform-interface.

- Built robust error-handling and validation processes to guarantee data integrity across systems.

- Collaborated closely with Asgards technical and business teams to align data formats, tax treatments, and market conventions.

Impact:
Enabled Asgard to offer a sophisticated, tax-efficient investment management solution to its high-net-worth clients without building a back-end engine in-house. The daily automation eliminated significant manual processing, reduced operational risk, and ensured that portfolios were always accurate and tax-optimised.

Core Skills: Wealth management systems, separately managed accounts (SMA), model portfolios, tax-lot optimisation, corporate action processing, XML integration, financial data automation, B2B system integration.

FI & Credit Trading & Pricing Systems – Deutsche Bank   **Feb2002 – Jun2006**
Role: Senior Developer – Structured Finance & Global Fixed Income

Summary: Worked across both legacy and next-generation fixed income systems to support pricing, trade execution, and settlement in global and Australian markets. Combined rapid domain upskilling with deep technical enhancements to ensure accuracy, compliance with market conventions, and seamless integration with execution venues.

Key Achievements:

- Mastered the legacy fixed income pricing platform, gaining in-depth knowledge of product structures, pricing models, and fixed income market conventions.

- Enhanced the systems functionality to integrate with electronic execution venues such as YieldBroker, enabling straight-through processing from pricing to trade execution.

- Developed robust confirmation generation and settlement workflows to minimise operational risk and prevent settlement breaks.

- Contributed to the new global fixed income pricing platform (Java-based), implementing customisations for the Australian market   including local products, instruments, and trading conventions.

- Worked closely with traders, operations, and global development teams to ensure consistency in pricing logic while meeting region-specific requirements.

Impact:
Enabled the fixed income desk to price, execute, and settle trades more efficiently, with reduced manual intervention and lower operational risk. The Australian-specific enhancements ensured the global platform could operate seamlessly in the local market, supporting both compliance and trader productivity.

Core Skills: Fixed income product knowledge, pricing models, Java, legacy system enhancement, market-specific platform customisation, trading venue integration, settlement workflows, straight through processing (STP).

Online Trading Systems, Melbourne, Australia   **May1999 – Feb2002**
Role: Lead Developer & Solution Architect

Summary: Led the end-to-end design and delivery of one of Australia's first real-time, browse-based ASX real-time market data platforms — setting a new industry benchmark for speed and accessibility.
Granted full authority over technology selection, architecture, and implementation approach.

Key Achievements:

- Architected & delivered a complete client server solution for streaming ASX tick data in near real-time, overcoming late-90s bandwidth and latency limitations.

- Designed and built the core market data interface in Visual C++, optimised for low-latency updates and stability under high trading loads.

- Engineered a custom Java, C++ integration bridge, enabling a browser-based Java applet to call and interact seamlessly with the native C++ interface, a rare and technically complex feat at the time.

- Pioneered SMS price alerts, allowing users to set custom thresholds and receive instant notifications. Implemented using database triggers for real-time monitoring and message dispatch, giving traders a decisive competitive edge.

- Developed end-of-day data processing workflows, consolidating daily market activity and distributing structured data files to clients for their own analytics and reporting needs.

- Built caching and incremental refresh logic to dramatically reduce load while maintaining data accuracy.

- Ensured scalability under peak trading volumes through close coordination with infrastructure teams.

Impact:
The platform enabled brokers and retail investors to access market-critical data on any browser in near real-time — a first for its time. The SMS alert innovation became a signature feature, while the Java–C++ integration opened the door to advanced interactive market data tools on the web. The end-of-day data delivery extended the platform's value into clients' internal analysis workflows. The solution remained in production for years, influencing how online financial data was delivered industry-wide.

Core Skills: Solution architecture, Visual C++, Java, Java–C++ integration, database triggers, real-time data streaming, end-of-day batch processing, API integration, performance optimisation, financial markets expertise, end-to-end project ownership.

EDUCATION

Masters of Applied Finance, 2005- 2007, Macquarie University, Australia.
- *Major Units: Investment Management, Corporate Finance, Market Risk management, Hedge Fund Management.*

Masters of Information Technology, 2002- 2005, University of Technology, Sydney, Australia.
- *Major Units: Software Project Management, Distributed Databases, Distributed Systems, Knowledge Management, Corporate Data management.*

Postgraduate Diploma of Information Technology, 1998-1999, RMIT University, Melbourne, Australia.
- *Major Units: Software Engineering, Object Databases, Distributed Programming, Information systems management.*

Bachelor of Computer Science, 1995-1998, Hamdard University, Pakistan.

PROFESSIONAL CERTIFICATION

- Charles River IMS v 9.1.x certifications for Manager Workbench, Blotter, Compliance and System Administration, 2010.
- Charles River IMS v 8.2.x certifications for Advance Compliance, System Administration, 2009.
- Charles River IMS v 8.2.x certifications for Manager Workbench, Compliance and Blotters, 2007.
- Sun Certification for Java Platform 2 Programmer, 2001.

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