

# THE FINANCIAL SERVICES GROUP OF LIVERY COMPANIES

2013 - 2014



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***(Front Cover: Arms of the Livery Companies comprising the Financial Services Group, in order of precedence.)***

**THE FINANCIAL SERVICES GROUP OF LIVERY COMPANIES**

*Livery professionals supporting the work of the City*

**THE WORSHIPFUL COMPANY OF SOLICITORS  
OF THE CITY OF LONDON**

**THE WORSHIPFUL COMPANY OF CHARTERED  
ACCOUNTANTS IN ENGLAND & WALES**

**THE WORSHIPFUL COMPANY OF CHARTERED  
SECRETARIES AND ADMINISTRATORS**

**THE WORSHIPFUL COMPANY OF MARKETORS**

**THE WORSHIPFUL COMPANY OF ACTUARIES**

**THE WORSHIPFUL COMPANY OF INSURERS**

**THE WORSHIPFUL COMPANY OF ARBITRATORS**

**THE WORSHIPFUL COMPANY OF INFORMATION  
TECHNOLOGISTS**

**THE WORSHIPFUL COMPANY OF WORLD TRADERS**

**THE WORSHIPFUL COMPANY OF MANAGEMENT  
CONSULTANTS**

**THE WORSHIPFUL COMPANY OF INTERNATIONAL  
BANKERS**

**THE WORSHIPFUL COMPANY OF TAX ADVISERS**

# THE FINANCIAL SERVICES GROUP OF LIVERY COMPANIES

**2013 - 2014**

The Financial Services Group of Livery Companies has the following objectives:

- ❖ a network for access to expertise, experience and issues to provide briefings for the Lord Mayor and Sheriffs for outbound and inbound visits;
- ❖ to inform prospective Lord Mayors and Sheriffs on matters relating to our respective disciplines; and
- ❖ to represent the views of the Financial Services sector to the Lord Mayor.

## THE LORD MAYOR'S OVERSEAS VISITS AND MEETINGS WITH OVERSEAS DELEGATIONS VISITING THE CITY

The Financial Services Group of Livery Companies supports the Lord Mayor in her overseas visits, her meetings in the City with overseas delegations, in her role of promoting “the City” brand of UK financial and other business services and in promoting diversity, sustainability and corporate social responsibility.

The Lord Mayor would welcome hearing of issues to raise on either an outward or inward visit even if you cannot join an outward visit or attend an inward visit. If you have such an issue for outward visits please contact Peter Sissons, Head of International Affairs in the Economic Development Office, at least four weeks before the visit, at [peter.sissons@cityoflondon.gov.uk](mailto:peter.sissons@cityoflondon.gov.uk); for inward visits contact at the Mansion House, Angela Moore ([angela.moore@cityoflondon.gov.uk](mailto:angela.moore@cityoflondon.gov.uk)) or Kimberley Hall ([kimberley.hall@cityoflondon.gov.uk](mailto:kimberley.hall@cityoflondon.gov.uk)). In either case, they will need a contact name, an organisation name, an email address, the nature of the interest, a brief description of the issue (two pages at most) with key points to be made and any desired outcome.

Outward visits for 2013 - 2014 include Greece, Hong Kong, Taiwan, India, Saudi Arabia, the UAE, Bahrain, Turkey, Kazakhstan, Italy, Uruguay, Brazil, Mexico, Spain, Tunisia, Morocco, Algeria, Russia, South Africa, Tanzania, Uganda, Kenya, Latvia, Vietnam and China .

The general aims of these visits include:

- ❖ To promote the UK financial, professional, maritime and other business services industries and the international expertise of the City of London;
- ❖ To support bilateral commercial and political relations;
- ❖ To demonstrate the importance of the City of London to the Financial Sector as a leading global financial centre, a provider of liquidity and a model of best practice;
- ❖ To promote London as a centre of excellence for business, education, training and professional qualifications; and

- ❖ To promote current areas of business development interest.

At present, a number of institutions and trade associations are consulted ahead of these visits and the City of London would welcome additional input to capture the views of financial services practitioners and individual firms, detailing the challenges and opportunities present in the markets that the Lord Mayor will visit.

For a Liveryman or a partner or senior executive of his or her firm to participate in an outward visit, please contact Peter Sissons at the email address above at least 12 weeks before the visit. He will require a name, email address and telephone number for the proposed attendee, the reason for the interest in the country to be visited and the issues to be raised.

Outward visits are planned well in advance. Places to attend events and seminars are limited and places to accompany the Lord Mayor on his meetings with local ministers are more narrowly selected. Dates of visits are at <http://www.cityoflondon.gov.uk/> and follow the links to the 'Lord Mayor's role' and [overseas visit programme](#).

There are more inward visits – some 50 in the year – and the Lord Mayor would welcome a wider representation from the City to be available to meet incoming delegations, make presentations and raise issues relevant to the delegation. For a Liveryman or a partner or senior executive of his or her firm to receive alerts of incoming delegations, contact Angela Moore or Kimberley Hall at the email addresses above.



## **THE WORSHIPFUL COMPANY OF SOLICITORS OF THE CITY OF LONDON**

The City of London Solicitors Company is the Livery Company for solicitors who practise or have practised in the City of London. It was established in 1908, became a Livery Company in 1944 and was granted a Royal Charter in 1958. Its aims are to foster goodwill and fellowship amongst City solicitors and to share in the wider traditions of the City.

Its sister organisation is the City of London Law Society whose membership comprises over 14,000 solicitors practising in the City of London, many of them in large firms which have very substantial international representation. They employ between 45% and 65% of their lawyers outside the UK and advise multinational companies and Government Departments, often on complex multi-jurisdictional legal issues.

### **Diversity, Sustainability and Corporate Social Responsibility**

The legal profession has embedded equality and diversity within its regulatory framework requiring all solicitors to run their business or carry out their role in the business in a way that encourages equality of opportunity and respect for diversity. All City firms collect, report and publish data on the diversity of their workforce. The latest reports show good progress but there is now a need to accelerate the rate of progress.

Our City firms have well-developed Corporate Social Responsibility (CSR) programmes which seek to align such activities with the way they do business. Most programmes encompass pro bono work, community engagement, diversity and environmental sustainability. Firms incorporate CSR into the way they do business and their annual reports are openly available and highlight performance against measurable targets. Sustainability is a key element of CSR, with firms making commitments to reduce their internal footprint and many take leading roles with their clients in the renewable energy and clean

technology fields. City law firms are at the forefront of developments in CSR in the UK and beyond.

## **Facts and Figures**

Legal services' contribution to the UK economy generated £20.9bn (1.6% contribution to GDP) in 2011 with a trade surplus of £3.3bn. 340,000 people are employed in the sector with over 200 foreign law firms operating in the UK. Gross fees generated in the UK increased by 5% in 2011/12 to £26.8bn. Fee income of the largest 100 law firms in the UK increased by 17%, largely due to consolidation activity.

The UK market accounts for around 7% of the global market for legal services. The UK is a leading centre for international dispute resolution with over 21,000 disputes resolved in 2011, some 4,300 of which involved international parties.

## **Areas of Expertise**

- ❖ English law is a world class product exported around the globe as the law of choice.
- ❖ The Commercial Court in London is the largest centre for financial, business and property litigation anywhere in the world, and is a centre of excellence for high value dispute resolution.
- ❖ International legal services cover corporate finance, corporate and commercial law, project finance, capital markets, tax, shipping, insurance and dispute resolution.

## **Country Issues**

- ❖ International practice rights are important for City solicitors, particularly in countries such as China, India, Korea and South Africa. The City of London Law Society works closely with the International Division of the Law Society and also maintains close links with European Union institutions.

**Contact Neil Cameron at [mail@citysolicitors.org.uk](mailto:mail@citysolicitors.org.uk)**



## **THE WORSHIPFUL COMPANY OF CHARTERED ACCOUNTANTS IN ENGLAND AND WALES**

Members of the Institute of Chartered Accountants in England and Wales (ICAEW) provide professional advice on a wide range of business, finance and professional issues (e.g., audit, tax, insolvency, forensic accounting, financial reporting and corporate finance). Chartered accountants hold senior positions in business, and in the professional firms, where they advise an estimated 1.5 million businesses in the UK alone.

Established by Royal Charter to advance the theory and practice of accountancy, the ICAEW has responsibilities both to its members and in the public interest. ICAEW invests significantly in technical thought leadership programmes coupled with the development of public policy positions on issues relevant to the profession. It is committed to supporting and encouraging financial capability, either through programmes in UK schools or development bank funded financial capacity work with the profession in emerging economies.

### **Diversity, Sustainability and Corporate Social Responsibility**

ICAEW has worked on fair internships and on encouraging non-graduates to access the profession e.g. through higher apprenticeships. It also encourages members who take a career break to stay in the profession and on building leadership skills for women. Further, the ICAEW works with schools and universities to encourage entry into business and Chartered Accountancy.

ICAEW has a team which works on practical advice for businesses to help them become more sustainable. Its significant initiative in this area is a joint project with WWF-UK (Finance Innovation Lab) which looks at ways of helping finance better meet the needs of people and the planet.

The ICAEW's Business Advice Service through 3,000 of its members' offices volunteers free advice to start-ups and growing businesses in

the UK ([www.businessadvice.service.com](http://www.businessadvice.service.com)). The ICAEW also encourages members to volunteer in schools and in 2013 it established a free website to help match volunteers to its members, who currently have at least 45,000 voluntary roles ([www.icaewvolunteers.com](http://www.icaewvolunteers.com)).

## **Facts and Figures**

ICAEW has more than 140,000 members in over 160 countries. It is headquartered in London with staff in Beijing, Hong Kong, Malaysia, Singapore, Dubai, Brussels and Nicosia. Within the UK, ICAEW members support a vibrant network of regional groups and societies. Outside the UK, an increasing number of member groups, many virtual, pays testament to the importance of social and business networking for members, wherever they may live or work.

## **Country Issues**

❖ ICAEW promotes high quality and accepted global standards in financial reporting, auditing and ethics. It is an active member of the International Federation of Accountants, the Fédération des Experts Comptables Européens (the voice of the profession in the EU) and the Confederation of Asian and Pacific Accountants.

❖ ICAEW has reciprocal membership agreements with fellow chartered bodies in Australia, Canada, New Zealand, South Africa and Zimbabwe. Training is available in Bulgaria, China, Cyprus, Greece, Malaysia, Malta, Mauritius, Romania, Russia, Singapore, UAE and Zambia. Special arrangements exist for members of professional bodies in Bangladesh, India, Pakistan and Sri Lanka subject to passing some ICAEW examinations.

❖ ICAEW has undertaken professional capacity building work in Bangladesh and Botswana and is currently working in Ghana, Malawi, Nigeria and Tanzania and providing audit quality monitoring and assurance programmes in the Gulf and the Caribbean.

**Contact David Illingworth at [djillingworth@btinternet.com](mailto:djillingworth@btinternet.com)**



## THE WORSHIPFUL COMPANY OF CHARTERED SECRETARIES AND ADMINISTRATORS

Chartered Secretaries are the primary source of advice on corporate governance in many companies, public sector bodies and charities. They are professionals qualified in the fields of corporate law, finance, governance, company secretaryship and management, and are recognised for their specialist knowledge in these fields. Within the financial sector, Chartered Secretaries have contributed particularly to regulation and regulatory compliance e.g. guidance on Improving Board effectiveness as adopted by the Financial Reporting Council; Listing Rules, and City Code on Takeovers and Mergers.

The Company is the Livery Company for Chartered Secretaries and Administrators. Its related professional body, the Institute of Chartered Secretaries and Administrators (ICSA) was founded in 1891. It is the recognised voice on governance and regulatory issues in the private, public and not-for-profit sectors. Working with governmental and other statutory bodies, ICSA promotes best practice and provides guidance on good governance.

### **Diversity, Sustainability and Corporate Social Responsibility**

- ❖ Corporate Social Responsibility (CSR) is a key theme in the core professional qualification for Chartered Secretaryship.
- ❖ By hosting the Transparency in Governance Awards every November; ICSA draws attention to excellence in the preparation and presentation of annual reports, in which, CSR is a major component.
- ❖ Through running a general conference annually in corporate governance and a further conference specifically targeted to the needs of company secretaries, the themes of Diversity, Sustainability and CSR are kept in the forefront of corporate reporting.

❖ The ICSA has developed the Board Evaluation Service to assist corporate bodies with an independent assessment of compliance with the requirements governing board performance, CSR and board diversity.

❖ Diversity is a key feature of the twice yearly Boardroom Bellwether Report, run in conjunction with the Financial Times, reporting on UK FTSE 350 companies'. Preparedness to meet gender diversity targets is often a central feature of attendant FT coverage.

### **Areas of Expertise**

- ❖ Integrity and ethical standards.
- ❖ Corporate Social Responsibility.
- ❖ Principles-based regulation (and prescriptive regulation).
- ❖ 'Comply or explain'.
- ❖ The relationship between governance and profitability.
- ❖ Board Performance
- ❖ Regulatory Compliance

### **Country Issues**

❖ Chartered Secretaries are recognised internationally as the leading exponents of good corporate governance and probity, promoting best practice in over 70 countries that have adopted British-style corporate law and regulations.

❖ ICSA is an international organisation under its Royal Charter and in addition to the United Kingdom and Ireland, the ICSA has eight main divisions in Australia, Canada, Hong Kong, Malaysia, New Zealand, Singapore, South Africa and Zimbabwe.

❖ ICSA's advice is frequently sought on the introduction of corporate governance structures in countries seeking to follow best UK practice, particularly those in Eastern Europe.

**Contact Adèle Thorpe at [adele@adelethorpe.co.uk](mailto:adele@adelethorpe.co.uk)**



## THE WORSHIPFUL COMPANY OF MARKETORS

Marketing is the discipline that brings the voice of the customer to the Board and to decisions on business strategy. Marketing exists to create sustainable competitive advantage. It helps organisations to deliver a product or service that fulfils a customer's needs, in such a way that more people choose that product or service more often, thus (in the language of finance) "growing the top line". Good marketing builds strong stakeholder relationships, which represent a reservoir of goodwill and future cash flow. Boards value these intangible assets which form a defence against corporate risks.

Although often associated with communications, marketing is a multi-disciplinary, strategic process including: market research and analysis; new product/service development; packaging, pricing and distribution; brand and reputation management; customer relationship management; communications in traditional and new media; and performance measurement.

### **Diversity, Sustainability and Corporate Social Responsibility**

Marketing has enabled a mainstream business model that creates and delivers long-term value wealth creation and solutions both in economic and human terms as well as creating leaders in diversity, sustainability and corporate social responsibility.

Diversity marketing recognises the influence of cultural programming and acknowledges that different consumer groups have life experiences in different cultural and social settings. These differences require the creation of customised marketing strategies.

Marketing employers see diversity as more than just equal opportunities and thus look outside the traditional channels of talent recruitment enabling them to benefit from the innovation and creativity by employing a diverse range of individuals.

Companies looking to transform into ecologically sustainable organisations see Marketing as key to communicating with the markets in which they operate and interact.

Effective Corporate Social Responsibility (CSR) policies build a strong brand and customer trust, and can be used to motivate employees. Adverse behaviour damages consumers trust and confidence in brands. Thus, the most successful organisations are those committed to CSR and which have a grasp of how to be a good corporate citizen.

## **Facts and Figures**

There are more than half a million marketing practitioners in the UK. Over 60,000 individuals hold a postgraduate qualification from the Chartered Institute of Marketing (CIM) and circa 6,000 are Chartered Marketers. Students from over 140 countries study for CIM qualifications.

## **Country Issues**

- ❖ London attracts talented people who combine the left-brain and right-brain skills which businesses need if they are to succeed long-term. Insightful analysis and spectacular creativity abound in London.
- ❖ Innovation, often led by marketing, is essential to the future of Britain's world-class standing. The pace of innovation in our key markets and services must be accelerated.
- ❖ The CIM has international branches in Australia, Ghana, Hong Kong, Kenya, Malaysia, New Zealand, Poland, Singapore and Sri Lanka. The Company has organised overseas visits in which, recently, advice has been given to the Maltese government, the Pittsburgh (USA) Regional Alliance and contacts in India.

**Contact Trevor Brignall at [trevorbrignall@btinternet.com](mailto:trevorbrignall@btinternet.com)**



## THE WORSHIPFUL COMPANY OF ACTUARIES

Actuaries apply financial and statistical theory to solve business problems. These typically involve analysing future financial events, especially when the amount of a future payment, or its timing, is uncertain. A lot of actuarial work is risk management, assessing how likely an event may be and the costs associated with it.

Understanding how businesses operate, how legislation may impact and how financial economics can affect values are all vital skills for an actuary. What differentiates actuaries is their core mathematical, economic and statistical understanding and their ability to advise on holistic solutions for real financial problems.

### **Diversity, Sustainability and Corporate Social Responsibility**

The Company seeks to extend recognition, within the City and beyond, of the Actuarial Profession and a greater understanding of the actuaries work. It also seeks to support the UK professional bodies to promote the work of actuaries in fields outside the traditional ones of pensions and life assurance, in the UK and internationally. The profession has a strategic objective to speak up on relevant matters of public interest and to raise awareness of the work of actuaries and the value they add to society.

The Company supports the educational work of the Actuarial Profession in providing high quality qualifications for students and lifelong education for qualified actuaries, through the provision of bursaries, prizes and university lectures. In addition, it works to promote high quality mathematics education in schools, and is currently sponsoring a major study into the teaching of mathematics, which aims to answer two specific questions—i) to what extent does studying advanced mathematics develop general thinking abilities? And ii) how can mathematics teaching and assessment be structured to maximise the development of such thinking skills? The questions are timely given the policy debates about whether mathematics should be compulsory in schools until 18 and, if so, what the syllabus and assessment mechanisms should be. The goal of the sponsored

Fellowship is to produce a book which will have a substantial impact on policy and practice on mathematical education in the UK.

## **Facts and Figures**

In 2013 there are 25,436 members of the UK Profession, 45% qualified, 51% students and 31% female. 57% work in the UK, 9% in Europe and 34% in the rest of the world. 55% of active actuaries are in insurance firms and 45% in consulting and other firms.

## **Areas of Financial Services Expertise**

- ❖ Accounting in financial services firms for assets and liabilities, revenues and profit for regulatory, statutory and economic accounts and to support mergers and acquisitions.
- ❖ Assessment of the financial health of pension funds and the insurance of all risks including reinsurance and capital needs
- ❖ Legal documents supporting financial services transactions, particularly with regard to appropriate corporate structures.

## **Country Issues**

- ❖ The Actuarial Profession in the UK provides a comprehensive offering to its members globally, and plays a prominent role in international actuarial organisations. It takes a proportionate approach to member regulation internationally and relies on and supports members to meet local requirements in their own country.
- ❖ The International Actuarial Association (IAA), exists to encourage the development of a global profession, acknowledged as technically competent and professionally reliable, to ensure that the public interest is served in all members states. The IAA has 64 Full and 27 Associate Members; local actuarial associations around the world need encouragement to become Full members of the IAA.
- ❖ The local actuarial associations in Turkey, Kazakhstan, Tanzania and Uganda are Associate Members of the IAA; UAE, Saudi Arabia, Bahrain, Uruguay, Tunisia, Algeria and Vietnam have no local actuarial association.

**Contact Julie Griffiths at [juliepgriffiths@btinternet.com](mailto:juliepgriffiths@btinternet.com).**



## THE WORSHIPFUL COMPANY OF INSURERS

Insurers use their knowledge and capital to protect companies and individuals from the risks they face from natural catastrophes, accidents at work or home and for life insurance and long term savings.

### **Diversity, Sustainability and Corporate Social Responsibility**

As large employers, investors and risk absorbers firms in the insurance industry are active in all of the above fields. Examples include:

- ❖ The industry as a whole works together through the ClimateWise initiative to drive action on managing climate change risk. 38 firms across four continents participate in a program facilitated by Cambridge University Programme for Sustainability Leadership. Firms commit to lead in risk analysis, inform public policy-making, support climate awareness amongst their customers, incorporate climate change in their investment strategies, reduce the climate impact of their own businesses and report on their progress annually. The initiative began in 2006 with 16 insurers and has grown since then.
- ❖ Individual firms have their own corporate social responsibility programs e.g. Prudential plc has a program which covers its entire global footprint, including the UK, USA, Indonesia, China and India amongst others. The overarching focus is on education and life skills. 7,000 staff members volunteered in programmes including teaching children financial literacy, and using sport to turn around lives of disadvantaged children.
- ❖ Lloyd's of London runs a local Community Programme which sees 1,500 people from the Lloyd's market volunteer in East London. Programme's focus is on "words and numbers" to enhance literacy and numeracy, "aiming higher" by developing employability skills through training and mentoring, "sporting chances" by running training and competitions for local people and "helping hands" which

provide practical labour in renovating charitable projects or helping in homeless centres.

❖ The Company is a major sponsor of Brokerage CityLink (BCL) which provides young people from schools around the City with a pathway of opportunities into employment. BCL works with schools, employers and volunteers to arrange workplace visits, mentoring, access to internships and ultimately jobs.

## **Facts and Figures**

❖ The UK industry is the largest in Europe and the third largest in the world, accounting for 7% of global premiums, employing around 320,000 people – twice as many people as in the combined electricity, gas and water supply sectors.

❖ UK Insurance companies are collectively responsible for investments of £1.8 trillion – 25% of the UK's total net worth.

❖ ABI members, who account for 90% of the UK industry, contributed £10.4bn in taxes in the tax year to 2010/11.

❖ UK general insurers paid out £30.6bn in claims in 2012 and UK long-term insurers received £164.7bn in worldwide premiums and paid out £151bn in claims.

❖ UK long-term savings and life insurance companies received worldwide premiums of £164.7bn and paid out benefits of £196.2bn in 2012.

## **Country Issues**

❖ The Chartered Insurance Institute (CII) has 105,000 members in over 150 countries. It has examination centres throughout the British Isles and in more than 150 countries. It is affiliated with over 70 institutes in other countries around the world.

❖ The CII has a Code of Ethics to which members are required to adhere. The Code, updated in 2009, requires members to act with the highest ethical standards of integrity, in accordance with relevant laws and regulations, provide a high standard of service, act in the best interests of each client and to treat all people fairly. Failure to comply with the Code leads to disciplinary action.

**Contact Bronek Masojada at [bronek.masojada@hiscox.com](mailto:bronek.masojada@hiscox.com)**



## THE WORSHIPFUL COMPANY OF ARBITRATORS

Members of the Worshipful Company of Arbitrators are practitioners in all forms of dispute resolution including arbitration, mediation, adjudication, neutral evaluation and expert determination. Some also practise as Ombudsmen. The wide range of business and professional backgrounds of the members and their commercial experience enhances the role they fulfil for parties in dispute.

Businesses can use these processes to resolve disputes speedily and in a confidential forum. Arbitrators make legally enforceable decisions ('Awards') which are readily enforceable in most countries of the world; arbitration is especially suitable to cross jurisdictional and international disputes, for example in insurance, shipping, brokerage and commodities trading.

### **Diversity, Sustainability and Corporate Social Responsibility**

- ❖ **Diversity:** dispute resolution techniques, especially mediation and conciliation, offer support to all groups from communities and families to international commercial entities. The Company encourages young people from all backgrounds to learn more about the techniques involved and actively supports students from around the world.
- ❖ **Sustainability:** effective and efficient dispute resolution reduces project delays limiting environmental impact and also reduces costs so as to conserve business resources that can then be applied to wealth creation.
- ❖ **Corporate Social Responsibility:** arbitration and mediation can change the approach of parties having disputes and improve the relationship between the parties. Community and family mediation transforms personal relationships improving the quality of life for individuals and society in general.

## Facts and Figures

London based specialist trading bodies such as FOSFA (Federation of Oils, Seeds and Fats Association), GAFTA (Grain and Feed Trade Association) and the LMAA (London Maritime Arbitrators Association) account for over 80% of world arbitration in their sectors. Almost 4,500 international arbitrations (those involving non UK parties) were submitted to UK arbitral appointing bodies in 2011 including 3,500 disputes handled by the LMAA. There were 20,000 domestic referrals.

## Areas of Financial Services Expertise

- ❖ Internationally London is the most preferred seat of arbitration favoured by 30% of respondents with the next most popular seat being Geneva (9%).
- ❖ UK organisations provide partnership and consultancy arrangements for arbitration and Alternative Dispute Resolution services and training of mediators for example in emerging centres such as Dubai and Qatar and the newer EU States.

## Country Issues

- ❖ Countries including new and aspiring EU members, India, Qatar, UAE, Russia and China are looking to the UK for advice in developing the use of arbitration and mediation.
- ❖ Arbitration functions most effectively in countries which encourage party autonomy against a backdrop of supportive legislation (e.g. the Arbitration Act 1996 in England and Wales) and a 'light touch' supervisory intervention by the Courts. A key international issue currently concerns the balance between party autonomy and Court intervention in certain jurisdictions.
- ❖ Generally arbitration can assist parties doing business in any part of the world where local court systems are slow or otherwise inefficient or not currently suitable to deal with commercial disputes when fast practical solutions are needed.

Contact Karl Davies at [karldavies@btinternet.com](mailto:karldavies@btinternet.com)



## **THE WORSHIPFUL COMPANY OF INFORMATION TECHNOLOGISTS**

Our industry is increasingly known as Information and Communications Technology (ICT) as computing integrates seamlessly with the distribution and use of information. ICT is now embedded in all aspects of industry and society. Our profession spans hardware, software and services suppliers; plus the implementation to create value for their organisations.

The Company, also known as the WCIT and the “Information Technologists” has some 780 members who represent senior and active people from all areas of ICT and who work together to apply and leverage their extensive business and technology skills to the benefit of our own, related industries and the community at large.

### **Vital to the UK economy**

The ICT sector plays a significant role in the UK economy by generating over £80 billion of Gross Value Add. Over one in 20 of the UK workforce is an ICT professional - and increasing; while at least one in 5 is a major user of the latest ICT to make their job more efficient. ICT also contributes to the economy as a vital enabler for almost every other industry in the UK through business systems, Internet technology and embedded devices in cars, telephones and factories to name just a few. Creative Media and Financial Services are major earners for the UK and have been transformed by ICT. We want the City and the UK to be the best place for information and technology intensive enterprises to do business.

### **Diversity, Sustainability and Corporate Social Responsibility**

The UK ICT industry is an employer for possibly the most diverse labour force in any country in the western world. The WCIT also has a very diverse membership including the ICT supply industry, corporate ICT seniors, independent consultants and academia.

The UK ICT technology industry is at the forefront of many of the

technical advances in renewable energy and efficient use of available power.

The WCIT has many substantial charitable activities including Lifelites, and the Hammersmith Academy. Its strategy is to provide its members ICT skills in addition to the money raised from the membership to support the community and its charities. Further, the ICT has 10,000+ CSR volunteers who provide substantial pro-bono expertise to over 600 different charities annually to enable them to make better use of IT to support their activities. The WCIT is also committed to helping develop the industry, especially in London, through:

- ❖ Education– supporting schools and education that develop creative, technology-aware, multi-talented entrepreneurs.
- ❖ Entrepreneurialism – helping early stage businesses to develop and attract investment to innovate and create employment & wealth in the economy.
- ❖ Fellowship – people working together towards these goals.

## **Country Issues**

- ❖ Many overseas business people fail to understand that there is a thriving important IT industry in the City and the UK employing over one million people, which is key to our economy & future prosperity.
- ❖ UK IT education has for many years been teaching people how to use technology, rather than how to design and build it. Though this has been rectified we have a significant shortage of employment opportunities for well-trained, experienced technical and development people leaving our schools and universities. Overseas ICT companies working in the UK need to play their part to foster a thriving employment market for UK school and university leavers.
- ❖ Information assurance and cyber-security is key to the systemic stability of institutions. Government agencies and law enforcement in many countries need to be improved to combat cyber-crime, most of which is carried out by organised criminal gangs.

**Contact: Nic Birtles on 020 7600 1992 or [Nic@birtles.info](mailto:Nic@birtles.info)**



## THE WORSHIPFUL COMPANY OF WORLD TRADERS

World Traders are individuals committed to developing global trade in order to promote peace and prosperity. Our motto, 'commerce and honest friendship with all', was taken from Thomas Jefferson's inaugural Presidential speech. As one of the modern Livery Companies (the 101<sup>st</sup>), the World Traders has almost 300 members from a wide spectrum of women and men who deal with global trade.

### **Diversity, Sustainability and Corporate Social Responsibility**

World Traders have been at the forefront of debate and improvements to the future sustainability of markets and the environment, including reducing trade barriers, re-structuring the Eurozone, financial services regulatory reforms, developing carbon markets, ethics, new trading infrastructures, and the Long Finance movement.

World Traders provide career opportunities for young people, including internships and work with the Financial Skills Partnership and The Brokerage Citylink. World Traders train on trade issues at universities and secondary schools.

The Livery is of varied ethnicity with overseas nationals based in the UK, dual nationals, British nationals who live overseas, and overseas nationals who live in their home country.

### **Activities**

❖ World Traders regularly host foreign visitors looking to establish trading connections, not just from primary EU, China, Brazil, Russia, India or Gulf state trading partners, but also smaller countries that benefit from personal support and contacts. World Traders have an annual overseas 'ambassadorial' visit, most recently Russia and China, where they work to establish deeper connections and support for open and fair trade.

- ❖ The Company supports a wide range of charities, with a particular emphasis on education and opportunities for young people, strengthening international connections, and defending free trade.
- ❖ The Company's hallmark annual event is the Tacitus lecture, begun in 1988, now one of the largest intellectual events in the City of London's calendar. The event gives a senior individual an opportunity to raise a serious issue on world trade at a global forum.

## **Facts & Figures**

- ❖ The UK, principally through London, has 23% of global financial services exports. Financial services and business services account for 55% UK services exports, about 20% of total UK exports.

## **Areas of Expertise**

World traders consist largely of three groups:

- ❖ **Brokers** – people who trade services. Many members work within the trading sectors of the City of London, for example, ship brokers, insurance brokers, commodity brokers, mergers & acquisitions specialists, stockbrokers and currency dealers.
- ❖ **Traders** – people who trade tangible goods and products. These members are often importers and exporters, including foodstuffs, pharmaceutical products, metals and various industrial products from electronics to bridges.
- ❖ **Financial and professional services** - members who have a speciality in supporting international business. These members include lawyers, bankers, accountants, ICT experts, ambassadors, academics and consultants.

**Contact Alderman Professor Michael Mainelli at**  
[michael\\_mainelli@zyen.com](mailto:michael_mainelli@zyen.com)



## THE WORSHIPFUL COMPANY OF MANAGEMENT CONSULTANTS

The overall mission of the profession is *to help necessary change in business and in the wider community to happen more quickly, effectively and with more certainty of delivering results.*

Management Consultants come from many disciplines such as strategy, IT, operations, management development, HR. Critically, a Consultant is distinctively experienced in how to help firms precisely diagnose issues holding back success, prescribe solutions and implement them. Consultancies range from very large global firms to highly specialist and expert firms based on small teams of very experienced individuals. A range of styles of service are available to a client.

### **Diversity, Sustainability and Corporate Social Responsibility**

Management Consultancy is by definition a progressive profession and commercial success is driven by finding the most expert and capable people, well suited to working with colleagues and a wide range of clients' people. The profession is naturally diverse and forward looking, and in its own operations and significantly in response to client needs is focussed on making efficient use of resources.

The profession takes its obligations to society very seriously. This is evidenced in the increasing amount of pro bono advisory and consultation work done by the Company and firms in the profession. In 2012/13, the industry contributed an estimated £80m to various good causes, about three-quarters of which came in the form of donated professional time.

The Company has for many years run a notable pro bono programme to charities. It has provided £6 million worth of advisory and consulting services to almost 100 organisations. It also works through The Princes Trust and helped found the Centre for Charity Effectiveness at the Cass Business School as a centre of excellence, with courses and consultancy for trustees and management of charities.

The Company was highly instrumental in establishing the KnowHowNonProfit website, a pioneering information and guidance resource for charities. It also maintains a Charitable Fund, making cash donations to two principal causes and other lesser grants.

## **Facts and Figures**

The Management Consultancies Association of firms (MCA) assessed in 2010 that clients had £6 of benefits for every £1 spent on consulting. UK consulting is around £8.5 billion revenues and employs more than 80,000 consultants. The MCA has a Code of Practice to which all MCA members subscribe as does the Institute of Consulting (personal individual membership.)

## **“Change Through Wisdom”**

This motto of the Company typifies consultancy in the City.

- ❖ Assisting organisations to change to be more successful. This is through a variety of activities and is backed by accumulated experience from other assignments.
- ❖ Focus on planning for and anticipating the future (including scenario analysis, goal development, resource planning.)
- ❖ Working at the Board or at the “shop floor.” Consultants work as individual advisors and in multi-disciplinary teams.
- ❖ Management consultants are involved in education and training to develop executives and staff.

## **Country Issues**

In many of the countries the Lord Mayor will visit, local consultancy is short of experienced talent, so the UK profession can accelerate overseas businesses by bringing deep expertise, moderated by the actual local needs. In advanced economies, UK consultancies provide best in class expertise. Their services can be used by foreign firms aiming to grow in the UK.

**Contact Ian Bonny at [ian.bonny@btopenworld.com](mailto:ian.bonny@btopenworld.com)**



## THE WORSHIPFUL COMPANY OF INTERNATIONAL BANKERS

The Company combines the traditions of the City Livery Companies with a modern outlook on the financial services sector. It has a truly international character with more than 700 members, over 200 of whom are Liverymen, drawn from over 250 firms and with almost 50 nationalities represented. Membership of the Company is open to all who work in the financial services community - it is not confined to the banking environment. Overseas membership is available for the international financial community with existing or prior connections to the City. All members of the Company are expected to make regular donations to the International Bankers Charitable Trust (IBCT) which funds the Company's charitable activities. The Lombard Appeal committee of the Company is actively raising additional funds for the IBCT.

One of the main objectives of the Company is to further the trade of international banking and financial services practitioners. A vital component is the education and training of the young and the WCIB works with partner charities to improve financial literacy in schools.

In addition, the Company's Charity & Education Committee has direct links with 15 business schools where an annual International Bankers' prize is awarded for work at Master's level leading to the Company's annual "Worshipful Company of International Bankers Lombard Prize" awarded to a student for the best work on a paper concerning the financial services industry.

### **Diversity, Sustainability and Corporate Social Responsibility**

From its earliest days, the Company has been working to strengthen the links between the international financial services community and the neighbouring boroughs of the City. It seeks to promote recruitment and the development of employees for financial services with particular emphasis on those younger people in the immediate area who might not normally be able to aspire to a job in the City.

Our focus is to redress the imbalance by tapping into this talented and ethnically diverse population. The Company has an alliance with The Brokerage Citylink that manages the Business Traineeship Programme for the Corporation of London. They empower local inner-city residents to gain access to job opportunities in the City and they inform City employers about the skills and potential of its talented local workforce. In 2013/14, the Company will be working with partner charities ARK and MyBnk to run programmes to improve financial literacy in schools. A key component of the Company's work with schools is provided by members volunteering their time to work with pupils as mentors.

## **Country Issues**

❖ The Company's main international role is promoting standards of professional conduct and the facilitation of cross-border educational opportunities. In this connection, it works with professional bodies that provide training and credentials within the UK and abroad including the Institute of Financial Services and the Chartered Institute for Securities & Investment.

❖ The Company considers the propagation of the livery movement an important goal. The Company has an active overseas membership which assists with the local arrangements for official visits by the Lord Mayor.

❖ In addition, the Company supports the Mansion House Scholarship Scheme and provides bursaries and Honorary Student Membership of the Company to its scholars while studying in the UK.

**Contact Nicholas Westgarth at [Clerk@internationalbankers.co.uk](mailto:Clerk@internationalbankers.co.uk)**



## THE WORSHIPFUL COMPANY OF TAX ADVISERS

Tax Advisers advise on all aspects of UK and international taxation, both for planning and reporting purposes. Taxation is all pervasive and has an impact on every aspect of commercial life.

Businesses, particularly in the financial sector, need tax advice given the range of taxes that apply and the necessity for accurate tax reporting. Moreover, tax rules change constantly with an annual Finance Act in the UK, court decisions and business innovations.

### **Diversity, Sustainability and Corporate Social Responsibility**

It is important that the UK has a competitive tax system to attract and retain globally mobile businesses for long term economic progress.

As a not-for-profit organisation the primary purpose of the Chartered Institute of Taxation (CIOT) is to promote education in taxation with a key aim of achieving a more efficient and less complex tax system for all. The Low Incomes Tax Reform Group, a CIOT initiative, provides a wealth of information for unrepresented taxpayers, and campaigns for a fairer system for the tax and benefits experience of disabled people and carers, low income workers, pensioners, migrants and students. While on a low income complex laws and administrative systems often make their life difficult.

The Company has two charities, the Tax Advisers' Benevolent Fund (TABF) and the Tax Advisers' Charitable Trust (TACT). TABF supports tax advisers who are in need following personal or business tragedies, and students needing financial help with their exam courses and training. TACT supports charities involved with the City or its immediate neighbourhood, and charities involved with taxation including education and the provision of tax advice to those who need it but cannot afford it (TaxAid and Tax Help for Older People).

## Facts and Figures

CIOT has some 20,800 members and students, and the Association of Taxation Technicians (ATT) around 12,400 members and students, at September 2013. In addition, many Chartered and Certified accountants, Solicitors and Barristers specialise in tax. CIOT has an Advanced Diploma in International Taxation (ADIT), a globally recognised qualification for those practising in international tax.

The Company draws its members from all branches of the tax profession, as well as the tax judiciary and academia, and includes many senior figures from the tax world.

## Areas of Financial Services Expertise

- ❖ All types of taxes; principally corporation tax, Value Added Tax, income tax and all levies and duties, plus National Insurance Contributions - a tax in all but name.
- ❖ Risk analysis of tax issues, and planning to minimise tax exposures.
- ❖ Accurate tax reporting, compliant with accounting principles and US and international requirements such as Sarbanes Oxley.
- ❖ Advice on corporate M&A transactions, and major issues with tax authorities.

## Country Issues

- ❖ The UK has a large active branch of the International Fiscal Association with a programme of meetings and conferences to bring together those in practice, industry, academia and fiscal authorities.
- ❖ Many tax advisers have extensive international links through their professional firms and companies, or membership of international bodies such as the Business and Industry Advisory Committee to the OECD, or the International Chamber of Commerce.
- ❖ CIOT has 39 branches worldwide in UK, Australasia, Europe, Hong Kong and USA.

Contact Morag Loader at [mloader@operis.com](mailto:mloader@operis.com)

## **AREAS OF EXPERTISE IN THE FINANCIAL SERVICES SECTOR**

*The following are the principal areas of expertise in various financial services matters and potential candidates for Lord Mayor and Sheriff are invited to contact the nominated Livery Company Representative for the relevant area of expertise. Although only one contact name may be given, other Representatives may be involved. The nominated contact will involve the other Representatives, as required.*

### **1. Accountancy.**

- ❖ Audit and Assurance.
- ❖ Ethics, Fraud, information technology and cybercrime (also see Information Technology).
- ❖ Financial reporting, Insolvency.
- ❖ International capacity building in developed and developing nations.
- ❖ Public sector financial management.
- ❖ SMEs, business strategy and tax issues.
- ❖ Business sustainability including valuing natural capital
- ❖ Voluntary sector/Charity sector.

**Contact David Illingworth, The Worshipful Company of Chartered Accountants in England & Wales. [djillingworth@btinternet.com](mailto:djillingworth@btinternet.com)**

### **2. Actuarial**

- ❖ Longevity.
- ❖ International: the UK's leading role in the setting of international actuarial standards (such as European Embedded Value and Market-Consistent Embedded Values); the valuation of financial instruments under International Financial Reporting Standards.
- ❖ Pension Fund financial management
- ❖ Insurance of all risks, domestic and international, their pricing, provisioning, projections, reinsurance and capital needs.
- ❖ Enterprise Risk Management (see also Insurance).

**Contact Julie Griffiths, The Worshipful Company of Actuaries. [juliegriffiths@btinternet.com](mailto:juliegriffiths@btinternet.com)**

### **3. Arbitration**

- ❖ The comparative benefits of arbitration and other forms of dispute resolution.
- ❖ The attraction and benefit of London as a seat of and as a venue for international arbitration, particularly in relation to cross border disputes.
- ❖ The benefit of contractual arbitration and dispute resolution provisions, especially in international contracts for insurance and reinsurance, shipping, brokerage and commodities trading.
- ❖ The high international standards of training and practice of conflict management and dispute resolution available in London and elsewhere in the UK.

**Contact Karl Davies, The Worshipful Company of Arbitrators.**  
[karldavies@btinternet.com](mailto:karldavies@btinternet.com)

### **4. Corporate Governance**

- ❖ Integrity and ethical standards.
- ❖ Corporate Social Responsibility.
- ❖ Principles-based regulation (and prescriptive regulation).
- ❖ 'Comply or explain'.
- ❖ The relationship between good governance and longer term profitability.

**Contact Adèle Thorpe, The Worshipful Company of Chartered Secretaries and Administrators.** [adele@adelethorpe.co.uk](mailto:adele@adelethorpe.co.uk)

### **5. Education**

- ❖ The influence of UK professional qualifications and professional institutions on worldwide professional education and standards.
- ❖ The role of UK professionals in volunteering to provide short term continuing professional education overseas.

**Contact Julie Griffiths, The Worshipful Company of Actuaries.**  
[juliegriffiths@btinternet.com](mailto:juliegriffiths@btinternet.com)

## 6. Finance

- ❖ Capital markets, private equity, hedge funds and SME finance.
- ❖ Corporate finance, acquisitions and mergers.
- ❖ Ethics in finance.
- ❖ Finance for early stage and technology ventures.
- ❖ Finance innovation Lab looking at the future of audit and other issues.

**Contact David Illingworth, The Worshipful Company of Chartered Accountants in England & Wales. [djillingworth@btinternet.com](mailto:djillingworth@btinternet.com)**

## 7. Insurance

- ❖ The UK's leading role in insurance and reinsurance.
- ❖ Risk Management (see also Actuarial).
- ❖ General insurance underwriting, terrorism insurance and broking.
- ❖ Claims management and loss adjusting.
- ❖ Climate change and the impact on natural catastrophe insurance; and UK flood and insurance availability.
- ❖ Convergence of capital markets and (re)insurance markets.
- ❖ EU developments in insurance.
- ❖ Personal financial advice, pensions, life insurance and longevity.

**Contact Bronek Masojada, The Worshipful Company of Insurers. [bronek.masojada@hiscox.com](mailto:bronek.masojada@hiscox.com)**

## 8. Information Technology

- ❖ Information assurance and cyber-security (systemic stability).
- ❖ IT education: the need to ensure a reliable supply of qualified IT systems users and developers.
- ❖ IT as a business, to encourage enterprise in London's public and private capital markets and enable value through effective service delivery.

**Contact Mike Jenkins, The Worshipful Company of Information Technologists [clerk@wcit.org.uk](mailto:clerk@wcit.org.uk)**

## 9. International

- ❖ Advice and support to TheCityUK in the promotion of UK financial services in London and other financial centres in the UK as the jurisdiction of choice for commercial disputes, including the courts, arbitration and other forms of dispute resolution.

**Contact Karl Davies, The Worshipful Company of Arbitrators.**  
[karl.davies@btinternet.com](mailto:karl.davies@btinternet.com) or Karen Richardson, The Worshipful Company of Solicitors of the City of London.  
[krmessages@yahoo.co.uk](mailto:krmessages@yahoo.co.uk)

## 10. Legal

- ❖ The level of Legal expertise available in the City.
- ❖ The sophistication of the Legal market in the City.
- ❖ The stability of the Legal system.
- ❖ The role of the City of London Solicitors' Company/City of London Law Society and its links with The Law Society and the Solicitors Regulation Authority.

**Contact Karen Richardson, The Worshipful Company of Solicitors of the City of London.** [krmessages@yahoo.co.uk](mailto:krmessages@yahoo.co.uk)

## 11. Management Consultancy

- ❖ Business and organisational change in companies, governmental bodies and NGOs.
- ❖ Strategic planning and corporate development.
- ❖ Governance and risk management improvement
- ❖ Management best practice – trends and current thinking.
- ❖ Organisational Planning and implementation.
- ❖ Personnel advice and services including Search & Selection and Interim Management.
- ❖ Systems and Process Analysis, Design and implementation.
- ❖ Mentoring and coaching: knowledge transfer.
- ❖ Business process outsourcing/offshoring.

**Contact Ian Bonny.** [ian.bonny@btopenworld.com](mailto:ian.bonny@btopenworld.com)

## 12. Marketing

- ❖ Assisting organisations with their need to research stakeholders' views; to position themselves clearly in the minds of their audiences; and to design and deliver communications.
- ❖ Delivering research, thought leadership, strategic planning, communications, design, branding and project measurement skills.
- ❖ Marketing insight and the production of benchmark studies.
- ❖ Marketing training through the Chartered Institute of Marketing.

**Contact Trevor Brignall, The Worshipful Company of Marketors**  
[trevorbrignall@btinternet.com](mailto:trevorbrignall@btinternet.com)

## 13. Regulation

- ❖ Principles-based regulation (and prescriptive regulation).
- ❖ 'Comply or explain'.
- ❖ Cyber security and the ability to regulate the markets by tracing trades (see also Information Technology)
- ❖ Market-consistent Management Information for efficient regulation.

**Contact Bronek Masojada, The Worshipful Company of Insurers.**  
[bronek.masojada@hiscox.com](mailto:bronek.masojada@hiscox.com)

## 14. Taxation

- ❖ Tax developments both in the UK, and in the international arena from bodies such as the G20, the EU and the OECD
- ❖ Current live issues including the new General Anti-Abuse Rule, Controlled Foreign Company taxation, the Statutory Residence test and enhanced HMRC powers such as penalties, and the disclosure of offshore accounts.
- ❖ The dividing line between capital and revenue, specifically relating to interest relief and private equity.
- ❖ The size and complexity of the UK Tax Code.

**Contact Morag Loader, The Worshipful Company of Tax Advisers.**  
[mloader@operis.com](mailto:mloader@operis.com)

## **15. Banking, Securities, and Investments**

- ❖ Retail, Commercial, Corporate, and Investment Banking: products, operations, and regulation.
- ❖ Personal and Commercial Finance and Leasing.
- ❖ Securities Markets: instruments, dealing, clearing, and custody.
- ❖ Institutional Investment Management, Retail Fund Management, Wealth Management, and Fund Administration.
- ❖ Financial Literacy.

**Contact The Clerk, The Worshipful Company of International Bankers.**  
**[Clerk@internationalbankers.co.uk](mailto:Clerk@internationalbankers.co.uk)**

## THE FINANCIAL SERVICES GROUP OF LIVERY COMPANIES

### CONTACTS

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