

The International Banker

Featuring

Changing Times
for Banks



SPRING 2019



*The Worshipful Company
Of International Bankers*

From the Editor

How did we get here? Brexit continues to enter the world of unlikely fiction. What will future generations make of it? The hard reality for financial firms is difficult decisions based upon uncertainty. How should firms provide services to EU clients if there is no passport?

The purpose of this edition is to look beyond these scenarios, and at the real world of banking (the theme of this edition) and of financial services. The Editorial Panel made difficult choices on the articles. There are important contributions from David Duffy, the CEO of CYBG and now Virgin Money, from Marshall Bailey, Chairman of LCH, from distinguished members on digital banking, charity bonds and much more; on how the Company is celebrating the first Lord Mayor, Peter Estlin, of which we are the Mother Company; and of the many activities

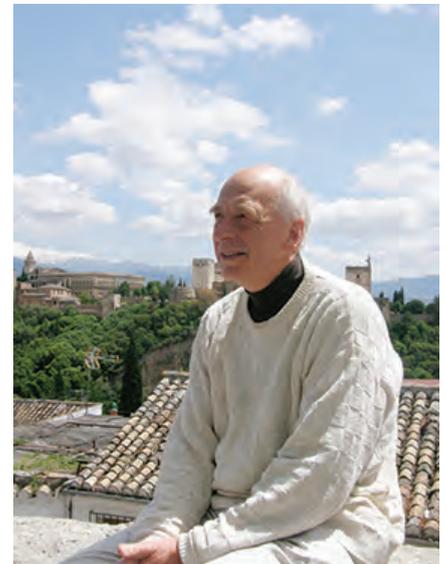
in the Company where members have the opportunity to volunteer for, both making a difference and learning about others. It's a good read.

We are also very grateful for the financial support of Allia (see page 12 later) which has enabled us to print this edition.

The other good news is the appointment of John Thirlwell to share the editing role with Mark Cazaly and myself. We would welcome your ideas for future contributions.

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Contents

The Master's Message

A wider purpose 04

LOOKING OUTWARDS

Integrating Virgin Money

David Duffy, CEO of CYBG, considers the challenges and opportunities 06

What is the Circular Economy?

ING on how banks need to understand this movement 08

The future of banking and customer contact – is it all going digital?

Moorad Choudhry and Claudia Anton ask if there is a role for the human face 10

Building a new British Bank

David Duffy of CYBG explains 11

Setting up the HSBC Retail Bank

Ian Stuart, CEO, describes a unique experience 13

Surviving 39 years in the City: a story of our life and times

Timothy Skeet looks back at turbulent times 14

Brexit

Professor John Ryan looks at German approaches to Brexit 15

Should we replace Libor?

David Clark on the popular but troubled benchmark 16

LCH prepares for the future

Marshall Bailey, Chairman, describes its approach 17

Should pension funds make sustainable investments?

A pension trustee and a pension member give their views 18

How should we use investment platforms?

George Littlejohn and Max Asmelash look at this critical infrastructure 19

CHARITY AND EDUCATION

The Lord Mayor's Appeal

Caroline Wright describes an important initiative 20X

The Homelessness Project

Tim Jones describes the St Mary-le-Bow project 21

Why we should all consider charity bonds

Tim Jones and George Littlejohn describe some exciting developments 22

The Sheriffs' Challenge

Tom Newman on an exciting initiative 23

The KC Wu Fund

Tom Newman describes what this and why it is important to the Company 24

The Mansion House Scholarship Scheme

Mark Henthorne interviews Adviser to the trustees Nicholas Westgarth 25

LOOKING INWARDS

The role of the Lady Mayoress

Lindy Estlin, Lady Mayoress, shows its independent nature 26

The importance of Liverymen

Michael Llewelyn-Jones describes the Company's plans 28

The new Chief Executive of the Association of Foreign Banks

Dr Catherine Raines talks to Daniel Yates 29

The Associates section

Mark Cazaly, Deputy Editor, describes an active group 30

Looking ahead to this year's Company events

Various members of the Events Committee 32

Our Real Tennis Team

Michael Llewelyn-Jones on a new Company activity 34

The Clerk's column

Nicholas Westgarth explains the view from Austin Friars 35



From the Master

A Force for Good – A Defining Sense of Purpose

“For nearly all of its 2000-year history, the corporation has combined a public purpose with its commercial activities. It is only over the last 60 years that the idea that profit is the only purpose of business has emerged.” Colin Mayer, Said Business School, Oxford University, blog

On 28th February, Christine Lagarde, Managing Director of the IMF, spoke at the World Traders’ 2019 Tacitus Lecture, questioning the Financial Sector for having “*strayed from its original, noble purpose*”. Her thesis was that “*we can build a better financial sector – one that is safer, more sustainable and ethically sound. A financial industry with a broader sense of purpose.*” She invoked an image of Mary Poppins sprinkling a little magic around to ensure strength in the system and an “*ethics upgrade*” which delivers “*virtuous behaviour that is intrinsically motivated – done even when no one is watching*”. Strong words indeed, delivered with distinct charm.

At our own Banquet, the day before, Bob Wigley commented in a similar vein questioning our current capitalist focus, exclusively on profits and returns, ignoring the impact of business on stakeholder interests – customers, colleagues and the communities in which the business operates. He stated “*The expectation is that businesses should operate ethically and consider more sustainable long-term approaches and measures and have what has become known as Purpose*”.

This theme of responsible business purpose chimes a chord with today’s younger generation. By 2025 three in every four people in the workforce will be millennial.

This generation has very different expectations from their parents. Research suggests 75% of millennials would take a pay cut to work for a purposeful company (Fleischmann Hillard Fishburn). Issues of relevance to this purpose appear to be: automation/digitisation and the future of work, climate change and the environment, mental health and vulnerability, diversity and inclusion and social responsibility. Profits, returns to investors and long term careers are perhaps too micro and self-centred for this generation which is interested in the bigger societal and global issues of the day.

So the question is what this all means for a modern Livery Company such as ours. We aim to be a force for good in society – but are we good enough? That is a challenging question...

Our activities, represented by our four aims – Charity, Education, Fellowship and Promoting the Profession guide our outreach programmes and our members’ experience within our Company. It is through these activities, our charitable donations and our many member volunteer hours that we deliver our sense of being ‘good’. We do this in common with other Livery Companies which collectively donated £67m last year for charitable purposes and an estimated 75,000 of pro bono volunteer hours each year.

We must ask ourselves whether individually we have sufficient impact on the areas that matter, or, whether working together with other Companies, we might achieve more. The Lord Mayor and City Corporation

have instigated the Pan Livery Movement which might help address this. The recent emphasis by the Lord Mayor on more regional outreach is evidence of this as is the extension of the Mansion House Scholarship Scheme to include placements starting in Sheffield (see article on the MHSS later). Our work with The Brokerage on reaching schools in need of support will benefit from their revised strategy - widening their span to outer-London schools in deprived areas, in recognition of the fact that many inner-London schools are now better served with multiple corporate outreach programmes.

If we are to have a real and lasting impact on the issues that matter to future generations of our members, perhaps we need to challenge our thinking, to do more individually and collaboratively (with other Livery Companies) for bigger impact and to fulfil a higher sense of purpose.

As Mme Lagarde said “*servicing others – with dignity, with a kind heart, with honesty, and with a wicked sense of humour – that is what the financial industry should be all about*”. Just like Mary Poppins!



The Operational challenges arising from the integration of Virgin Money for Clydesdale

DAVID DUFFY, CHIEF EXECUTIVE OF CYBG, LOOKS AT THE CHALLENGES – AND OPPORTUNITIES

CYBG has been on an exciting journey since I joined the Bank in 2015. In just three years, we have demerged from National Australia Bank (NAB) and completed a successful IPO in a challenging market. We've launched our award-winning digital banking service, B – one of the fastest growing digital banking brands in the UK. We've made a £350million investment in our technology capabilities, including developing our own Open Banking ready iB platform, and pledged to make £6bn of funding available to SMEs in the three years to 2019. Banking is transforming with customer behaviour and expectations changing at a rapid rate and UK consumers need a bank that is able to compete with the traditional incumbents by offering them something truly different.

Against this backdrop, last year we launched a bid to acquire Virgin Money – and following strong shareholder approval, we completed the transaction in October 2018. In bringing CYBG and Virgin Money together, we have created a true national competitor to the status quo. The combination of these two firms offers us greater scale but the combination is about so much more than that.

Together we have complementary products, a national footprint, the right technology and, of course, a globally iconic brand with 99% awareness ratings and an unsurpassed reputation for great customer service.

As with any acquisition and integration, there is a lot of hard work ahead, which will throw up a range of opportunities and challenges. We have outlined that the integration process will take us three years to complete. It is important to give ourselves – and our customers – time to do this properly. Our top priority throughout this whole journey is to ensure a smooth transition for the business and our customers. We have a number of shared services that need to be combined – IT systems, legal teams, HR departments, customer services and offices spread across the UK – so there is plenty to get through. And despite only being a few months into the integration, I can already see the business taking shape.

Right at the start of this deal we knew the areas that would come under scrutiny and we have carefully considered our approach. For example, we have had questions from customers, the media and stakeholders about our IT systems. We are fortunate that our IT integration is much less complex than other recent industry migrations. No new technology is required and our iB platform, which will be the destination for the majority of our products, is fully scalable. We are also in complete control of this timeline – there will be no big bang moment, so we can maintain an absolute focus on excellent customer service throughout.

The majority of mortgages and many savings accounts will be transferred at the point of customer renewal through the usual customer process onto the new platform. For the 100k current accounts, we will use the tried and tested Current Account Switching Service, which we are extremely familiar with. And for credit card customers, we will retain Virgin Money's modern TSYS platform, which will be integrated securely into our iB platform over time.

We also announced our intention to move our retail business to the Virgin Money brand, meaning the loss of the Clydesdale and Yorkshire names. With its powerful, customer focussed brand, it makes sense to move to the Virgin Money brand. Clydesdale Bank and Yorkshire Bank have been around for 180 years – they are well loved – and we will maintain a strong focus on our local communities as we transition to Virgin Money, given the powerful local heritage of those brands.

Branch closures are never far from the headlines as banking providers try and achieve a balance of changing customer behaviour and the continued move towards digital. The acquisition was attractive because there is limited overlap and most of the branch network is complementary. However, it is likely that there will be a small number of branches that will close in the future. This will never be a decision we take lightly, and we will aim to reassign staff where possible and, if we can, ensure there is still an offering for customers in that location.

I have worked in financial services organisations around the World but what I have been most impressed with since joining CYBG, and now Virgin Money, is the knowledge, expertise and attitude of colleagues. I am confident that together we are going to offer something truly different to UK consumers and transform the UK banking industry.

Driving change: how banks can support the transition to a circular economy

BY LEONIE SCHREVE, GLOBAL HEAD SUSTAINABLE FINANCE AT ING

The concept of the circular economy has become an increasingly popular business model in recent years. But despite its obviousness, widespread implementation still has a long way to go. In order to start realising this vision, we need to first understand exactly what it means to move from a linear to a circular model and how banks and other financial institutions can accelerate this transition. Circular economy is about rethinking how we use raw materials and resources to create a sustainable economy free of waste and emissions.

It means shifting from the current linear model of “take, make, waste” to an economy where we “reduce, reuse, recycle and regenerate”.

The circular economy isn't only about sharing or recycling, it's about change; taking a different approach to how we design, sell, value, assess risk and finance.

The role of financial services

Financial services have an important role to play in creating a healthy and sustainable world. Not just by reducing direct footprints, but through the choices made in lending, investing and

the services offered to customers. Within the circular economy, new business models arise. Existing companies might transition from selling products to offering products as a service; platforms emerge to facilitate collaborative consumption through sharing assets; or new technologies are developed to substitute virgin materials. As a result, both new and existing businesses need funding to develop, scale or produce their solutions.

Although capital is available for funding, deploying the right type to the right initiative can prove challenging.

Another challenge to consider is that it is simply easier for businesses to continue with traditional resource-intensive production and distribution methods. In part this is because, unlike the traditional linear business model, the circular business model involves new forms of collaboration and transaction with companies along, and even outside, existing supply chains.

By getting involved at an early stage in the process, banks gain a better understanding and can play a key role in helping create durable new circular business models; therefore, ING took the lead in the set-up of a ‘circular supply chain accelerator’ (CiSCA) together with Accenture Strategy and Circle Economy. CiSCA helps large multinationals and their small and medium-sized suppliers shift to a circular economy by conceptualising business models, identifying economic value drivers, testing business cases, assessing risk, and financial structuring.

Walk the talk

It's one thing to raise awareness and share knowledge of the circular economy with clients; it's another to put it into practice. And that's exactly what ING is doing with the construction of its new global head office. For example, the thousands of tonnes of concrete from the old building are being recycled to build the new one, with the rest being used for a new nearby highway. ING's new headquarters will have the highest BREEAM certification level (outstanding) in terms of sustainable building standards. The building will also be energy-neutral.

And, of course, it's about financing circular business models: for example, ING financed Black Bear Carbon, a circular company that converts used car and truck tires into raw materials for new products.

ING Sustainable Investments, a portfolio specifically designed to drive new business models and technologies in the scale-up phase, took an equity stake in this innovative and circular scale-up. ING's role as advisor and sole underwriter in a merger between

Shanks and Van Gansewinkel to form Renewi, now one of Europe's leading circular economy companies that turns waste normally destined for incineration or landfill into valuable products, also shows our commitment to stimulate the circular economy.

Industry-wide guidance

As it stands, the market lacks guidance on how to uniformly apply circular economy thinking in the financing and transition phases. By launching the circular economy finance guidelines in 2018, ING took the lead together with ABN AMRO and Rabobank, to develop guidelines in what constitutes circular financing. The industry needs to find a way to measure the impact of circular economy activities and establish how much these initiatives contribute to the transformation from a linear business model to a circular one. Furthermore, it is also important to measure the improvement a company makes in its journey to becoming circular.

These are pivotal considerations in realising the goals of a truly circular economy. Imagine a world free of waste and emissions? I believe we can make this happen by driving positive change; but only when we collaborate as an industry to help define, recognise, select and stimulate circular economy initiatives can we make a lasting impact.

The future of banking and customer contact: is it going all digital?

DR MOORAD CHOUDHRY ASKS IF THERE IS ROOM FOR THE HUMAN FACE



In *Good Technology*, the band The Red Guitars sing “We’ve got computers... that can find us friends.” That was indeed prophetic, seeing as that track was written in 1982! The march of technology is inexorable, across every industry and every facet of society, and banking is no exception. Consumers now have as standard such features as mobile app, voice recognition, real-time updates, contactless – the list of new innovations is impressive in its own right and also for its relentlessness.

And it’s not only at the customer end. Banks are now using machine learning systems in their risk management processes, from areas such as credit grading to fraud detection, as well as to predict customer behaviour. Alongside these developments we observe the running down of traditional aspects of banking, with reductions in branches and human contact.

In an objective assessment we must ensure the debate remains free of generational issues. This is not about whether someone in their 80s only uses a cheque book while the Gen X person only uses a smartphone. What we consider is not if it is desirable that banking goes all-digital, but whether, from a customer perspective, it is actually possible.

There will always be niche service providers that target specific customer types and a narrower range of products. But the global economy, and its requirements in the banking space, extend beyond this niche range.

Consider this random sample:

- A company with 10 employees wins an export order, and is required to invoice in the buyer’s currency. The company wishes to address the foreign exchange impact on its earnings;
- A retired couple wish to borrow on a second charge against their home to address health care costs;
- A challenger bank wishes to optimise its cash management and considers a structured deposit with tailored tiered interest rates;
- A 21-year old new jobholder wishes to borrow to fund a programme of professional development;
- An SME importer is uncertain whether a funded trade bill or unfunded letter of credit is the best solution to provide comfort to its counterparty.

We have suggested just five scenarios but we could easily have described 50 or 500. And that is before we discuss large corporate banking or global



wholesale requirements. Some are amenable to a FinTech or Amazon solution, but others are not. Can we say with certainty that all these customers can be serviced wholly with digital technology? That would be a bold claim.

This is not a thinly-disguised luddite argument. There is, for example, no need for a bank that wishes to provide a full-service provision to have a branch on every high street. (One can argue that it is possible to serve, on a face-to-face basis, 90% of the United Kingdom population with no more than 20 branches). And there is great customer benefit being had with all this good technology.

But the future of banking is not only the future for 18-30 year olds requiring a current account. It is about ensuring that the needs of global commerce continue to be met so that societal development continues on its upward path. Some transactions can be fully automated with a computer algorithm. Others, due to their nature, cannot. We can expect customer contact, for anyone other than the niche provider, to retain an element of the human for some years yet.

This article addresses the key question on the future of banking - is customer contact going all digital? Is the bank of the future one which never meets or speaks personally to its customers?

Changing perspectives - choice of banking vs. choice of banks

CLAUDIA ANTON, CHARTERED BANKER, MBA, OXFORD SAID BUSINESS SCHOOL FINTECH ALUMNUS

Seamlessly integrated in our lives, technology aims for simplicity, powering the “fourth revolution of humanity”, as Chris Skinner speaks of, in the *Digital Human* book. Current financial services are not simple and adaptable: circa 3.5 bn people worldwide have limited access to financial systems, unbanked or expensive, jobs are created by small and medium size businesses, new generations are more open to start their own business, life expectancy increases but so does the discrepancy of resources, education, health, financial wellbeing. The Office for National Statistics, estimates of the UK, England and Wales, Scotland and Northern Ireland’s population was “at its largest ever, at 65.6 million in 2016 and is projected to reach 74 million by 2039”. However, “one in five UK adults has no financial goals” and “only 14% plan for the years ahead and 4% plan their life in terms of decades”.

Are we designing purposeful financial services for everyone, with social and environmental impact?

Imagine if we used advanced technology to build plug and play smart products and services, adaptable to personal and business style. Imagine an ecosystem with all players proactive. A new financial ecosystem is created.

Clear Bank, “UK’s first new clearing bank in more than 250 years”, brings “service transparency, state-of-the-art technologies and innovative services to make payments faster, automating business processes and reconciliation, with new levels of cost efficiency”. The cloud technology is Microsoft Azure, “the challenge that the incumbent banks face is legacy systems” whilst advanced technology makes it possible that “if you need to make a payment to a business or to a relative it needs to happen instantaneously”, explains Nick Ogden, founder of Clear Bank.

Starling Bank with “online banking, built for you to fit a mobile lifestyle”, has users of smartphone, retail and businesses. Starling Bank entered the business community with a decision-making tool with Artificial Intelligence and Machine Learning insights. Amazon Web Services cloud is their technology.

NatWest’s app “Mettle” gives businesses “a new way to manage their finances, combining a current account with invoicing, payment chasing and bookkeeping.” Creates “an innovative end-to-end platform for businesses.” The platform is 11:FS Foundry a “modular set of components that lets you build digitally native propositions to scale and at speed.” OakNorth is a UK bank for small and medium size companies offering business and property loans. It is based on Mambu, “solution as a service banking engine”, cloud native with a marketplace of solutions that can be integrated.

Tandem Bank is “on a mission to free you of money misery”. The app, card and savings account “help you spend less time worrying about money and more time enjoying life.” The cloud technology behind is Agiliti from Fiserv. Tandem demonstrates social impact, with “customer lifetime benefit” for the value customers receive from cashback on cards, savings on foreign exchange or prompts to switch mobile operator.

For optimists or pessimists, risk takers or not, enthusiasts or indifferent, new technologies and business models and risks matter. Spill-over effects can be beneficial, as network efficiencies in the ecosystem, or detrimental, as concentration or in the context of algorithms, could find a better service than at your bank, could change banks automatically, affecting banks liquidity stability.

Imagine a green field of opportunities at your fingers; Greenfield banking is changing perspectives, with choice of banking vs. choice of banks.



A clear focus on SRI

AN UPDATE FROM THIS EDITION'S SPONSOR

It's fair to say that Socially responsible investment (SRI) is now a mainstream investment strategy. You can easily see this growing trend when looking at the number of dedicated ethical funds; or wealth managers' investment themes for 2019 highlighting industries like tech that deliver sustainable solutions or smarter, less polluting infrastructure. Not to also mention the increasing number of large institutional investors who run all their investments through an Environment, Social and Governance (ESG) filter as a matter of routine to ensure they all meet an acceptable standard.

Companies are obviously equally sensitive to the calls from stakeholders to run their businesses in a responsible and transparent manner. They have a wide range of advisers who can guide them on how to meet the ESG requirements of investors. However, the businesses that struggle to access these funds are often those delivering the highest social impact.

Ensuring these mission-led businesses are financially robust is vital

Allia is a social enterprise now celebrating its 20th anniversary. In this time, it has supported hundreds of start-ups, charities, small businesses and impact ventures to grow - transforming the communities in which they work. It recognised early on that social enterprises and

charities needed to supplement seed funds and donations with more mainstream capital, and it developed a range of social finance solutions. In 2014, Allia created its first "mainstream" investment product in which institutional and retail investors could participate. This was Retail Charity Bonds plc which allowed charities to borrow term funding from the capital markets, by offering investors a tradeable Eurobond with daily market pricing. Allia also administers a social bond programme for the Scottish Government, lending money to housing associations to stimulate the development of more social housing in Scotland.

Allia is now taking the next step on this path and acquiring a controlling shareholding in City & Continental Limited, a fixed income stockbroker. Allia aims to grow its impact finance business at C&C, expanding its capacity to originate and distribute sustainable and socially responsible investments. However, it will also try to fill a gap by offering advice to charities and social enterprises on business planning, financial sustainability and funding.

Ensuring these mission-led businesses are financially robust is vital – they run many of our essential services, such as care for the elderly; education for those with mental or physical disabilities; affordable housing; respite for those suffering from domestic abuse. Creating mainstream products that can channel socially motivated investment will help accelerate and multiply the impact these businesses can deliver, while also creating an ethical product with a commercial return for investors.



Building a new British bank

IAN STUART, CEO, HSBC UK

It may only be 130 miles from Canary Wharf to Birmingham, but HSBC's decision to move our UK bank headquarters out of London and to the West Midlands was a bold statement of our intent. Whilst the regulatory change of ring-fenced banking legislation didn't require physical separation of UK retail operations from our Group, we saw this as a once-in-a-generation chance to build a new British bank that was closer to more of our customers. For us, a key part of this was moving decisions and decision makers away from desks in the City and embedding them in another one of the nation's great cities to allow us to develop a deeper understanding of the immediate challenges being faced by the customers, companies and communities we seek to serve.

One of our first big decisions was on the location of our new home. HSBC has a good track-record in establishing headquarters outside of London; First Direct is based in Leeds whilst M&S Bank is in Chester in the North West. We needed a new base that offered us connectivity and the right talent pool from which to draw our people.

In the end all roads led us to Birmingham. Of course there is a historical tie for HSBC to the "second city". Our roots in the UK began here in 1836 with the opening of the first branch of the Midland Bank, which eventually became part of the HSBC Group in the early nineties. These foundations meant we already had around 2000 colleagues based in the region. But the decision was based on much more than the historical link. Birmingham is at the very heart of the nation with good connections to the rest of the country. Ninety percent of the UK population live within a four-hour drive and it has one of the fastest growing and youngest populations in the country. It is already the home of UK manufacturing and a hub for

the automotive, food and aerospace industries. We needed a solid base from which to operate and somewhere with a large, talented workforce to recruit from. As part of the relocation we moved around a thousand roles with the headquarters. Birmingham had a large financial services sector already in place, which we knew HSBC could slot into.

When considering relocating colleagues, we wanted to find somewhere that they would want to move to. We needed to offer an area with a fantastic quality of life – with affordable and decent housing, and the amenities our employees would want – culture and a cosmopolitan vibrancy. We received tremendous support from local councils and agencies in the West Midlands throughout the process. The West Midlands Growth Company supported us during our relocation, providing us with market information, introductions to the local business community and a relocations support for our people. Throughout the move we've been made to feel very welcome by civic leaders and the wider community.

Our new Headquarters at 1 Centenary Square represents a £200m investment in the regeneration of Birmingham.

Our building is one of the greenest in the city, the first to be constructed to Leadership in Environmental and Energy Design Gold accreditation with sustainability at the heart of its design. We've worked hard to deliver a truly flexible working space for colleagues which encourages collaboration and well-being. HSBC University's new European campus is also based in the building which will offer training and development for colleagues from across the UK and Europe.

2018 was a momentous year for HSBC UK; we've launched a new bank for 14.5 million customers and we've moved into our new home. It has been a huge undertaking and it now puts us in a good place for the next steps on our journey to become the UK's bank of choice.





Bumps and Bangs in the City

TIMOTHY SKEET LOOKS BACK AND WONDERS WHAT LESSONS ARE THERE

Recently I was asked to talk to a group of young bankers on how to survive a long career in banking. This certainly got me thinking. My own career seems to have been like an extended obstacle course. Indeed, somehow I managed to be present at many of the dramatic events that have been features of the financial markets over most of the past almost four decades.

It all started back in the early eighties. Some may recall the Latin American debt crisis, Big Bang, and Black Monday, to mention but three dramas from that era. Besides witnessing those events, my own budding career saw me deal with bankrupt clients, witness at a fraud trial and end the decade losing my job.

My own career seems to have been like an extended obstacle course.

The eighties also saw Basel I, heralding the rise of banking regulation, which marks its 30th anniversary this year. By the end of that decade the City had radically changed. The venerable merchant bank where I started out was a largely spent force, although I had already gone to be part of the fast growing American City investment banking presence.

The following decade was punctuated by a further series of dramatic events. Black Wednesday's currency crisis, Kidder Peabody's (where I was

working) sudden demise, the fall of Barings (not involved- I missed that one), and Lehman's first brush with death during the Russia crisis (yes, I was there too!). The Euro was born, and I ended the nineties at Dresdner Kleinwort Benson ('DKB'), with a good job, or so I thought until Deutsche and Dresdner tried to merge. Newspaper headlines talked of torching us at DKB, so we all jumped ship to avoid the flamethrowers.

There was no merger. Y2K, the non-event computer glitch, saw the noughties dawn, and early on a corporate restructuring at Barclays saw my boss and most of my team 'let go'. This was set to be another exciting decade. The Dotcom bubble inflated and burst as I next started at ABN with a great group of people and prospects, or at least that was until ABN sought a new owner in what became a poisoned potion for RBS.

With another corporate restructuring looming, I signed up mid-decade with Merrill Lynch, a seemingly impressive investment bank. Typical, however, of my usual brilliant timing, I started there just in time for the next great financial crisis. In 2007-2008 markets tanked, Lehman collapsed, and Merrill was swallowed by Bank of America. The current decade opened to the restructuring of Greece, banking scandals erupting and Central Banks wielding QE and rewriting economics.

This decade brought also huge bank capital expansion (Basel III/ minimum total loss- absorbing capacity), bail-in

rules, Fintech disruption, trade wars, populist politicians and Brexit. All this has crammed a still unfinished decade. Bankers remained unloved and widely held responsible for much of the crisis.

As BoA painfully restructured Merrill, I joined RBS. This seemed a safe bet. As it had already failed I reasoned that lightning would not strike twice. Nevertheless, corporate restructurings became a part of daily life and by mid-decade I received the call to recycle myself at a time when many people simply hung up their boots. As I explained to my young audience this career was certainly a bumpy ride. But it's not finished yet- today I remain an active banker with Bank of China. And by the way, I thoroughly enjoyed my career- well, most of it!



Why Germany won't offer compromise on EU core principles

PROFESSOR JOHN RYAN, LSE IDEAS AND BREXIT PARTNERS, GIVES CLEAR REASONING

The powerful role of German business was brought into the Brexit debate during the referendum campaign by Leave campaigners as they brushed off predictions of hampered trade with the EU in a post-Brexit world. They argued that German carmakers would surely make their interests heard. Thus, Brexiteers assumed that German big business would lobby its Government in a way that frictionless trade would continue to be guaranteed.

This was to be a falsely optimistic view by Brexit campaigners; still it was carried into the following Government led by Theresa May after the referendum. As symbolism plays an important role in diplomacy, the Prime Minister took her first trip abroad not to Brussels, but to Berlin in July 2016, seeking goodwill by the German Chancellor and favourable conditions for the upcoming Brexit negotiations.

Germany's key industry is that of automakers. Within Europe, the UK is by far their biggest market. Auto manufacturers based in Germany export three times more cars to Britain than they do to China, according to their trade association's data.

The auditing firm Deloitte believes that the number of German cars sold to Britain could drop from 800,000 to 550,000 annually after Brexit.

The latest developments regarding the potential No Deal Brexit have left German policy makers and public unprepared for how it may affect them.

A No Deal exit could become a major problem for the Federal Government.

Germany stands to be the hardest hit member of the EU if the UK crashes out of the bloc without a deal. A study by economists at the Halle Institute for Economic Research (IWH) and the Martin Luther University of Halle-Wittenberg shows that a hard Brexit could put some 100,000 German jobs on the line. Workers in Germany's car industry would be at particular risk in the regions of Wolfsburg and lower Bavaria, where Volkswagen and BMW have factories.

The United Kingdom was among the top five export destinations for German companies in 2017 and saw over €85 billion (\$96 billion) worth of goods shipped from Germany, Europe's largest economy and exporter. The study only captures the jobs that would be lost because of a slump in exports resulting from, among other things, customs duties that would be levied by Britain on German exports in the event of a No Deal Brexit. Job losses resulting

from other factors such as a fall in British investments in Germany are not reflected in the figures.

Despite this gloomy outlook in a No Deal Brexit scenario, German business has held strongly to its pro-EU-27 stance. Business associations have expressed concerns and have urged politicians to find solutions in order to maintain frictionless trade and maintain jobs, but not at the expense of compromising the integrity and principles of the single market.

German elites and the public are on the same page when it comes to the future relationship between the EU and the UK: that the EU should try to maintain a good relationship with the UK but it should not make any compromises on its core principles. Chancellor Angela Merkel understands that the success of the UK and the EU are interlinked, both politically and economically, but that her political interest in keeping the EU-27 together outweighs any interest of the German car industry.





Libor and Libor Alternatives

DAVID CLARK, CHAIRMAN OF THE WHOLESALE MARKETS BROKERS ASSOCIATION, REVIEWS THE PUZZLE

For over 50 years, Libor has been a market solution to an interest rate problem. As the Eurodollar market took off in the 1960s and boomed in the 70s and 80s the need for a rate fixing curve was agreed by all stakeholders – buy side, sell side, central banks, regulators and the general public. First in loan markets and from 1970 in debt capital markets, Libor became the ‘cost of money’ measure for global financial markets in multiple currencies. Libor has had many stress tests.

Libor survived the collapse of Bretton Woods and the disruptive years of Oil and Cold wars, hyper inflation, as well as double figure, inverse and negative interest rates.

It facilitated the advent of interest rate futures in the Eurodollar market, interest rate swaps and many other innovations. In the 1980s, it became the benchmark curve of choice when others in government bonds and short dated derivatives were also available. It earned its place in financial markets’ resilience.

Will history record that it could not survive the reputational battering that it has had resulting from conduct abuse by individuals in bank trading rooms, or evolve in different circumstances to be a pricing tool fit for the 2020s? The conduct issues surfaced around

the time of the financial crash in 2008 and were laid bare in the revelations in 2012 that led to the Wheatley Review of Libor. But the reputational damage had been done. The reality was that the unsecured cash markets that had nurtured the growth of Libor had all but disappeared, probably never to return. What sort of rates could support Libor submissions?

Two pieces of work have dominated the search for alternatives to Libor. The Wheatley Review suggested the introduction of the ‘waterfall’ approach to Libor submissions made by banks. This enables panel banks to include in their submissions data from rates products other than unsecured interbank cash, such as short-term paper and non-bank deposits as well as deriving rates from short term capital market instruments.

When no observable traded data exists, expert judgement based on a set of agreed rules is permitted. The second was the publication in 2013 of the IOSCO Principles which are widely used and attest to the health and integrity of a benchmark. Both of these formed the basis of significant changes in the submission rules set out by ICE Benchmark Administration (who took over the administration of Libor) as well as the governance of the process through an Oversight Committee.

As a result, Libor is still fixed and used daily as the primary benchmark in the vast rates markets. Central banks and regulators are particularly keen to find an alternative to Libor based on risk free rates and are looking to the market to

achieve this by the end of 2021. Much work is going on and SONIA in the UK and SOFR in the US are being used to try and generate curves.

The term rates derived from these have not yet generated enough liquidity to offer a realistic alternative but are likely to do so as markets innovate around them. Preparing to transition to an alternative benchmark has created concerns about how risk-free rates can be adjusted to ensure that they replicate the credit and hedging characteristics of Libor. Changes to complex documentation and fall backs are required to minimise the number of counterparties that may lose out from the basis risk differences that will arise. Libor will continue to be used until such problems are addressed. When they are a number of alternative curves are likely to emerge, which could be used instead of, or alongside, Libor, and its future will then be decided by the market place that created it.



The Responsibilities of Bankers

MARSHALL BAILEY, CHAIRMAN OF THE LCH CONSIDERS THIS IMPORTANT SUBJECT

Bankers – I am one – find it easy to forget that the complex financial issues we deal with in day-to-day life remain a mystery to many. Money was – relatively recently – a barter system, where price transparency and equal access to information were rudimentary. It has evolved rapidly into the interoperable systems and technologies deployed today.

LCH, formerly known as London Clearing House, the global clearing house, of which I am Chairman, cleared over a quadrillion US dollars of notional in 2018 in one product area alone.

More importantly, LCH compressed more than \$774 trillion of this risk, saving customers around \$39.5 billion in capital.

This not only brings balance sheet benefits to customers, but frees up capital to invest in the real economy. And as Governor of the Bank of England, Mark Carney, said recently: *“Derivatives can seem far removed from the everyday concerns of households and businesses, but they are essential for everyone to save and invest with confidence.”*

The removal of risk also contributes to the financial stability and safety of the market as a whole. Numbers this size *“hurt the brain”*, as Lord (Howard) Davies, now Chairman of RBS, remarked when, as Director of the London School of Economics, he reviewed Chinese banks’ balance sheets. At much smaller scale, but every bit as important – and potentially hurtful – to those concerned, are the private pension assets of potentially vulnerable individuals in the UK, and much else.

Knowledge of the financial system remains the domain of genuine experts. Without fair and effective wholesale financial markets, governments would be unable to raise capital efficiently through bond markets, companies would be unable to export through trade finance structures or foreign exchange trades, and working families would be unable to save and invest for their retirements. At whatever level, money remains critical to the functioning of our society. We have a duty to explain this, and to educate ourselves and others as widely as possible.

The 2008 global financial crisis and the government bailouts in the UK, the US and elsewhere put tremendous strain on taxpayer resources, and produced a drain on our economies from which we are yet to recover. A lost decade. Worse still are the bad behaviours of too many people in important positions in our banking systems. Trust is essential in any financial system. Many – but not enough – have taken on board Governor Carney’s wisdom that *“trust arrives on foot, but leaves by Ferrari.”* ‘Conduct costs’ of the 20 big banks included in a global research project in the five years to December 2016 amounted to some £246 billion – twice the annual budget of the UK National Health Service.

Clearing is the so called *“plumbing of the financial system”* – the intricacies of central clearing remain critical to all, but are understood by few, despite its systemic nature. However, most can and should understand retail and commercial banking. Why? As TheCityUK, the industry-led body representing UK financial services, points out, the sector contributes nearly 10% of the UK’s total economic output and employs over 2.3 million people, with two-thirds of these jobs outside London. It is the largest tax payer, the biggest exporting industry and generates a trade surplus greater



than all other net exporting industries combined. However, this is not sufficient for our industry to ignore our duties to society. We will always require ‘a social licence to operate’ if we are to maintain a healthy economy.

What matters most is that the banking system (writ large) fuels the economy through its ability to enable individuals to create value in their lives. Whether it be students borrowing for university or young couples buying goods or getting on the property ladder, the day-to-day businesses in the real economy all pass through our banking system, either directly or indirectly. The entire population of developed nations use our services to raise money to invest in jobs, create products and innovate for the future. We might use terms like listed capital formation and structured debt finance, but ultimately all this does is provide more efficient ways of helping people pursue their dreams. And this is true wherever you live, whatever the average income of your neighbours.

Should Pension Funds make sustainable investments?

THE TRUSTEES' VIEWPOINT - NIGEL BRIGDEN

Before I retired, I was the staff member representative on the bank's pension fund for a number of years, which was responsible for both the defined benefit and defined contribution schemes.

With regard to the defined benefit scheme my role, as the staff member representative, was to ensure that the members' interests were protected especially with regard to the constant changes in benefits that employees hoped to enjoy when they eventually retired. This, as I think we all appreciate, was and remains a negative experience, with the ultimate benefits continue to reduce or a least defined in every sense of the word. However, we all hoped that with careful management by the trustees and their professional advisors, the negative effects of the markets could be controlled to a degree.

With regard to the defined contribution scheme, the role was simpler in that we needed to concentrate our attention on the recommended funds, their performance and content. The staff had the ability to choose from a limited range of selected funds, which hopefully they would be happy with. We only recommended the funds we had selected; it was up to the staff to choose which fund to choose. There was always the question of ethical investments and whether or not our portfolio(s) met our standards, and this was always on the agenda when we met our fund/investment advisors.

This has a very subjective viewpoint but one which was discussed to ensure there were no funds/investments which perhaps both the bank and members would object to.

The discussions were quite straightforward. Our principal objective was always to protect the value of our assets and hence the benefits the members would receive on retirement. The ethical decision was always secondary, but still important. Fortunately, in today's markets, there is more than enough choice to enable this not to be a significant obstacle.

THE MEMBERS' VIEWPOINT - MARK CAZALY

Ethical standards are moving up the priority list of the younger generation when it comes to dealing with businesses. As employers, service providers or taxpayers, the generation coming of age post-crisis is more discerning when it comes to the companies it chooses to do business with or support in one way or another. And that's no different when it comes to where their pensions are invested.

The last few years have seen many organisations criticised for where their investments are, particularly if they have taken a moral stance on an issue while been seen to profit from it. Ethically savvy millennials are making sure their own investments conform to their own moral standards. One of the biggest investments many of us will ever make is our pension. With ethical investments gaining ground as a mainstream asset class, people are increasingly questioning how they make provision for their retirement.

Many people wouldn't feel comfortable knowing their nest-egg is built on the back of a business which treats its employees unfairly or is damaging the global climate.

The questions upcoming pension plan holders are likely to be asking are what are the ethical standards of their pension portfolio and what governance do trustees have in place to ensure these are set at the right level - or even given consideration at all.

While the tipping point of ethical credentials being a main driver setting investment priorities is still some way off, as more and more people and asset managers start asking questions, the trajectory is clear.

The FinTech Report

MAX ASMELASH, COURT OBSERVER, LOOKS AT FINTECH START-UPS

The capital markets ecosystem is undergoing a major shift in data management, with savvy and more demanding clients, operational restructuring projects, increase in platform capabilities and ever-evolving regulatory policies (and practices). Digitalisation of the markets is offering unprecedented opportunities for those firms willing to improve efficiency, manage risks more effectively, and provide added value to customers via the innovative new channels and platforms which the digital age brings into play.

In many cases, these forces of change have moved rather too fast for some major financial institutions, which has brought the sector to a crossroads. New entrants are using the advantages of cloud-based infrastructures to reshape their models as they grow, and more importantly to scale up aggressively without the cumbersome requirements which a traditional investment bank would need to undergo to enforce such changes via their grinding legacy systems.

Sitting on the sidelines is not an option for established contenders, and they face two crude options when it comes to deploying “FinTech” in their ecosystems – build their own, or buy in start-ups before they become scale-ups and the price rockets. Each has merits, each down-sides.

Innovative approaches abound. Barclays, for instance, has built a strategic partnership with CodeBase, certainly Britain’s, and possibly Europe’s, biggest tech incubator. As

well as CodeBase’s three core cities in Scotland, part of the Barclays partnership involves delivering mentorship and business support to 16 “*Barclays Eagle Labs*” throughout the UK, designed to encourage entrepreneurial flair and ability across the country. The aim is to help the “*hipster, hustler, and hacker*” teams that make up most tech, including FinTech, startups. (The hipster is the one with the ideas; the hustler gets the cash; and the hacker, the geek, makes it work).

Financial services executives are all too aware that these disruptive elements within the industry are reshaping the landscape of what is to come both for themselves as leaders, and for their firms. This environment suits a strategy play of future-proofing these disruptive pathways which may cause potential chaos if not managed proactively. With Europe facing a whirlwind of change because of the impact of Brexit and other EEA states in worrying conditions, the realignment of the new European regimes should create a new breed of tech-focused services and products for the capital markets.

GEORGE LITTLEJOHN ANALYSES RETAIL PLATFORMS

In the retail markets, platforms have become significant players. In the UK, assets under management have doubled since 2013 to £500bn, driven by rising markets and increasing levels of investment. Over the same period, 2.2 million retail customer opened accounts, and platform revenue reached £1.3bn in 2017, up from £750m in 2013. There are two main types of investment platform. Direct to Consumer (DTC) platforms run around £200bn, and are used without

the help of a financial adviser. Adviser platforms run more than £300bn, and are chosen by advisers but are paid for by consumers. Retail investors and financial advisers use investment platforms to access suppliers in one place, to execute, review and change their investments.

The DTC market remains concentrated - a single platform clutches nigh-on half the market. In the adviser sector, none of the top four touches even 20% market share. The Financial Conduct Authority has been studying how competition is developing in this growing sector.

In an interim report published last Summer, it identified a number of issues.

Most notably, it argued competition in the market was not working as well as it should for some consumers - although it did find it to be working well for most.

The FCA said it was particularly concerned about some consumers - namely, those who want to switch but find it costly to do so; DTC platform users who want to choose a platform based on price; DTC platform clients who use model portfolios; those with large cash balances; and “*orphan*” clients, that is, those who are no longer advised but still use an adviser platform.

The Lord Mayor's Appeal

CAROLINE WRIGHT DESCRIBES AN AMAZING INITIATIVE

Pompey, Julius Caesar and Marcus Licinius Crassus were the members of the First Triumvirate created in Ancient Rome in 60BC. Lord Mayor Peter Estlin, the former Lord Mayor Charles Bowman and future (subject to election) Lord Mayor William Russell, are the current Triumvirate of the City of London who are busy revolutionising the Lord Mayor's Appeal (LMA). They aim to help one million people thrive over the three years they are in office.

Weaving together the professionalism of business, the goodwill of employees and the expertise of dedicated charities, the LMA is working on finding solutions to some of London's most pressing societal issues. These include mental health, deprivation, diversity and inclusion and the skills deficit.

In mental health, support for the Samaritans has translated into the creation of a digital programme to help employees support colleagues experiencing mental health problems.

A side effect has been that over 90% of users now recognise the importance of looking after their own wellbeing – an important result given that one in four people in the World will be affected by a mental health issue in their lifetime.

The LMA also supports Place2Be, which provides mental health support in schools. During the last academic year its funding helped the charity recruit and train 400 volunteer counsellors and reach 100 schools. The LMA's third charity is Onside Youth Zones, which

seeks to give the young the chance of a better life. It builds iconic buildings in deprived areas where a host of fun and skill-building activities help local children. The LMA's support has not only meant the funding to build more centres, but also a higher profile for the charity and more corporate involvement.

Meanwhile, various initiatives using the convening power of the LMA are making inroads in the areas of diversity and skills. The Power of Inclusion breakfasts and workshops showcase successful programmes in corporates to an audience of other corporates. Rather than just a talking shop, these breakfasts give practical tips on how to access untapped talent and keep it onboard.

In the City itself, the Autumn City Giving Day initiative has grown from a cake stall in Guildhall Yard a few years ago, to an annual event where over 300 companies participate and showcase their charitable activities. From Bank of China's market stall to Tour de City, where lycra-dressed City staff compete in relays on stationary bikes, companies raise money for their charities and those of their employees. In the last

year £450,000 was raised for charities, 5,000 new volunteers recruited and 300 plus charities benefited. The initiative's momentum means that the target of having over 400 companies participate on September 24, 2019 looks very likely.

Today's City of London is the site where the Roman settlement of Londinium was established. At a time where the City's key position is under threat from the uncertainties of Brexit, it is worth remembering that its skills date back to Roman times. They have not only been used to trade, but to benefit society in myriad other ways – and the Lord Mayor's Appeal is a clear example of that.

Senior Warden Karina Robinson is the Chair of the Lord Mayor's Appeal Advisory Board.

Last year £450,000 was raised for charities, 5,000 new volunteers recruited and 300 plus charities benefited.



William Russell, Charles Bowman, Peter Estlin

St Mary-Le-Bow Young Homeless Project

TIM JONES LOOKS BEHIND THE SCENES AT A CHARITY SUPPORTED BY THE COMPANY

A project for young, needy, homeless people living in London had its origins, as its name suggests, at St Mary-le-Bow, where our honorary chaplain Rev'd George Bush is Rector and where predecessor Rev'd Victor Stock and Michael Kenny, some 29 years ago, set about doing something to tackle the persistent issue of young people with no home to go to. Collections from WCIB Livery Carol Services go to the benefit of the Project, which is now an independent charity benefitting from the encouragement and support of George and the Parochial Church Council.

Former acting Clerk to the Grocers, Michael Kenny is CEO of Blind in Business as well as the driving force behind the Young Homeless project. A number of differentiating factors stand out about this Charity and Michael's approach to it – not least his deep understanding of, sympathy with, and commitment to the issues facing young homeless people.

He is clear on the realities of most young homeless people today. Predominantly, he says, from social housing and needing to leave home after falling out or in consequence of one parent taking up with a new partner who takes exception to her or his existing children; predominantly lacking behavioural or social skills and having no 'friends and family' support group able to offer a place to stay pro-tem. These youngsters can find themselves on the streets where, over recent years, a coping mechanism of alcohol has been replaced by marijuana which has been replaced by skunk and now replaced by spice – the effect of which can be catastrophic for those caught up in it. Offending can all too quickly take root and spells of detention ensue.

Charities such as Centrepont (where

Michael spent time learning his subject) offer interventions which can include hostel accommodation. The St Mary-le-Bow Young Homeless Project, however, provides flats for its users to live in. And it is this that begins to teach users how to interact with others – for two, three or four may share a flat (provided by The Peabody Trust at Elephant and Castle) – and how to begin to budget and fend for themselves. These young people with continued support and mentoring (delivered by Michael and his assistant, the Project's only other employee) are able to enter the workplace through places offered by employers such as Pret A Manger with whom this and other charities have an apprenticeship scheme.

The young people are given three months and, if they behave, permanent employment at Pret. It is a success in that 80% last the three months and up to 65% are still there after six.

The Project's success rate is extraordinary – they don't give up on their service users even though there may be many obstacles and relapses on their journey. They are City-based and savvy to the ploys of those who may not be deserving cases at all. Michael wryly observed that hardly any hostels will take a person with a dog and that, in fact, there is a rota system where those plying their performance of 'feel sorry for me and my poor dog' operate a rota of passing dogs, sedated with Night Nurse, amongst themselves on a shift



rota; yet gullible Brits, especially when leaving a City function, are only too willing to part with a £10 or £20 note time and time again.

The charity has flats rented cheaply from The Peabody Trust, which given their occupancy by successive young homeless people, are in quite frequent need of renovation and the furniture of replacement. The Charity also needs to find the deposit and establishment costs of the young people when they are stable and ready for the independence of their own flats. Our WCIB support is, therefore, enormously appreciated.

Charity Bonds

PHIL CAROE, CHIEF OPERATING OFFICER AT ALLIA CITY AND CONTINENTAL, EXPLAINS WHY WE SHOULD ALL CONSIDER THEM

The word ‘charity’ is often associated with rattled tins at railway stations and letters through the door with pleas for support and a cheap biro. It may carry connotations of warm-hearted but amateur management, experts in social change but inexperienced in matters of business. So when Allia announced the launch of a new platform (Retail Charity Bonds) to raise millions in debt finance for charities through retail-eligible bonds listed on London Stock Exchange, we raised a few eyebrows in the financial sector.

And yet today we can look back on eight bond issues for five charities, raising over £200 million between them from a mix of retail investors, SRI funds, pension funds and other institutional asset managers.

‘Charity’ is a definer of purpose, not of structure. Many charities are highly professional businesses, successfully generating revenue through trading and delivery of services. And like any other business they can use borrowing to invest in the growth of their activities and their income.

Operating in the capital markets is now a well-trodden path for universities and large housing associations – so much so that many investors don’t appreciate that most of these organisations have charitable status. But for the majority of charities, who aren’t seeking to raise £100 million plus, these markets have been inaccessible. Their only option has been the traditional bank loan. Now,

with the growing appetite for Socially Responsible Investment, the rise of dedicated impact funds and the launch of a number of bond-issuing platforms, that picture is changing. For many charity trustees the idea of borrowing at all can be daunting, let alone doing it with anyone other than a bank. For those open to exploring their options, however, a bond can offer features that a bank loan may not; no legal charge over the asset (unencumbered), stable cost to redemption (fixed interest, fixed term or perhaps bullet repayment to ease cashflow meanwhile).

Smaller organisations can use unlisted, or ‘mini’ bonds, as a way of connecting with their community of supporters, offering an alternative to those keen to help but perhaps unwilling, or feeling unable, to donate: although our experience has shown that many bondholding supporters end up waiving interest or even some or all of their principal on maturity.

Larger organisations seeking to raise £10 million or more can use the Retail Charity Bonds platform - through which issuance is listed on the London Stock Exchange Order Book for Retail Bonds (LSE:ORB) - to connect with mainstream investors and raise their profile with a new audience. In any case, bond finance typically comes with lighter covenants, fixed costs and no requirement to give security.

The charity bond market is still small by any financial measure, but I don’t doubt it will continue to grow.

Gates genies give good

GEORGE LITTLEJOHN

The twin genies of innovation and disruption are out of the lamp in the world of philanthropic funding.

Lamp-rubbers-in-chief are Bill and Melinda Gates, whose \$50 billion fund – the world’s largest private foundation – has led the charge away from traditional approaches to giving. The Gates team sees ‘strategic investments’ – a form of impact investing – as “a critical piece of the puzzle.”

“When we discover an innovation, a resource that could unlock opportunity for under-resourced communities, or a great idea that needs additional funding to get off the ground, our first step is to identify the right tool to support this promising work,” says Gates. “Is that a grant? An equity investment or loan? Or would an investment paired with a grant, a combination our team often leverages, be most effective?”

The overarching aim is to provide the right funding tool to support entrepreneurs and organisations—both for-profit and non-profit—working on solutions for the World’s big problems.

They do this with loans, direct equity investments, fund investments, volume guarantees, and many more tools.



The Sheriffs' Challenge 2019

TOM NEWMAN, CHAIRMAN OF THE CHARITY AND EDUCATION COMMITTEE TELLS US ALL ABOUT IT

In 2017 a new speaking competition, the Sheriffs' Challenge, was started for students in secondary and 6th form schools. The Competition was instigated by the Financial Services Group (FSG) of Livery Companies and the then two Sheriffs of London, one of whom was Alderman Peter Estlin, our Past Master and the current Lord Mayor. Following successful Sheriffs' Challenge Competitions in 2017 and 2018, the Competition has been sponsored again in 2019 by the FSG Liveries and the Sheriffs. Each Livery Company participating has sponsored 1 or 2 schools. The Livery Company sponsoring each school has also provided a coach who guides the students through the competition tasks.

The WCIB has sponsored two of our relationship schools in the Competition every year.

This year the Company sponsored Pimlico Academy and Walworth Academy. Associate Jago Toner was the Coach for Pimlico and Freeman Omar Majid was the coach for Walworth. This year the topic for the Competition was: "What will be the key impacts of the digital revolution on the City of London?"

Each participating school convened a team of year 12 students who prepared and delivered presentations on this topic. The Competition consisted of two rounds. In the first round, schools competed by delivering an oral presentation on the topic to the judging panel of independent senior Livery members; also in attendance at the first round was an audience comprising the sponsoring Livery company mentors and supporters, teaching staff, parents and other competitors. The judging panel assessed each team on planning, teamwork, presentation delivery and content. Unfortunately, neither WCIB sponsored team made it to the final but Pimlico was the runner-up in its heat.

The final was held at Old Bailey Court One where Christ's Hospital, sponsored by the Guild of Entrepreneurs, and Mulberry Academy Shoreditch, sponsored by the Worshipful

Company of Chartered Secretaries and Administrators, made their presentations to HM Judges (HHJ Sarah Munro QC and HHJ Philip Katz QC) and the Sheriffs (Alderman Vincent Keaveny, and Liz Green). Each team was given eight minutes to present its case. The Judges and Sheriffs then asked each team pithy questions based on their presentations. After the questions were complete, the Sheriffs and Judges retired to consider their verdict on which was the best presentation. It was clearly going to be a difficult decision as the presentations were both excellent but totally different. While the teams and other attendees to the Challenge enjoyed a lovely meal in the Grand Hall of the Old Bailey, the Judges and Sheriffs deliberated. After over 30 minutes, we were all summoned back to Court One and the verdict was read. It had been an extremely close competition and by only 1 point, Mulberry Academy Shoreditch won. Congratulations to both teams.

The WCIB is pleased to sponsor teams in this Competition as debating and oral competitions have proved very beneficial in raising aspirations and preparing students for the next step in their careers. We look forward to the Sheriffs' Challenge next year when we will again sponsor two of our schools and hopefully see their teams reach the final.



Picture from the 2017 competition.

The Company's KC Wu Fund

TOM NEWMAN EXPLAINS WHAT IT IS AND WHAT IT DOES

The Company has a restricted fund within the Charitable Trust from which we make grants each year in support of Mansion House Scholars. The fund is named in memory of KC Wu who was an early member of this Company and a very well known figure in the City. Sadly, Daisy Wu, KC's wife, recently passed away, which reinforces that it is timely to refresh members' memories about KC, Daisy and the Fund.



Dr KC Wu, OBE

Wu Kung-Chao (KC) was born in the city of Xiamen, Fujian province in 1922. He studied at the Anglo Chinese College until he was 16. He joined the Bank of China, Rangoon shortly after. KC was married to Daisy Chan in Hong Kong in 1951 and had 2 children: a son, Ping, currently living in the USA and a daughter Ling, currently living in North London. After Rangoon, KC moved to Kunming, Calcutta, Liverpool and finally London in 1944.

KC was in the City of London for about 55 years as a banker with the Bank of China and was very well known in the London banking community. When the Bank of England celebrated its tercentenary in 1994, the Governor began by saying: "Ah, KC Wu is here. We can begin." KC was the Life President of the Association of Foreign

Bankers and also a senior member of the Overseas Bankers Club, which when it closed, transferred its membership to the newly formed Guild of International Bankers. KC was an enthusiastic member of the Guild which became the Worshipful Company of International Bankers.

When KC died in January of 2002, it was agreed that a restricted Fund should be set up in his memory to promote the relationship between China and the UK.

Funds were solicited by the Executors and other individuals in a private capacity. Donations came from many individuals who knew KC as well as from many banks. The major banks and the Bank of England played a substantial role. As Executor of KC's Will, Daisy Wu helped with organising the Fund. She was involved with the initial protocol and subsequent re-purposing of the Fund.

The Trustees of the Fund, in close liaison with Daisy Wu, initially determined the best way to honour KC was to have an annual lecture in his honour:

- For the first 4 years 2002-2006 KC Wu lectures were delivered in KC's honour. The first Lecture was at the Draper's Hall and the final three years were held in conjunction with Cass Business School. The speakers were:
 - 2003 - Ms Zhang Yan Ling, EVP Bank of China
 - 2004 - John Bond - CEO HSBC
 - 2005 - Sir Howard Davies - Director LSE
 - 2006 - Sir Christopher Hum - Ex Ambassador to China

- For the next 3 years (2006-2008) the Fund made donations of £5000 to the Baoshan Middle School, Nianzhuang, Beijing which were matched by the Bank of China.
- In 2008 Daisy and the Trustees agreed that going forward the Fund should be used for providing extra funding to Mansion House Scholars from the Far East and particularly from China. In recent years the Grant has been £2500 to each Scholar supported.

The Company supplies mentors to each Scholar and provides a year's free membership to the Company as part of the programme to supply Mentors and Memberships to all Mansion House Scholars.

The Scholars of the Mansion House Scholars have proved to be excellent recipients of the Grant in honour of the memory of KC Wu and furthering the relationship between China and the UK. The Scholars are aware that the KC Wu Fund is part of the International Bankers Charitable Trust and the Scholars write thank you notes to both the Company and Daisy. In recent years Daisy had become frail but was still interested in hearing from the Mansion House Scholars who received the KC Wu Grant. During the life of the Fund it has received over £150,000 in donations and income and has made approaching \$70,000 in Grants leaving it still with substantial funds. Given a fair wind from investments, the Fund should be able to continue making Grants to Mansion House Scholars for more than 15 years to honour the memory of KC Wu.

The Mansion House Scholarship Scheme

MARK HENTHORNE TALKS TO THE CLERK AND ADVISOR TO THE TRUSTEES, NICHOLAS WESTGARTH, ABOUT THE SCHEME

I met our Clerk at the WCIB's office the day after our wonderful Annual Banquet which was as ever expertly organised and executed by him. Whereas organising such wonderful events as our Annual Banquet definitely falls within the remit of the Clerk, being an Advisor to the Trustees of the Mansion House Scholarship Scheme ("MHSS") is a volunteer role for Nicholas.

"Acting as an Advisor to the MHSS is not part of the Clerk's job at all. The Scheme has been running for 20 years and the WCIB has been involved for the last 10 years or so. When one of the Trustees stepped down I was asked to be a Trustee although, considering the WCIB offers donations and Mentors to the Scheme, I did not feel it would be appropriate to be a Trustee so offered my services as an Advisor instead."

The purpose of the MHSS is the creation and funding of scholarships, bursaries and other prizes for students or young business executives from overseas to undertake training or academic courses or business attachments in the UK.

With such a purpose and with Nicholas's previous diplomatic roles in the Foreign Office, it is easy to see why he was chosen to act as an Advisor to the MHSS.

Nicholas informs me that his role as an Advisor includes *"providing mentors - we are one of the main donors to the Scheme; however we are proud that the WCIB exclusively provides mentors for the Scholars. Mentors are drawn from the Liverymen of the WCIB and I will be requesting new mentors from the Livery later this year. Mentors are not meant to mentor the Scholar through their academic study and it is not about helping them find a job at the end of the Scheme. If the mentor and mentee wish to do that then that is fine but that is not the purpose of the mentoring. The mentor is asked to be a friend, a buddy, who can show the students another part of life and share their experience of working in financial services and about living in the UK."*

The Trustees and Advisors of the MHSS choose the countries of the Scholars based upon the Lord Mayor's itinerary, and decide how many they can offer which is usually 10 to 12. The British Embassies/High Commissions/British Councils in the selected capitals suggest candidates. *"Then the most difficult part of the process begins - getting the Scholar their visa!"*

Nicholas makes it clear that the MHSS only funds part of the Scholars' studies. The Scholar then either self-funds, or there is another funding source, from the Government or the KC Wu Fund (see *previous article*).

The MHSS sounds like a brilliant scheme which really enhances the Scholars' stay in the UK. One Scholar from Colombia works at the Bank of England, joined the WCIB as a full member, married a British national and is now a Liveryman.

And the future? *"During the 20th anniversary year in 2018 there was a big push to raise a permanent endowment fund. We're also looking to see how domestic UK students could benefit from the MHSS"*.

A final comment: *"I see it as a continuum of my previous career, of trying to forge positive links between the UK and other countries. I get an enormous buzz out of the students who are bright, interesting people and I enjoy the engagement with them. Being involved is also doing something positive to contribute to what the Lord Mayor, the City Corporation and WCIB's goals are. And I don't get paid for it!"*



2018-19 MHSS Cohort

Being Lady Mayoress

LINDY ESTLIN DESCRIBES AN IMPORTANT ROLE SUPPORTING BUT ALSO SEPARATE FROM THE LORD MAYOR

On November 9th 2018, my husband, Peter Estlin, took office as The Right Honourable The Lord Mayor, and from that minute our lives changed. The obvious changes included moving into The Mansion House, considerably smartening myself up, working harder than I have ever worked before, and being referred to as “Lady Mayoress” rather than Lindy!

Peter and I had planned ahead. For my part I had all the clothes, hats, shoes, handbags I could possibly need.

I had enough hats for all our family and many of my girlfriends who were coming to The Lord Mayor’s Show, along with all the clothes the whole family needed for The Weekend.

I had arranged live in carers to ensure my mother was safe and happy, hopefully minimising the chance of emergency call outs to help her. I had already sent out invitations for my first 4 Lady Mayoress lunches, we had organised committees for fabulous Lord Mayor’s Appeal events that we are holding during Peter’s mayoral year. Everything we could think of to do to get us a ‘head start’ had been done.

Arriving back from The Silent Ceremony, we said farewell to Samantha and Charles Bowman. Then we were shown into the private apartment. Wow, all the unpacking had been done, clean towels, and a shoe cupboard... I mean seriously! From then on, we haven’t looked back.

An average day for Peter is breath-taking. From about 7.30am he is usually in back to back meetings, maybe grabbing lunch at his desk as he catches up with his emails, or maybe lunching with an Ambassador, or at a City lunch; probably finishing with a banquet where he gives a speech, at maybe 10.15 or 10.30 at night, then again catching up with emails etc.

For me life is not so busy, and I can concentrate on some of The Lord Mayor’s initiatives, plus pursue some of my own. I will mention a couple of causes close to my heart.

I am keen to highlight neurodiversity, and to encourage the employment particularly of young autistic adults. I was able to hold an art competition through the National Autistic Society for the design of our Christmas cards, our formal menu cards and the outside of the brochure for The Lord Mayor’s Childrens Party. The 3 winners will all be coming to visit me here at The Mansion House individually, and their original artwork is displayed in our Private Dining Room; and at every dining event I try to steer the conversation to the subject of autistic employment. I am also going to do some fund raising dinner parties when The Lord Mayor is overseas in support of some of the charities that work in this area.

Another topic that I am passionate about is the vaccination of young adults against meningitis. There has been a 10 fold increase in the numbers of deaths reported as being due to sepsis caused by Meningitis W, and one of those was the 21 year old son of my oldest friend. The ACWY vaccine has been available since 2015, and GPs were asked to offer this to all 18-25 year olds; younger children were to be picked up at schools. Whilst the schools seem to have succeeded, there has been a complete failure to catch the 18-25s, although some universities have helped.



This seems to be common nationwide, and I was able to talk to a wonderful man at The London Government Dinner, who runs all the health aspects for the London Assemblies, and I hope he will help rectify the situation. I will also host a lunch and for the Sepsis Trust later in the year.

Alongside this, of course, are the events being held for The Lord Mayor’s Appeal, and I do hope you will come to either our Opera event on 16 July, and/or our Grand Finale on November 5th. Both promise to be very different from anything seen in the City, and I can promise you a really good night out, with all proceeds going to our amazing charities.

I also hope to invite every Master’s consort to lunch with me here at The Mansion House. It’s so inspiring to meet the Livery cohort.

We all have similar aims of improving the lives of others.

The Livery movement is all about doing good, I call it the 3 Fs, Fellowship, Fun and Fundraising, and it is exciting, energising and totally wonderful to take a role in this.

There is so much more, and I just can’t fit everything in!

WCIB Mansion House Banquet

27TH FEBRUARY 2019



The VIPs



Lord Mayor, Master and Bob Wigley



Past Master Bob Wigley was the guest speaker



Our Lord Mayor makes his speech



The Master gives his speech



342 Members and guests filled the Egyptian Hall



Liveryman Katrina Arnold wins the Joseph King Trophy



The Master, Helen, James and George



WCIB Lombard Prize winner Barrie Ingman with the Lord Mayor and the Master

The Liverymen's Committee

PAST MASTER MICHAEL LLEWELYN-JONES, CHAIRMAN, DESCRIBES WHAT IT DOES AND WHAT ITS PLANS ARE

The Liverymen's Committee has a number of functions but its primary aim is to promote and enhance the status of our Liverymen at the Company. It has an important role in ensuring that mentors are provided from amongst the Liverymen for our various obligations: Mansion House Scholarship Scheme; career mentoring of Associates and supplying 'buddies' for new members in coordination with the Membership Committee.

Equally importantly, to provide mentors for our Journeymen and generally to run the Journeyman programme which is in the process of organising its second intake as I write. It is worth reiterating here that the aim of the Journeyman Scheme is to provide our Associate members with a way of accelerating their move to Livery status through a structured engagement with Company activities and membership of standing committees.

It has oversight of our participation in inter-livery events such as the clay pigeon shoot, the real tennis (vide other article) and lawn tennis tournaments, all of which have a charitable emphasis. We are regular participants in the inter-livery shoot although yet to overtake the Gunmakers' to get amongst the prizes!

There is a strong desire amongst the wider Livery movement to develop these interconnections, through sporting events, social events and charity and educational programmes – and we are very enthusiastic and supportive of such efforts.

Similarly, we have growing relationships with a number of key external professional bodies such as the London Institute of Banking & Finance; the Chartered Banker Institute; and the Chartered Institute for Securities & Investment to name a few. We have many interconnecting members and are keen to build these contacts into more permanent relationships in pursuit of our "supporting the profession" aim. Also, it is the coordinating body for the Company's relationships with its military and cadet affiliations – the sea cadets and air cadets both of whom are strongly supported by members of the Committee and our two military affiliations with which we have a more peripatetic relationship.

The Oral History Project has recently found a permanent home at Cambridge University which is a fantastic development which encourages our continuing development of this activity.

A more recent initiative has been to establish a bi-annual Liverymen's Lunch, the first of which was held at the Farmers Hall towards the end of the year. These are intended to be an informal and social opportunity and, including our two formal dinners and two lunches after City Common Hall events, provide a range of opportunities for Liverymen to meet and enjoy each other's company. As always, we welcome new members to our Committee and especially ideas from members as to how we can usefully pursue our various responsibilities. Please contact us accordingly.



The Dr Catherine Raines Interview

THE NEW CEO OF THE ASSOCIATION OF FOREIGN BANKS (AFB), SPEAKS TO DANIEL YATES ON HER CAREER IN PHARMACEUTICALS, GOVERNMENT, AND HER NEW ROLE IN BANKING

As my interview with Catherine begins, she asks me the first question; *“How does a pharmacy undergraduate with a Phd in Engineering and no banking experience end up as the CEO of an organisation representing over 200 foreign banks?”* - I assume the question is rhetorical! Throughout our conversation it becomes apparent that it’s perhaps because Catherine isn’t from a typical banking background that she is so well equipped to be the new CEO of the AFB. Whilst Catherine has had experience in pharma, another highly-regulated industry, and dealt with Government at the highest level she actually describes her *“engineering mind-set”* as her key differentiator.

She actually describes her “engineering mind-set” as her key differentiator.

“Strategic thinking is valuable, but the ability to think conceptually is undervalued in leaders” Catherine explains, and she has applied this ‘way of thinking’ to each of her roles to excel her career with a focus on delivering results for the customer. From a young age Catherine was demonstrating her leadership and mind-set. In her early twenties at ICI Pharma, later AstraZeneca, she was running a production plant with output of over £1m per week. Later she would be identified to run internal corporate audit before leading the firm’s outward investment in China.

Subsequently, as Deputy CEO of Staffordshire County Council, she again applied her mind-set creating a ‘prosperity-wheel’ decision-making model to drive desired outcomes that resulted in the County becoming the top recipient of jobs created through inward investment in the Country in just 18 months. This caught the Government’s attention and Catherine was posted by David Cameron to China to drive UK Exports and Chinese investment. *“I rethought the exports problem and saw the taxpayer as my customer and British companies as the “product” I wanted to sell to the Chinese. By identifying overlaps between Chinese demand and UK supply we were able to increase exports supported by Government by twelve times to £3.7bn p.a. within two years”*

More recently, at the CEO of UK Trade & Investment, as part of Liam Fox’s Department for International Trade, she again applied her unique thinking to offer a world-first digital trade platform. Now applying that engineering mind-set in her new role, Catherine is conducting a strategic review of the AFB. After the review some things won’t change, and she is determined that the AFB will be *“driven by service to our members, led by our members, and value for money to our members.”*



Catherine explains that the *“AFB is the only body that represents foreign banks exclusively and we have a specific focus on representing the needs of our heterogeneous mix of members.”* She notes that whilst in Beijing, her team led the China side of the negotiations with the Chinese government on the UK-China RMB currency swap. She *“got to see first-hand how Government can create a supportive environment for foreign banks in the UK.”* This is a cause she will now act as champion for.

On Brexit Catherine explains *“we just want an outcome that is as close as possible post-Brexit to the one banks enjoy now, on passporting for example.”* And whilst she acknowledges banks are starting to make plans for relocating staff she is optimistic in the long-run, *“The City of London is well positioned compared with competing calls from Paris, Frankfurt and others who are seeking to attract banks.”* Catherine believes that the *“speed of the impact of technological change on banking will accelerate”* and regulation will shift to adapt for this. Whilst the sharing economy has revolutionised taxis and hotels, Catherine thinks risk-sharing in the financial sector may be next.

On the topic of her career Catherine says, *“It’s about building out as well as up!”* It’s a message she often gives to students when she returns to her Alma Mater, UCL. *“You cannot continually build your house upwards”* but you can add value *“by building out!”*, and this Catherine argues *“will lead to a richer and more rewarding career.”*

MARK CAZALY, DEPUTY EDITOR

ASSOCIATES COMMITTEE

As a testament to his dedication and hard work as Chair of the Associates Committee, Jordan Buck has now become a Liveryman, and as such leaves the Committee as he progresses through the Company. We thank Jordan for all his work and are grateful to him for leaving the Committee in such excellent shape. It is then my great pleasure to take up the Chair and welcome two new members: Jago Toner and Tim Pemberton who join the Committee alongside Chris Sanders and Chris Gallant.

ASSOCIATE MEMBERS' SURVEY

Always looking to develop the best offering for Associates, we have compiled a short survey seeking to find out what people are looking for from their membership. **If you haven't already completed this, please do get in touch with any of the Associate Committee who can direct you to the survey.**

Beyond that, we are always open to your new ideas as to different events we can run, initiatives we can arrange and any other activities Associates might want to engage in so please don't be shy and let us know what we can do to better serve you!



© Standard Chartered Great City Race

STANDARD CHARTERED CITY RACE

Following last year's athletic exploits from six Associates, we will again be entering a WCIB team in the 2019 Standard Chartered City Race 5k and are looking for even more runners to take part. It's a great fun evening with a dedicated closed-road route around the City, taking in some of the most notable landmarks in the square mile. Of course, no organized run would be complete without fundraising in the mix so we are hoping to use the opportunity to raise some money for good causes.

If you'd like to join us on the evening of 16th July for a great fun evening, please email: Chris.Gallant@coutts.com



WHY I VOLUNTEER: MARK CAZALY

I get the feeling a lot of people see volunteering as an activity where the volunteer gives up their time for the exclusive benefit of another individual or group of people. This misconception that volunteering is a purely one-way relationship is something I'm keen to address.

Mentoring young graduates through our charity partner **UpRising** has made a real difference to my life and in fact I probably benefit more from these relationships than they do! In my professional life I meet a fairly narrow range of people with similar life and career experience. Mentoring allows me to meet a much wider range of people and understand different experiences and how to communicate with someone I wouldn't usually come across.

While it's very rewarding to help someone on their career path and provide (hopefully!) useful guidance on how to advance their professional life, it is also personally useful for me too.

I learn new skills, new ways of engaging with people, new ways to build relationships and my employer values it too - good managers encourage extra-curricular work like volunteering as it makes for a more rounded employee who can bring a broader range of experience to their work.

The WCIB offers a range of volunteering initiatives, most of which only require a few hours a year and are completely flexible around work and other commitments. Get in touch with any of the Associate Committee to find out more.

WHY I VOLUNTEER: OMAR MAJID

For me, partaking in charitable work is a conscious decision to help develop and improve society for future generations. Charity isn't merely financial but volunteering one's time is equally, if not more, important.

One of the great opportunities the WCIB affords is the chance to work with various charities.

Sitting on the Schools Working Group, my latest bout of volunteering has been with Walworth Academy, prepping 5 bright young students for The Sheriffs' Challenge.

I also enjoy mentoring – which I have done for the past 15 years – as it allows me to assist others through the prism of my numerous follies and failures!



Mona Eltahawy © flickr.com/personaldemocracy

THE VALUE OF VOLUNTEERS - A MENTEE'S PERSPECTIVE: SAMAD ISLAM, PIMLICO ACADEMY

Previously never having heard of the Sheriffs' Challenge, I was intrigued by the chance to give a presentation at the Old Bailey; I decided to nominate myself to take part in what I believed would be a footnote at the bottom of my university applications.

The brief given to us was to give a two-minute presentation answering the question "Who do you believe, who is alive today, is a good role model?". Our first meeting as a group, was that of eight curious students being introduced to rules and regulations of the Competition by our 'coaches'. Each school that was participating in the Sheriffs' Challenge had two coaches that were part of a specific Guild/Livery in the City of London and given that I wanted to go into investment banking, it was just my luck that our school was assigned coaches from The Worshipful Company of International Bankers. Jordan Buck helped in explaining the brief and the tone we should take when presenting to what was going to be some of the most esteemed professionals in the City.

Elon Musk, Michelle Obama and many other names were thrown into the hat for the role model we were going to talk about; however, we ended up on Mona Eltahawy, a journalist fighting for female rights in the Middle East. Jago Toner, who we met after our initial meeting on deciding our role model, helped dictate how we should structure our presentation and how to perform efficiently as a group, which was the initial catalyst in deciding to separate into pairs and research different parts of Eltahawy's life and put it together later.

Both Jago and Jordan advised on how the presentation should be directed and helped the most in ensuring the tone of the presentation was suitable for the audience in mind. After initial jitters, everyone who performed the presentation left feeling far more confident.

Although I felt as though I was already comfortable with presenting, it was brilliant to be able to be given the opportunity to present to some of the most experienced professionals in the City.

It helped me feel far more comfortable when speaking to senior professionals in a professional manner and helped me understand the intricacies of direction and tone to appeal to the audience.

The WCIB gave me this incredible opportunity to work with experts in their respected fields and present to some of the best in the City. Any opportunity for a student to see how the WCIB would go about a task, whether that be a short presentation, a mock networking event where the bankers could teach the students beforehand how to network, and what to look for - or even working together on a problem solving task, would help any student with crucial skills to learn before they enter the workforce.



Events 2.0

OMIROS SARIKAS, CHAIRMAN OF THE EVENTS COMMITTEE, DESCRIBES AN EXCITING PROGRAMME FOR 2019

Events are part of the experience of being in the Company. Our strategy is to provide events that (i) cater for all tastes, types and budgets, (ii) address the gender gap, (iii) develop inter-livery ties, and (iv) strengthen our membership. We have organised our programme around key themes which we group below for your convenience in three main themes, namely **Networking/Social, Business and Cultural/Educational**. An extra element of attention this year is Events that support our ‘very own’ Lord Mayor.

NETWORKING/SOCIAL/GENDER

We recently introduced our **Regular WCIB Networking Drinks** series. We plan to have these at different venues (bars, restaurants, private clubs) and locations (central, east, west). The next **Networking Drinks are on the 25th of April at Morton’s Club (West End)**, and on the **17th of October at Davy’s Wine Bar (Wharf)**.

The drinks rotate around London, and allow us to meet our peers (and provide an opportunity to invite guests) in a social and informal environment. We plan to host at least four social networking events per “Master cycle”.

Later in the year, **our WCIB Summer Party takes place on the 3rd of July at Madison Roof Terrace**. Other events in the works include, but are not limited to, a **Social Function at Woolwich Barracks**, a **Joint Event with the Guild of Investment Managers**, and a **Gig at RBC’s Bar**. In addition, with the help of our Senior Warden, **Karina Robinson**, we introduced a **Gender Event series** with great success.

CULTURAL/EDUCATIONAL

Our members enjoy the benefit of interesting ‘cultural’ social activities and the **Whisky Tasting Event at the Scotch Malt Whisky Society (SMWS) on the 27th of March** was just around the corner. Our members had the opportunity to appreciate the history, production, and 12 unique flavour profiles of SMWS’s unique whisky. The private tastings provided guests with a “Society Ambassador”, specialist SMWS tasting glasses, enlightening tasting notes and 5 drams of an exclusive single cask, single malt whisky as well as plenty of time to ask questions and improve their whisky knowledge.

We now have an **Ambassadorial Reception on the 13th of May at the House of the Greek Ambassador at Upper Brook Street, Mayfair**. We also plan a tour of the exciting **Bloomberg/London Mithraeum** and the **Senate House Art Library** later this year.

In addition, we have a **beacon event with Master and the Lord Mayor at the Cass M&A and PE Conference on the 18th of June**.

BUSINESS/DIGITALSKILLS

The theme of the Lord Mayor is “*Shaping Tomorrow’s City Today*”. In doing so, we hosted a **Regulatory Update** breakfast at **Withers with the participation of our Master**. In tune with the political issue of the year, we then held a **Brexit Debate on the 7th of March, at Cavalry and Guard’s Club**. We secured an exciting panel of speakers including **Prof. Kevin Featherstone** of The London School of Economics, **Vicky Pryce** former Joint Head of the United Kingdom’s Government Economic Service, **Timothy Skeet** Senior Advisor to the International Capital Markets Association and Patron of Britain for Europe and **Howard Morris** Head of London Business Restructuring and Insolvency at Morrison and Foerster.

On the digital skills side, we have an Artificial Intelligence & The City Event on April the 3rd and a FinTech event to follow later in the year.

Opportunities to be involved

The Events Committee is developing a balanced programme of works across a range of themes and is always open to your input and suggestions. We welcome all members, Associates, Journeymen and Liverymen.

You can reach us, collectively, at:
wcib-events@brookstretequity.com

AND TWO EVENTS ORGANIZERS VIEWS...

CHRIS SANDERS

This year’s WCIB Summer Party will be on Wednesday the 3rd of July at Madison, One New Change. We had decided this year that it would be nice to have a rooftop venue for the Summer Party for the first time and chose Madison after looking at around 40 different venues in London, in part because it offers one of the most spectacular close up views of St Paul’s Cathedral in the whole of London.

For the Events Committee it’s always a struggle to balance the capacity and flexibility of the venue with cost in order to provide an event that is good value for money and a great experience for all involved. If you have any suggestions for future venues or themes for the summer party feedback is always welcome.

As with previously years members are welcome to bring guests and the party should be a great way to introduce people to the Livery in a relaxed and fun environment, the invite should go out by email soon.

IRINA VILABOA

The next Networking Drinks are on the 25th April and I hope you are looking forward to the event as much as I am if the one on the 7th February is anything to go by. Everybody who attended made it the place to be on a Thursday night in London.

There is a serious side to these drinks too. As a Livery we want to be diverse and representative of the evolution of the industry which has spread beyond the borders of London Wall. As individual members it is up to us to affect the change by practicing inclusion one member at a time, not least by introducing the Livery to someone who may not come across it naturally otherwise.

So, see you at the next event, bring your friends and think about who else you could invite so that we have more and more members from diverse backgrounds. We will make them feel welcome.

Inter-livery Real Tennis Competition

MICHAEL LLEWELYN-JONES

Of course, for aficionados, it is known as tennis as compared to that new and exciting game lawn tennis! Real tennis originated in the Middle Ages and evolved from jeu de paume (game of the palm) into a racquet sport played primarily in the UK, US, Australia and France where it originated. The most famous courts are those at Versailles where the pre-revolutionary “tennis court oath” took place and at Hampton Court where Henry VIII was a keen and successful player (although presumably one let the King win!).

This year will be the third inter-livery tournament at Queen’s Club – it is hard fought and a bit like our shooting, we have yet to appear amongst the prizes but are increasingly optimistic with more of our members playing.

Let me know if you are able and willing to take up the challenge.

Inter-Livery Sporting Events

There are a number of events throughout the year in which the Company already puts in a team, or could do so. They are an excellent way of meeting members of other Liveries:

Clay Shooting (May 15th):
Alex Rottenburg at attr@aacumen.co.uk

Golf (May 16th):
Cliff Knowlden at c.knowlden@btinternet.com

Rifle shooting (May 30th) - N/A

Real Tennis (Oct 29th):
Michael Llewelyn-Jones
at michael.llewelynjones@gmail.com

Skiing (22-24 Jan 2020) - N/A

Those wishing to take part should contact the organiser as appropriate or Michael Llewelyn-Jones: michael.llewelynjones@gmail.com

WCIB Accessories



BOWTIE £20



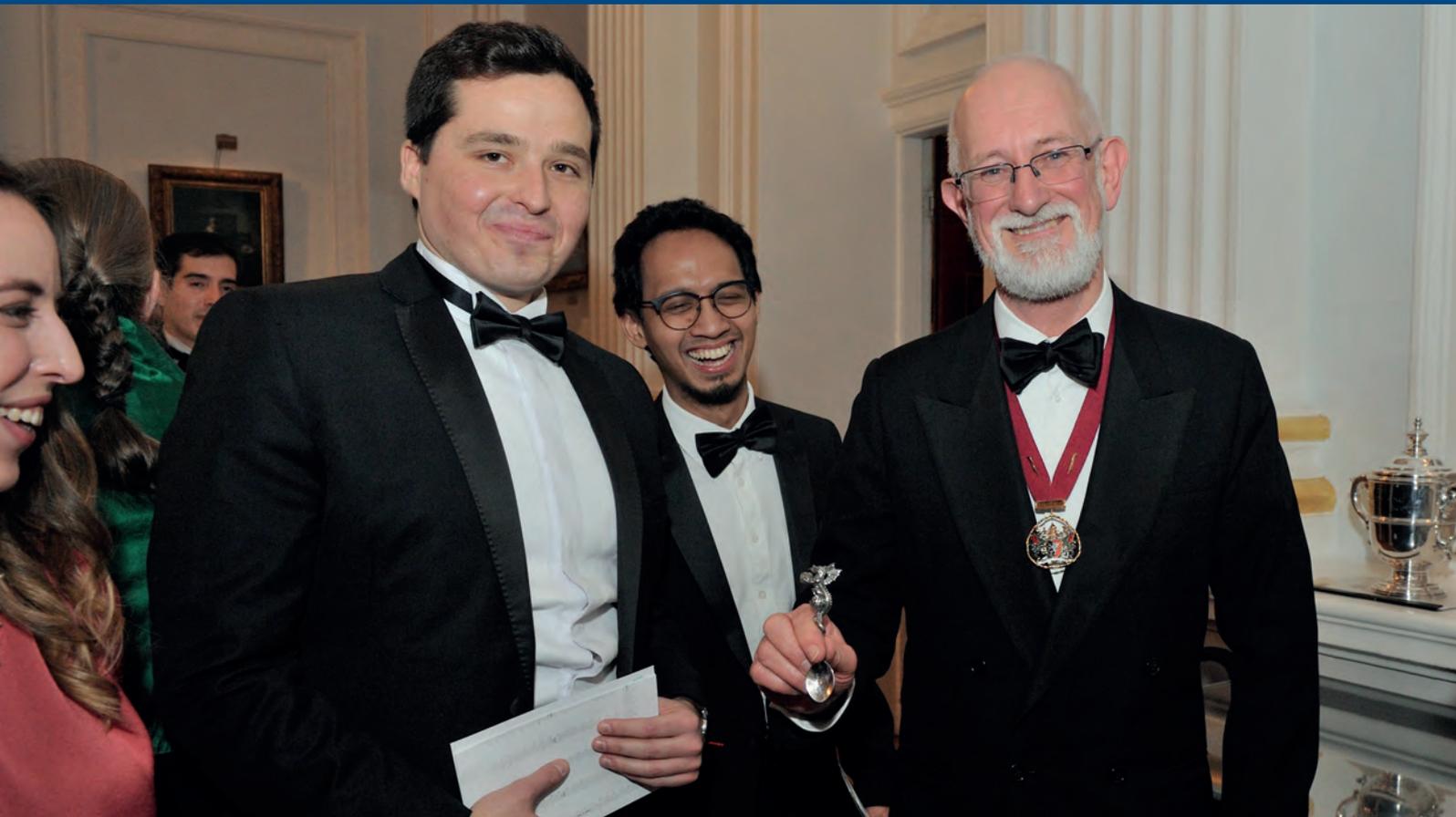
WCIB CUFFLINKS £50



WCIB TIE £20

To order members should send me an e-mail: clerk@internationalbankers.co.uk

Post and packing will be added to the cost if they are sent rather than collected.



From the Clerk

“In my end is my beginning” wrote T.S. Eliot. I was reminded of his words yesterday as I sat with the Senior Warden, Karina Robinson, to map out her year as Master which will start on 3rd October 2019 at the Installation Court Dinner (subject to the Election Court on 3rd July). The first thing we did was to agree the date she would step down as Master and hand over to Robert Merrett, for those who want to plan your diaries for Autumn 2020, the date will be 7th October 2020.

I haven't yet opened bookings for the Installation Court Dinner on 3rd October 2019 but please make a note of the date, it is a great occasion when the Company comes together as a family to thank the outgoing Master and to welcome the new Master and Wardens at the start of their year of office. It is a particularly good occasion for newer members to come and get to know other members of the Company and to hear about some of the good things that you all do. It is the one event in the year when we restrict attendance to members only.

Having set the beginning and end of the Master's year, I then populate the diary with the set piece Civic events at which she (and to a lesser extent I) represent the Company; this year there will be some Mansion House and Guildhall events to mark the conclusion of Peter Estlin's year as Lord Mayor on 8th November. Just before that we will take part in the Garden of Remembrance Service in St. Paul's Churchyard organised by the Royal British Legion at which all the Prime Wardens/Masters/Upper Bailiff lay crosses in remembrance of those who have given their lives in conflict to defend our

freedoms. There are a number of other representational events during the year, some serious, some light-hearted, all of them promoting Fellowship amongst the livery companies and the part they play supporting the Lord Mayor and the Civic City. We also start fixing dates for the WCIB Court meetings (usually three per year) and Master's Committee which does a lot of the heavy lifting of running the Company. The Master has a number of social events she wants to hold for WCIB members and the Events Committee will be busy delivering that programme to tie in with our own set piece events such as the Schools Awards Ceremony in early December and the Annual Banquet in late February or early March.

In addition I receive a fair number of invitations for the Master to attend functions run by other livery companies so diary management is certainly one of the must have skills for the Clerk; it all makes for a busy, fun and I hope memorable year for the Master.

The Installation Court Dinner is a great occasion when the Company comes together as a family to thank the outgoing Master and to welcome the new Master and Wardens
