

# CAMILLE PAPILLARD

## Head of Financial Intermediaries & Corporates Client Line for EMEA, BNP Paribas

### ABOUT CAMILLE

*Camille has over 18 years' experience in the banking industry, having worked at BNP Paribas' Securities Services business since 2011. She's currently Head of Financial Intermediaries & Corporates Client Line for EMEA at the Securities Services business, where she leads the team's product roadmap and growth strategy within the region. Camille is also an Exco member of the business line and involves in various strategic initiatives of the bank. As a senior executive, Camille represents BNP Paribas at key industry forums, focusing on both market-specific topics and wider initiatives that advocate diversity across the banking sector.*

### GETTING INSPIRED BY CAMILLE

#### **What was the aspect of yourself that you had to work on the most to get to where you are now?**

Looking back, I'd say that resilience and humility were the two key aspects I had to develop to get to where I am today. My journey has been unconventional, with its share of twists and turns. Each move, whether sideways, forward, or even a step back, somehow has shaped who I am today.

When I first joined BNP Paribas's Securities Services business in 2017, not many people at the time understood this deliberate choice since I was progressing well in the financial management team of the bank. I was drawn by complex world of post trade. To navigate in the less familiar environment of clearing, it required me to be open-minded, adaptable, and willing to learn about a new domain. As I progressed in my role, I had to develop my strategic thinking, communication, and leadership skills to effectively manage product teams and drive business growth.

Overall, it's been a journey of continuous learning and self-improvement. I've come to realize that it's essential to be humble, resilient, and open to new experiences to succeed in a rapidly changing industry like ours.

#### **What key tip would you give for professionals to successfully develop in their careers?**

My career has not been totally linear. Like many in our industry, I've embraced new challenges and sometimes stepped into the unknown. This experience certainly has taught me a few lessons, which I hope other professionals in this industry will find helpful.

Firstly, and very importantly, work hard. This might sound obvious but never underestimate how far you can go when you work as hard as you can and prioritise your goals. On top of that, trust your judgment and intuition, especially in ambiguous situations, and maintain authenticity to foster long-term success.

Our industry is built on transformation. We need to embrace changes and new projects. Be adaptable and open to new opportunities. Set goals, but be open to adjusting them as opportunities arise. In clearing, we know that even the best-laid plans can be disrupted by market events. The key is to adapt and keep moving forward.



This is a human business, so networking is key. Build relationships and support others. Seek out sponsors who can advocate for you, and build relationships with people from diverse backgrounds and experiences. Networking relentlessly and supporting other women can have a ripple effect, and remember to pay it forward by sharing knowledge, offering encouragement, and being a sounding board for others.

Finally, remember, every task, no matter how small, is a chance to develop a skill that aligns with your long-term goals. Success comes from staying visible, building connections, and lifting others as you rise.

#### **How do you see the future of clearing in 10 years?**

Looking ahead ten years, I am confident that cash equity clearing will remain a vital pillar of market infrastructure, even as distributed ledger technology (DLT) continues to evolve. Rather than being replaced, CCPs will adapt and thrive, extending their connectivity far beyond traditional exchanges and CSDs to encompass DLT platforms and the management of digital assets across multiple chains.

I anticipate that interoperability will have made significant strides, supported by European authorities who recognise the value of competition, efficiency, and risk management. In this future, CCPs will be truly multi-connected, acting as central nodes not only for clearing and settlement but also for optimal collateral management—leveraging tokenised assets and real-time mobility of collateral. This will enable market participants to benefit from greater choice, lower costs, and enhanced resilience, while maintaining the robust risk management and operational safeguards that only central clearing can provide. The convergence of traditional and digital infrastructures will create a more open, efficient, and innovative post-trade ecosystem, ensuring that clearing remains at the heart of capital markets for the decade to come.

### CAMILLE'S CONTACT

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