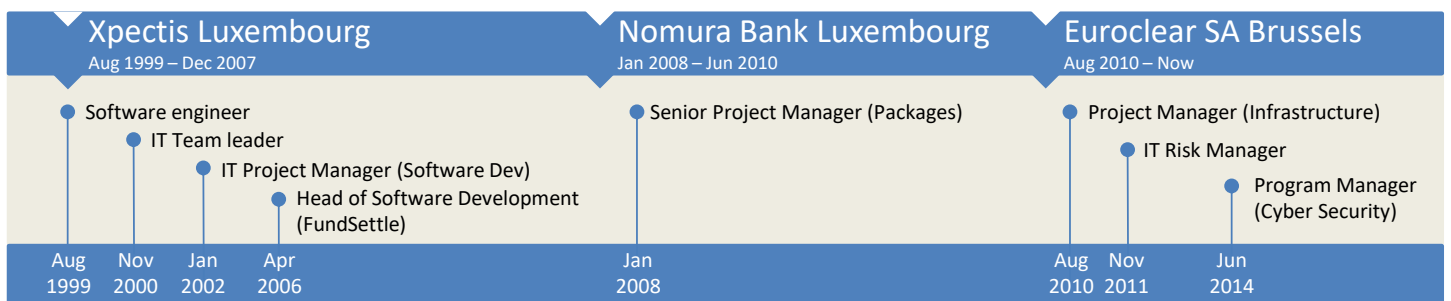


## 1 Personal information

First name SURNAME	<b>Christophe GODFROID</b>	
Address	/	
Mobile	/	
E-mail	<a href="mailto:christophe.godfroid@gmail.com">christophe.godfroid@gmail.com</a>	
Date of birth	13 April 1975	
Nationality / Gender / Marital status	Belgian / Male / Married, two children	
<b>Fields of expertise</b>	<b>IT Project/Program Management / Cyber Security / Risk Management</b>	
Education	Master Degree in Computer Sciences (BAC+5) - University of Namur (93-99) Thesis in University of Texas (UTA, Arlington, Texas, USA)	

## 2 Summary

### Career timeline



<b>Domains of activities</b>	<b>Prince2 / MSP / ITIL 3 / Cobit 5 certified Project/Program Manager with strong Leadership skills</b>
IT Project/Program Management	<ul style="list-style-type: none"> <li>I have a strong experience in the management of strategic projects/programs and people, in large and small organizations, with vertical, horizontal and outsourced project teams, for software development, package selection/integration, infrastructure changes and process optimization. I am used to manage both functional and technical projects, with end-to-end accountability from project definition to operationalization, maintenance and support.</li> <li>I am familiar with third party management (offshoring, outsourcing...) and cloud computing (SaaS, external hosting ...).</li> </ul>
Cyber Security IT Governance and Risk management	<ul style="list-style-type: none"> <li>I am currently in charge of the Cyber Security Program for the Euroclear group.</li> <li>Strong experience in IT risk management (strategic project risks, cloud computing and internal control systems)</li> </ul>
Business knowledge	<ul style="list-style-type: none"> <li>Investment funds, Settlement, Custody and Asset Servicing.</li> </ul>
<b>Strengths</b>	<b>MBTI ENTJ (extraversion, intuition, thinking, judgment)</b>
Main strengths	<ul style="list-style-type: none"> <li>Communication, leadership, people management/appraisal and feedback, team work, collaboration with others, coaching...</li> <li>Presentation and negotiation skills, outstanding analytical and problem solving skills, out of the box thinking, creativity, autonomous with excellent organization and reporting skills, demonstrates full ownership in initiatives, responsible for – “make things happen”, flexible, result driven, process reviewer and streamliner, critical minded, ready to challenge ...</li> <li>Ability to interact with business, technical and executive levels.</li> <li>Experience in consultancy and outsourcing.</li> </ul>

### 3 Detailed work experience

<b>3.8</b>	<b>Period</b>	<b>01/06/2014 → 31/05/2016</b>
Name and address of employer	<b>Euroclear (+/- 3200 employees)</b> Boulevard du Roi Albert II 1 B-1210 Saint-Josse-ten-Noode Belgium	
Type of business or sector	Settlement and Custody	
Occupation or position held	<b>Cyber Security Program Manager – Service Introduction - Corporate Technology (Director)</b>	
Main activities and responsibilities	<p><b>Program manager</b></p> <ul style="list-style-type: none"> <li>I manage the Euroclear Cyber Security Program (SAFE), a program encompassing all security related initiatives of the Euroclear group (6000 MD of projects and operational initiatives)</li> </ul> <p><b>Main activities</b></p> <ul style="list-style-type: none"> <li>Program and project management</li> <li>Strategy and roadmap definition</li> <li>Maturity assessment of corporate cyber resilience capabilities</li> <li>Stakeholder management (incl. control functions like risk and internal audit)</li> </ul>	
<b>3.7</b>	<b>Period</b>	<b>01/11/2011 → 31/05/2014 (2 years 7 months)</b>
Name and address of employer	<b>Euroclear (+/- 3200 employees)</b> Boulevard du Roi Albert II 1 B-1210 Saint-Josse-ten-Noode Belgium	
Type of business or sector	Settlement and Custody	
Occupation or position held	<b>IT Risk Manager – Risk Management (Manager)</b>	
Main activities and responsibilities	<p><b>Risk Management (second line of defense)</b></p> <ul style="list-style-type: none"> <li>Control and advisory functions for IT divisions (Corporate Technology and Application Development, +/- 1000 FTE) and IT projects</li> <li>Specialized in project management, outsourcing, cloud computing, SaaS and package implementations</li> </ul> <p><b>Main activities</b></p> <ul style="list-style-type: none"> <li>Development of a risk management framework for SaaS, Outsourcing and Package solutions</li> <li>Strategic projects risk identification and monitoring</li> <li>Identification and reporting of divisional risk heat maps for IT divisions, group risk profile and operational risk dashboard, regulatory reporting...</li> <li>Project/ Portfolio/ Program/ Roadmap risks profile assessment</li> <li>RCSA/ ICS control framework (Cobit / ISO frameworks): assess maturity and coverage of controls, assess weaknesses and monitor progress on action plans.</li> <li>Provide support and training on risk assessment methodology (inherent and residual)</li> <li>Deep dives (i.e. infrastructure changes, security concerns around new end user technologies ...)</li> <li>Collaboration with Internal Audit (3<sup>rd</sup> line of defense)</li> <li>Review and formalization of the company risks, tracking of deviations from the risk appetite</li> </ul>	
<b>3.6</b>	<b>Period</b>	<b>01/08/2010 → 30/10/2011 (1 year 3 months)</b>
Name and address of employer	<b>Euroclear (+/- 3500 employees)</b> Boulevard du Roi Albert II 1 B-1210 Saint-Josse-ten-Noode Belgium	
Type of business or sector	Settlement and Custody	
Occupation or position held	<b>Technical Project Manager – Service Acceptance – Corporate Technology (Manager)</b>	
Main activities and responsibilities	<p><b>Project/Program Management</b></p> <ul style="list-style-type: none"> <li>Asset Servicing Program (improvement of ISO compliance and reporting services) (August 2010 – October 2011)</li> <li>OPICS – Treasury Mgmt (Misys): migration from Opics 6 (out of support) to Opics + 3.1 on VMWARE 4.x, 3-tiers .net architecture (September 2010 – October 2011)</li> <li>RFP for the replacement of Project Management tools at Euroclear (portfolio, planning, resource, cost, risk, change, document, time tracking ... management). Definition of the Implementation</li> </ul>	

Strategy for the roll out of Compuware ChangePoint and its impacts on current processes and legacy tools. Main **objective** was to replace a number of disparate bespoke tools and processes with an 'off the shelf' integrated toolset based on industry best practice(s) for Project and Portfolio Management. (April 2011 – October 2011)

- eStatements: business case for the delivery of a human readable reports generation platform – Adobe PDF based (April 2011 – October 2011)

**Main activities**

- Project/program management (focus on infrastructure and technical layers)
- Coordination of all Corporate Technology skill centers
- Process improvement (lean waves and continuous improvement mindset)
- Owner of the Production Readiness process (focus on process automation and quality).

3.5	Period	01/01/2008 → 01/07/2010 (2 years and 6 months)
	Name and address of employer	<b>Nomura Bank (Luxembourg) S.A. (+/- 250 employees)</b> 33, rue de Gasperich, Building A L-5826 Hesperange Luxembourg
	Type of business or sector	Investment Funds (Fund Administration/Accounting and Custody)
	Occupation or position held	<b>Project Manager – Project Management Department (Assistant Manager)</b>
	Main activities and responsibilities	<p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>▪ Jupiter: strategic project for NBL - Replacement of the Fund Accounting platform (<i>from Eri Bancaire Olympic to SimCorp Dimension</i>): definition of needs (Strategy, As-Is, To-Be, process modeling), selection process (RFP - 11 packages), contract negotiation, setup of a project team, definition of operating flows, system implementation, management of both organizational and operational impacts, integration with the legacy systems (tactical and strategic approaches, development of interfaces), review of business processes (January 2008 – June 2010)</li> <li>▪ PEP: launch of a new business line for the administration of a LPS (Limited Partnership) for PEFRI (Private Equity Funds Research and Investment). Implementation of a Fund of Private Equity Funds management system – TNR(The Next Round) (June 2008 – January 2009)</li> </ul> <p><b>Project Portfolio/Program Management</b></p> <ul style="list-style-type: none"> <li>▪ Definition of the Target Operating Model meant to support the long term vision of the bank. Definition of the afferent project roadmap (5 years program).</li> <li>▪ Center of excellence: recommendations for the implementation of a central repository and a pricing system (data collection and scrubbing, historization, maintenance of the underlying slaves...).</li> <li>▪ Eureka: extension of a central data access layer (IBM Federation Server – push and pull flows with abstraction layer).</li> <li>▪ RFI for a Corporate Events and Corporate Actions system (data capturing from data vendors/sub-custodians, data scrubbing/cleansing, management of voluntary events, external communication, injection of corporate actions within portfolios).</li> <li>▪ ECM (aborted during analysis phase).</li> </ul> <p><b>People Management</b></p> <ul style="list-style-type: none"> <li>▪ Project level: responsible of a team of business analysts, subject matter experts (internal resources) and consultants (external resources).</li> <li>▪ Department level: management role.</li> </ul> <p><b>Methodology</b></p> <ul style="list-style-type: none"> <li>▪ Review of the PMD methodology (based on Prince 2 and PMI principles).</li> <li>▪ Creation of a global vision, identifying synergies and opportunities. Contributed to the development of a <i>strategic</i> vision in terms of project portfolio/program and IT architecture (project interdependencies, systems architecture, systems integration, implementation strategy, identification of synergies, change management, roadmap definition...).</li> </ul>

<b>3.4</b>	<b>Period</b>	<b>01/04/2006 → 31/12/2007 (8 years and 6 months)</b>
Name and address of employer	<b>Streamlined Solutions &amp; Services, SA (Xpectis) (+/- 40 employees)</b> 28 rue de Capellen L-8279 Holzem Luxembourg	
Type of business or sector	IT consulting & development <b>services</b> , Investment Funds (Distribution)	
Occupation or position held	<b>Project Delivery Manager – Head of FundSettle development</b>	
Main activities and responsibilities	<p>FundSettle Roadmap (Euroclear Bank, Euroclear France, CREST/EMX, Euroclear Netherlands, Euroclear Belgium):</p> <ul style="list-style-type: none"> <li>▪ Contribution to the definition of the strategy of the platform and roadmaps to deliver it</li> <li>▪ French Order Routing - Phase 2 (Settlement solution through RGV and Relit+)</li> <li>▪ Belgian Order Routing (Phasing out of DIFS and EMSS – integration into RGV)</li> <li>▪ Netherland Order Routing and Settlement (via ESES)</li> <li>▪ Reporting Capacity enhancement and Performance Improvement (review of the reporting architecture and data model optimization – implementation of asynchronous reporting principles)</li> <li>▪ Swift Releases (2006 – 2007)</li> <li>▪ Production Support (definition of the SLA, organization of the support team, incident management, KPI and Capacity planning ...)</li> <li>▪ Involvement into strategic programs: CCI (Common Communication Interface), SP Custody (Single Platform - Custody events management), SP Ref Data (Single Platform - Unique referential data), ESES (incl. Phasing out of Relit+)</li> <li>▪ Integration with UK Market (definition of operating model for Order routing via EMX using FIX protocol and templates)</li> <li>▪ Swift XML (Coverage of 20022 templates: first discussions and template definitions)</li> <li>▪ <b>Program Management</b> (statement of work and contracts, budget definition and control, billing, steering committee meetings...)</li> <li>▪ <b>People management</b> (team of <b>25 people</b>, recruiting, performance reviews, coaching, training ...)</li> <li>▪ Team re-organization, setup of procedures, tools and reports: <ul style="list-style-type: none"> <li>□ Setup of a QA team (usage of Quality Center and Quick Test Pro)</li> <li>□ Setup of a Release Management team (usage of ClearCase, quick environment installation, ...)</li> <li>□ Setup of a Problem/incident management team (usage of e-Support / AHD)</li> </ul> </li> <li>▪ Organization of team building events</li> </ul>	
<b>3.3</b>	<b>Period</b>	<b>01/01/2002 - 01/04/2006</b>
Name and address of employer	<b>Streamlined Solutions &amp; Services, SA (Xpectis) (+/- 40 employees)</b> 28 rue de Capellen L-8279 Holzem Luxembourg	
Type of business or sector	IT consulting & development <b>services</b> , Investment Funds (Distribution)	
Occupation or position held	<b>Project Manager</b>	
Main activities and responsibilities	<p>FundSettle Roadmap (Euroclear Bank, Euroclear France):</p> <ul style="list-style-type: none"> <li>▪ French Order Routing - Phase 1 (Order routing solution offered to the French domestic market, Contributed to definition of market flows with French market players)</li> <li>▪ Automated Transfers (Automation of order entry and reporting for Transfer instructions, incl. definition of Swift MT54x templates)</li> <li>▪ Custodian Model (Incl. reporting via settlement messages MT54x)</li> <li>▪ Swift Reporting: MT536 Statement of Transaction</li> <li>▪ Swift Release 2003</li> <li>▪ Redemption in Cash (Management of redemption orders expressed in cash)</li> <li>▪ Cleaning and Archiving (Cleaning of the processing database, covering performance and legal constraints through the archiving of reports)</li> <li>▪ File Upload (usage of PKI and non-repudiation via digital signing)</li> <li>▪ Production Support (Incident management, reporting to the Euroclear Management, SWAT meetings)</li> </ul>	

<b>3.2</b>	<b>Period</b>	<b>01/11/2000 - 01/01/2002</b>
Name and address of employer	<b>Streamlined Solutions &amp; Services, SA (Xpectis) (+/- 40 employees)</b> 28 rue de Capellen L-8279 Holzem Luxembourg	
Type of business or sector	IT consulting & development <b>services</b> , Investment Funds (Distribution)	
Occupation or position held	<b>Team Leader</b>	
Main activities and responsibilities	FundSettle Roadmap (Euroclear Bank): <ul style="list-style-type: none"> <li>▪ Custody (Management of voluntary / mandatory events and resulting corporate actions)</li> <li>▪ Swift Input (Connection to the Swift network and definition of FundSettle templates – MT502, 515 and 509)</li> <li>▪ Scalability study (Capacity study of the platform and issuance of recommendations meant to increase this capacity)</li> <li>▪ Cleaning and Archiving (Cleaning of the processing database, covering performance and legal constraints)</li> <li>▪ Production Support (Incident management, watch duty)</li> </ul>	
<b>3.1</b>	<b>Period</b>	<b>01/07/1999 - 01/11/2000</b>
Name and address of employer	<b>Streamlined Solutions &amp; Services, SA (Xpectis) (+/- 40 employees)</b> 28 rue de Capellen L-8279 Holzem Luxembourg	
Type of business or sector	IT consulting & development <b>services</b> , Investment Funds (Distribution)	
Occupation or position held	<b>Software Engineer</b>	
Main activities and responsibilities	Development of the FundSettle core processing engine: <ul style="list-style-type: none"> <li>▪ Development of asynchronous modules (COM) evolving into an IBM MQ Middleware with Ms SQL, under the control of a Business Logic Manager (order entry and processing)</li> <li>▪ Data modeling</li> <li>▪ Release management and production delivery</li> </ul>	