OLIVER SINCLAIR

Private Markets Technology and Data Executive

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Executive Profile

Private markets technology and data executive with 20 years' sector experience, including 14 years at Apax and Triton. Helps investment managers and fund administrators scale by aligning technology investment with business priorities, digitising services and automating manual work. Combines finance and fund-operations grounding with global leadership, advising executives and institutional clients on strategy, operating models and delivery. Experience spans acquisition-led and organic growth under PE ownership, with accountability from investment cases and supplier selection through implementation and ongoing operations. Led approximately 70 people at Aztec and managed annual technology budgets of c.£15m at Aztec and c.£5m at TMF.

Significant Achievements

- **Aligned technology priorities with Aztec's five-year growth plan**, defining the roadmap and target architecture to support organic growth, large-cap clients and US expansion.
- **Supported TMF's acquisition-led growth** through technology due diligence and post-acquisition integration across six acquired businesses in the Channel Islands, Luxembourg, the US and Brazil.
- **Established an integrated invoice-to-payment process at TMF**, connecting accounts payable, fund accounting and payments to reduce manual handling, with technology accountability from selection through ongoing support.
- **Connected fund accounting, financial reporting and waterfall calculations at Aztec** to reduce reliance on manual spreadsheets and document preparation and support more scalable operations.
- **Automated funds-of-funds accounting** and delivered portfolio-monitoring capability at Aztec, leading technology selection and integration with specialist delivery partners.
- **Delivered digital investor services at TMF**, giving investors online access to subscription documents and ongoing fund reporting through fundraising and LP portals.
- **Connected private-credit operations with fund accounting at Triton**, translating business requirements into platform selection, implementation and integration.
- **Developed management and investment-performance reporting at Apax**; contributed to improved reporting performance and cost efficiency through modernisation of legacy reports.
- **Delivered the technology transition for TMF's institutional real-estate outsourcing mandate** in Latin America, from client proposition and solution design through implementation and operational handover.
- **Established application controls and recovery practices at TMF** to support audit readiness and service continuity, including access controls, segregation of duties and disaster-recovery testing.

Leadership and Domain Expertise

Strategy and transformation: technology investment, operating-model design, growth roadmaps, target architecture, technology due diligence and acquisition integration.

Leadership and commercial management: global team building, budgets, business cases, client propositions, supplier negotiations and executive governance.

Investment and fund operations: private equity, private credit and real assets; fund accounting, waterfalls, portfolio monitoring and investment-performance reporting.

Investor and corporate services: digital subscriptions, onboarding and KYC integration design; investor reporting, treasury, payments, entity management and regulatory reporting.

Data and operational control: integration, master data, reporting, AI and automation opportunities, application controls and service resilience.

Professional Experience

Aztec Group | Director, Markets Technology Services

Sep 2024 – Sep 2026 | Jersey / UK

Led technology, data and reporting for private equity, private credit, real assets and funds-of-funds services. The remit supported organic growth, large-cap clients and US expansion following PE investment, and included corporate governance technology. Banking, payments and treasury were added in 2026.

- Led approximately 70 people, comprising around 55 FTE plus contractors, with accountability for technology strategy, change delivery, live services and supplier performance.
- Managed a c.£15m annual technology budget covering people, software and implementation services. Owned budget planning and financial business cases, balancing investment in change with the cost of ongoing operations.
- Translated the five-year growth plan into a technology roadmap and target architecture across Aztec and client environments. Provided strategic and commercial input and supported Aztec during investor due diligence.
- Supported new-business and client-retention priorities by presenting technology propositions in major RFPs, advising key clients and contributing to the largest clients' quarterly business reviews.
- Advised ExCo on investment and transformation, and authored Board papers presented by the CTO. Brought technology considerations into programme steering committees and the New Business Committee.
- Addressed ageing fund-accounting technology and technical debt, accelerating supported releases and introducing new accounting capabilities. Defined the longer-term roadmap for software-as-a-service delivery.
- Automated funds-of-funds accounting and introduced portfolio-monitoring capability, leading selection and integration with specialist providers and managed service engineering teams.
- Implemented Investran SaaS alongside the existing eFront Invest core, connecting both through the integration layer to financial reporting and waterfall calculations to reduce manual preparation. Returned calculation results to the relevant accounting platform.
- Delivered portfolio dashboards and budgeting capabilities to support client oversight of investments and real-estate planning.
- Assessed and designed a connected investor journey to provide a consistent experience across fundraising, digital subscriptions, onboarding, KYC integration and ongoing reporting. Implementation remained in progress at departure.
- Delivered client data exchange between data platforms and standardised integration patterns. Aligned data and reporting architecture with financial, regulatory and industry reporting requirements.
- Championed AI-assisted data extraction, reconciliation and validation, and engaged clients exploring AI applications for fund data.
- Led real-assets technology strategy through specialist teams. Assumed technology leadership of the banking selection process and an implementation already in progress when the remit expanded in 2026.

TMF Group | Head of Private Markets Technology

Mar 2023 – Sep 2024 | Global

Earlier roles: Private Markets Technology Lead, Jan 2021 – Mar 2023;
Fund Services Applications Manager, Jun 2020 – Jan 2021.

Built global Fund Services and Capital Markets technology capability in a PE-owned business pursuing acquisition-led growth. Worked with ExCo on operating models and investment priorities, with accountability from system selection through implementation and ongoing services. Represented technology on transformation steering committees.

- Grew the function from four to around 30 specialists, establishing delivery, support and governance structures across North America, Costa Rica, Brazil, the UK, Jersey, Luxembourg, Amsterdam, Greece, Sweden, India and Singapore.
- Managed a c.£5m annual technology budget covering people, software and implementation services. Owned financial business cases and technology selection processes, balancing investment priorities with ongoing service costs.

TMF Group | continued

- Supported technology due diligence and post-acquisition integration across six acquired businesses: State Street Channel Islands integration on joining; a Luxembourg management company; two US fund-services providers spanning San Diego and North Carolina; and two businesses in Brazil.
- Upgraded the core fund-accounting platform and brought hosting in-house, moving from vendor SaaS to internally managed cloud infrastructure (IaaS).
- Integrated operating-company and property-company data from real-estate systems into fund accounting to support investor allocations and servicing.
- Connected accounts payable, fund accounting and payments to reduce manual handling. Led selection and implementation of the invoice and payment platforms, their integration with fund accounting, and the ongoing support model.
- Delivered digital subscription documents and ongoing fund reporting through fundraising and investor portals, leading the technology work from requirements and competitive selection through implementation and ongoing services.
- Introduced automated waterfall calculations, client reporting portals, portfolio dashboards and real-estate budgeting, alongside financial-statement production and reporting capability.
- Established integration and master data management capabilities to support consistent information and connected operating processes, including interfaces with the core fund-accounting platform.
- Built the technology capability for a new private-credit loan-servicing function, partnering with the Head of Private Credit from selection through implementation. Separately provided technology support for London loan agency operations.
- Shaped client proposals, solution designs and pricing; led supplier negotiations and technology contracting, aligning delivery commitments with new-business and retention priorities.
- Delivered the technology workstream for an institutional real-estate outsourcing and lift-out mandate in Latin America, from client proposition and solution design through implementation and operational handover.
- Established application controls and resilience practices to support audit readiness and service continuity. Covered ISAE 3402 evidence, access controls, segregation of duties, supplier recovery requirements and business-continuity and recovery testing.

Triton Partners | Digital Technology Manager / Business Intelligence Analyst

Oct 2016 – Jun 2020 | London / Europe

Digital Technology Manager, Jun 2018 – Jun 2020; Business Intelligence Analyst, Oct 2016 – May 2018.

Led business technology within a global private equity and private debt manager, partnering with investment teams, fund operations, investor relations, finance, compliance/ESG and corporate functions. Managed a four-person team and external providers, balancing business change with ongoing services.

- Defined an application strategy to address fragmented systems, duplicated capabilities, manual hand-offs and integration gaps through platform selection and rationalisation.
- Translated debt-operations requirements into an integrated private-credit platform linked to fund accounting. Led the legacy-platform replacement RFP across loan compliance, order and execution management, portfolio management and loan accounting, then selected and implemented the solution.
- Replaced the investor reporting portal, leading data migration, launch and ongoing support to provide LPs with digital access to fund information.
- Moved entity administration from spreadsheets and fund-accounting tools to a specialist platform, leading selection and implementation. Selected a separate solution for portfolio-company KYC and due diligence.
- Owned application controls and audit support for core fund accounting, alongside system development, data management, reporting, integration and upgrades.
- Supported regulatory-reporting automation for Jersey and Luxembourg and managed business reporting and relationship-management applications.
- Sponsored an analytics platform designed to bring together portfolio performance, valuation, fund-accounting and deal-pipeline information for management analysis.
- Partnered with infrastructure leadership on cloud migration and workplace technology adoption; used low-code tools for workflow automation and analytics.

Apax Partners | Financial Systems & Operations Analyst

Sep 2006 – Sep 2016 | London

Worked at the interface of finance, fund operations and technology within a global private equity manager, covering valuation, portfolio monitoring, investment information and management reporting.

- Contributed to improved reporting performance, cost efficiency and presentation by supporting the conversion of legacy fund-accounting reports to warehouse-based reporting.
- Led business requirements and validation for an externally built management-reporting warehouse. Worked with the delivery partner and internal development team on near-real-time refresh, accuracy and calculation requirements.
- Developed management reporting and models for investment returns and track-record analysis, with contractor and vendor support for initial build, setup and ongoing development.
- Supported automation of the master investment track record to streamline preparation and maintenance of performance information.
- Supported implementation and ongoing use of portfolio-monitoring capabilities, translating business reporting needs into system requirements.
- Supported successive versions of the core fund-accounting platform and the associated data, integration and reporting processes used by private-equity operations.
- Supported investment analysis and GP operations through the use of external market and investment data.

GSK | Finance Analyst – Graduate Finance Programme

Sep 2003 – Aug 2006 | UK / Global

Completed a finance graduate programme covering planning, budgeting and reporting across Global Research and Development, Global IT Finance, and Manufacturing and Supply.

- Supported financial planning and management reporting across corporate and operational assignments.

Education and Professional Development

CIMA — Advanced Diploma in Management Accounting, 2003–2006

University of Westminster / APMG International — Agile Project Management Practitioner, 2016

Alliance Manchester Business School — Postgraduate Certificate, International Business, 2001–2002

The University of Manchester — BSc Molecular Biology, 1997–2001

Selected Platforms and Methods

Selected fund and reporting platforms: eFront Invest, Investran, Allvue, Anaplan and Workiva. Data and integration: Databricks, Snowflake and MuleSoft.

Experience spans strategic oversight, supplier selection and delivery leadership, alongside earlier hands-on reporting and model development. Methods include operating-model design, technology due diligence, investment cases, delivery governance and service management.