

FOUZIA SEGUER

seguerf@bny.com • +33 (0)6 68 70 86 11 • Luxembourg • [linkedin.com/in/fouzia-seguer-2985984](https://www.linkedin.com/in/fouzia-seguer-2985984)

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Northern Trust, Luxembourg

Application for the role of Director, Asset Servicing Transformation & Operating Model

Dear Hiring Committee,

Northern Trust's ambition to modernize, simplify and scale its Luxembourg Asset Servicing platform strongly resonates with the work I have led throughout my career.

Over the past 15 years, I have led complex transformations across financial services, technology and operations, helping organizations improve performance, strengthen resilience and deliver sustainable business value.

I am passionate about transformation, not as a project, but as a discipline that aligns strategy, operating models, people, data and technology to deliver tangible business outcomes. Helping organizations become more efficient, scalable, resilient and client-centric is what motivates me most.

My Executive Portfolio and CV accompany this application, providing further insight into my transformation approach, leadership philosophy and selected achievements.

I would welcome the opportunity to exchange perspectives on the challenges and opportunities facing asset servicing organizations, and to discuss how my experience could support Northern Trust's transformation journey.

Thank you for your consideration. I look forward to speaking with you.

Best regards,

Fouzia Seguer

Attachments: Executive Portfolio • Resume