

# European Financial Centres Roundtable



FFI | Federation of Finnish Financial Services



# Content

City of London .....	5
Organism .....	5
Governance .....	5
Functions .....	7
Finanzplatz München Initiative. Munich Financial Center Initiative.....	8
Organism .....	8
Functions .....	8
Members .....	9
Frankfurt Main Finance .....	10
Organism .....	10
Governance .....	10
Functions .....	10
Members .....	11
Membership.....	11
Spain Financial Centre .....	12
Organism .....	12
Governance .....	12
Functions .....	12
Members .....	14
Luxembourg for Finance .....	15
Organism .....	15
Governance .....	16
Functions .....	16
PROFIL Members.....	16
Paris Europlace .....	18
Organism .....	18
Governance .....	19
Functions .....	21
Members .....	22
Membership.....	24
Scottish Financial Enterprise/ SFE.....	26

Organism .....	26
Governance .....	26
Functions .....	26
Members .....	27
Membership .....	27
TheCityUK .....	29
Organism .....	29
Governance .....	29
Functions .....	29
Membership .....	31
Finance Estonia .....	33
Organism .....	33
Functions .....	33
Members .....	34
Membership .....	35
FEBELFIN .....	36
Organism .....	36
Governance .....	36
Functions .....	36
Members .....	36
Financial Services Ireland .....	39
Organism .....	39
Governance .....	39
Functions .....	40
Members .....	41
Membership .....	41
Italian Banking, Insurance and Finance Federation - FEBAF .....	42
Organism .....	42
Members .....	42
Governance .....	42
Functions .....	43
Federation of Finnish Financial Services .....	46
Organism .....	46
Functions .....	46

Governance .....	46
Members .....	47
Membership .....	47

# City of London

<http://www.cityoflondon.gov.uk/Pages/default.aspx>

## Organism

### The City Fund

This Fund meets the cost of the City of London's local authority, police authority and port health authority activities. The Fund generates rental and interest income to help finance these activities. In addition, in common with other local authorities, it receives grants from central government, a share of business rates income and the proceeds of the local council tax.

The City of London retains only a small proportion of the business rates collected from its area, in accordance with the national arrangements. The remainder has to be paid over to the national non-domestic rates pool and is redistributed to local authorities throughout the country by central government.

Because of its special circumstances – notably its very low resident population and high daytime population – the City of London is allowed uniquely to set its own business rate. It may set this rate, subject to certain constraints, at a higher or lower level than the National Non-Domestic Rate determined by central government for the rest of the country.

### City's Cash

This is an endowment fund built up over the last eight centuries. Its incomes are derived mainly from property, supplemented by investment earnings and the fund is now used to finance activities mainly for the benefit of London as a whole but also of relevance nationwide. The management and conservation of over 10,000 acres of open space, all of the Lord Mayor's activities, Smithfield, Billingsgate, and Leadenhall markets, three of the highest achieving independent schools in the country and the Guildhall School of Music and Drama – all these are paid for by City's Cash at no cost to the public.

### Bridge House Estates

The City of London is the sole trustee of Bridge House Estates which reaches out across London in many important and diverse ways. This includes its grant-making operation, City Bridge Trust, but the core business of the Estates, for many centuries, has been looking after its bridges. Bridge House Estates in some cases built, and now maintains, five of the bridges that cross the Thames into the City of London – London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and the Millennium Footbridge. The maintenance and replacement of these bridges remains the prime objective of this ancient charity.

## Governance

The Right Honourable the **Lord Mayor** of the City of London is the official title for the head of the City of London Corporation, which provides local, policing and other services for the Square Mile.

The Lord Mayor presides over its governing bodies, the Court of Aldermen and the Court of Common Council and within the City, only the Sovereign takes precedence.

Outside the City the Lord Mayor takes precedence with, but after, members of the Cabinets. On behalf of the Sovereign and the Government the Lord Mayor regularly acts as a host for hospitality provided by the City of London Corporation for visiting heads of state and foreign dignitaries.

A dedicated ambassador, supporting and promoting the City as the world leader in international finance and business services, the Lord Mayor travels extensively, in liaison with the Foreign and Commonwealth Office and UK Trade & Investment, fostering goodwill and boosting British trade, particularly the markets and services of the City.

## How the City Corporation works

The City is divided into 25 wards and 125 members are elected to represent them. Each ward elects one Alderman and two or more Common Councilmen, depending on its population, totalling 100 Common Councilmen and 25 Aldermen.

Full City-wide elections are held every four years with by-elections and aldermanic elections in between. Because the City has a relatively small number of residents, compared to City workers, it has two categories of voters: resident and business.

Members take the major strategic decisions that direct the work of the City Corporation. They represent a wide range of professions and City interests. They are elected on a non-party political basis and are unpaid.

Members sit on a variety of committees - also open to the public - that manage the organisation's different functions. There are two main types of committee – the first is made up of one member from each of the City's 25 wards plus ex-officio members (membership due to holding a specific office or role); the second is made up members directly elected by the Court of Common Council plus ex officio members.

Our chief executive, the Town Clerk, is head of the 'paid service' and is responsible for the organisation's efficient management. The role also involves giving Members strategic advice on policy-related issues, drawing on the experience and expertise of the organisation as a whole.

- The City Fund is made up of business rates (of which we only retain some 10% as the remainder is redistributed by the government to local councils across the UK), council tax and various government grants along with income from our own investments.
- City's Cash is a combination of funds including endowments built up over the centuries from money donated by individuals, legacies and the like which has been invested in assets such as property. The income or interest generated allows us to pay for key activities such as the work of the Lord Mayor, open spaces and the Guildhall School at no cost to taxpayers.

- The third fund is Bridge House Estates, originally set up through bridge taxes, rent and private bequests to deal with the upkeep of London Bridge. The funds have been effectively managed over the centuries so we can now also help charitable causes across London through the City Bridge Trust.

## Functions

The Corporate Plan is our main strategic planning document, providing a framework for the delivery of services. It is a clear statement of our vision, strategic aims and key policy priorities for the next four years.

## Our vision

The City of London Corporation will support and promote the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

## Strategic aims

- To support and promote The City as the world leader in international finance and business services.
- To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- To provide valued services to London and the nation.

## Key policy priorities

- Supporting and promoting the international and domestic financial and business sector
- **Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency**
- Engaging with London and national government on key issues of concern to our communities including policing, welfare reform and changes to the NHS
- **Maximising the opportunities and benefits afforded by our role in supporting London's communities**
- Increasing the impact of the City's cultural and heritage offer on the life of London and the nation

# Finanzplatz München Initiative. Munich

## Financial Center Initiative

<http://www.fpmi.de/en/home.html>

### Organism

The Munich Financial Center Initiative - known by its German abbreviation of "fpmi" - was founded to voice the concerns and further the interests of the companies, associations and institutions forming one of the strongest and most innovative sectors in European finance.

Centered in its capital city of Munich, Bavaria is home to one of Europe's most important financial communities.

### Functions

The mission of fpmi - the Munich Financial Center Initiative - is to provide the networking services and position-formulation activities linking its member companies, institutes, institutions and associations into an organization capable of effectively advocating its interests on the national and international level, of pooling and deploying expertise and other resources among each other, and of making the world aware of the sector's import and impact

To that end, we undertake the following activities:

- Via position papers and meetings with representatives of official bodies and institutions, we provide input into the operations undertaken to further the development of Europe's financial system and into the legislation requisite to achieve that end.
- We support enhancing Bavaria's position as a base capable of surmounting increasing competitive pressures.
- We provide the platforms and other channels of communication leading to tight linkages of startups, SMEs, providers of VC, banks and other participants in financing processes. Along the supply of our expertise, these linkages lead to increasing of the efficacy and throughput of these processes, and to the development of new financing models.
- We supply the resources and knowhow promoting the further development of the infrastructure availed upon by the financial community in Munich and in Bavaria as a whole, and bringing about linkages among scientific institutes and sector companies.
- Through the provision of information on and contacts to the local financial industry, through the staging of events, and through the optimizing of operating conditions, we work to secure the inflows of investment, expertise and personnel – including those from abroad – requisite to pursue the expansion of Munich's financial community.
- In pursuing our activities, we maintain an exchange of ideas with institutions and other financial centres in Europe.



## Members

### 50 Members

Allianz SE, Baader Bank AG, Bavarian Bankers Association, Bavarian Chambers of Commerce and Industry, Bavarian Finance Center, Bavarian State Ministry, Bayerische Beamten Versicherungen , BayernLB, CACEIS Bank, Chamber of Trade and Crafts, City of Munich, Commerzbank, D.A.S., Deutsche Bank, Deutsche Bundesbank Regional Office in Bavaria Deutsche Pfandbriefbank AG, Generali Versicherungen, Genossenschaftsverband Bayern e.V., Hauck & Aufhäuser Privatbankiers KgaA, HUK-COBURG insurance group, HVB Institute for Mathematical Finance, HypoVereinsbank, ibi research, ifo Institute, Institut der Wirtschaftsprüfer, KGAL GmbH & Co. KG, KMF, Kreissparkasse München Starnberg Ebersberg, Lebensversicherung von 1871 a.G. München, LfA Förderbank Bayern, Merck Finck & Co oHG Privatbankiers, Münchener Hypothekenbank eG, MÜNCHENER VEREIN Insurance Group, Munich Re, Munich Risk and Insurance Center, Munich Stock Exchange, mwb fairtrade Wertpapierhandelsbank AG, NÜRNBERGER Insurance Group, Oberbank AG, R+V Allgemeine Versicherung AG, Raiffeisenlandesbank Oberösterreich AG, Sparkassenverband Bayern, Stadtparkasse Munich, State Street Corporation, Swiss Life, Swiss Re, UBS Deutschland AG, vbw – Vereinigung der Bayerischen Wirtschaft, Versicherungskammer Bayern, Wirtschaftsprüferkammer, Zentrum für Weiterbildung und Wissenstransfer (ZWW).

# **Frankfurt Main Finance**

<http://www.frankfurt-main-finance.com/en/home/>

## **Organism**

Frankfurt e.V. (eingetragener Verein) is an association.

## **Governance**

Our strength is a broad basis - at Frankfurt Main Finance, the state of Hesse, the city of Frankfurt, banks, the stock exchange and academia and vendors are united in a common goal - to strengthen the financial centre.

## **Highly-ranking and efficient**

The goals of Frankfurt Main Finance require a strong interconnection of economics and politics; credibility is achieved through, on the one hand, the support of political and commercial representatives and, on the other hand, an efficient handling of projects. Frankfurt Main Finance has resolved this delicate balance through the form and organisational structure of the association. The central committees are the executive committee, the management and working groups. In addition, the bylaws provide for a management board, which is selected by the meeting of the members. Moreover, the meeting of the members establishes the budget, formally approves the actions of the management board, the executive committee and the management and makes decisions on amendments to the bylaws and the dissolution of the association.

### **The executive committee**

The executive committee manages the association. It is composed of up to twelve members and is selected by the management board. Through the manning with high-ranking figures from the member organisations, the necessary strength is imparted to the Initiative both within the organisations themselves and in the broad public.

### **The management**

The executive committee appoints one or more professional managing directors. They assume the tasks of day-to-day work. They thereby work together closely with the spokesman of the executive committee and the working group. NewMark Finanzkommunikation GmbH is currently assigned with the management, which has appointed Hubertus Väth as managing director.

### **The working group**

A working group consisting of delegates of the executive committee prepares its decisions. It meets once per month and coordinates all questions regarding current work, also with the management. As such, the highest possible efficiency in the coordination of the day-to-day work between the executive committee and the management is ensured

## **Functions**

Frankfurt Main Finance is the voice of the Frankfurt financial centre. Under a catchy umbrella brand, we are effectively positioning Germany's most important financial centre in national and

global competition. That begins with the presence at all important financial events in Frankfurt and reaches up to the cooperation with the Moscow financial centre as the Russian partner. Whatever we do, we do in accordance with our values: straightforward, global, integrated..Our logo - a symbiosis composed of the euro symbol, the "F" for Frankfurt and the globe - stands for this claim. The Main, as an artery of a centuries-long commercial tradition of the city of Frankfurt and, at the same time, as an East-West axis, likewise plays a central role for our identity.

## **Members**

### **18 Members**

Association of German Banks – Hesse, ARD-Börsenredaktion, Stock Exchange Newspaper, German Investment and Asset Management Association, Federal Association of Securities Trading Firms, Center for Financial Studies, German Equities Institute, German Journalist Prize, European Finance Forum, F.A.Z.-Institut, FrankfurtRheinMain, Hesse Agency, Institut für bankhistorische Forschung, IHK, NetCo Consulting, RheinMain Finance e.V, The Early Editors Club, Association of Foreign Banks in Germany, Frankfurt Economic Development

## **Membership**

Frankfurt Main Finance offers a platform to its members

- for contacts in the financial world and politics
- in order to carry into effect ideas with partners at the financial centre
- for initiating contact with other financial centres
- for high-quality events on current topics
- for the support of effective and sustainable public relations
- in order to promote the financial location of Frankfurt in an effective way

Generally, two options are provided for membership at Frankfurt Main Finance:

### **Regular members**

Regular members of the association can be legal entities, associations, credit institutions, financial institutions and their service providers (particularly law firms and auditing and tax consulting companies), along with statutory corporations (particularly the state of Hesse and the city of Frankfurt), but not natural persons. Regular members are entitled to vote in the meetings of the members.

### **Sustaining members**

Sustaining members of the association can be natural persons and legal entities, associations, credit institutions, financial institutions and their service providers, along with institutions and statutory corporations, to the extent that, due to their work, their occupation or their participation in commercial life, they are suitable for promote the goals of the association. Sustaining members are not entitled to vote in the meetings of the members, but can participate in the meetings. They regularly receive information on the work of the association.

# Spain Financial Centre

<http://www.spainfinancialcentre.com>

## **Organism**

*“Coordinating and fostering the interaction among the various agents of the Spanish and international financial systems, to improve the performance of the Spanish economy and to promote Spain as an international financial centre, particularly as a natural bridge between Europe and Latin-America”.*

Spain Financial Centre is an organization that brings together all those nationally or internationally involved in the financial business, either in the supply or demand side, by promoting and coordinating projects around the key areas of the Spanish financial ecosystem, to boost the presence of Spain as a modern and evolving international financial centre.

## **Governance**

As regards Spain Financial Centre governance, a private liability company is responsible for having a stable financial structure to support the premises and human and technical resources needed to keep the organization working; at the same time, Spain Financial Centre is present as leader in the various working groups and associations linked to the organization

### **Goals:**

- Definition and implementation of lines of work with Latin America and the EU to widen and deepen the influence, financial flows and initiatives between the two regions.
- International broadcasting of the strengths and opportunities of the Spanish financial sector and related business.
- Close work with national financial associations to identify areas for improvement that deserve the concerted action of the financial sector as a whole and to rebuild trust in the financial system.
- Integration with other European Financial Centres in projects to modernize and increase the competitiveness of the region nowadays specially through the Capital Markets Union.
- Servicing of the Spanish business and financial community in the national and international arenas.

## **Functions**

- Promotion, international representation and networking through various national and international organizations and institutions.
- Support for international organizations and financial institutions to build relationships and presence in Spain.
- Support the procurement of financial sources for those projects that request the assistance of Spain Financial Centre.
- Assistance in the organization of national and international financial events.

## Lines of Action

### **European Financial Centres Roundtable**

- Strengthen mutual interaction between European financial centres and between these and the governing bodies of the EU.
- Achieve notoriety and prestige for European Financial Centres in general, and for Spain in particular, as global financial ecosystems.
- Improve competitiveness against Asian and American centres.
- Restore confidence in financial services and contribute to the dialogue on regulation from a perspective encompassing the interests of the various members of the financial sector and corporate funds applicants.

### **Fintech Spain**

- Building trust in the financial services developed in Spain in digital environments.
- Identify competitive areas in the Spanish "Fintech" sector and promote its dissemination and structuring worldwide, including promoting trade missions abroad.
- Increase mutual understanding and interaction between the various actors involved in the "Fintech" sector, both nationally and internationally, through the establishment of stable information channels.
- Provide guidance to businesses and entrepreneurs in order to develop or plan projects in this sector, to identify their needs and channels through which to solve their demands.
- Revise international initiatives that can guide or supplement those developed in Spain.
- Establish channels of information and collaboration with public and private financial institutions, both domestic and international, in order to promote contributions to this economic sector.

### **Financial Forum**

- To keep permanently in touch with all the Spanish financial associations.
- Exchange experiences to facilitate cooperation between Associations.
- Promote compatibility in the approaches of different sectoral Financial Associations.
- Identify improvements in competitiveness and attractiveness of the Spanish financial sector.
- Enhance the design of initiatives / proposals / projects / joint events.
- Analyze international benchmarks for the various activities.

### **Council of Latin American Finance**

- Institutionalize, in coordination with the various Latin-American financial institutions located in Spain, a comprehensive strategy of enhancing financial business with Latin America as one of the strategic pillars of Spain Financial Centre.
- Perform a compilation and coordination of the various initiatives in the field of Latin American finance, and spread this aspect of the Spanish financial activity internationally.
- Encourage initiatives with Latin American countries and create a network of Latin American financial centres by identifying the appropriate institutions or supporting their creation.
- Keep this forum durable, designed to implement an annual mechanism to keep periodically emerging initiatives alive, updating information, organizing events and keeping in touch with all the participants in this idea.

## Members

### 37 Members

Casa de América / Área Económica, CECA, FIDES, LATIBEX, Club Miami en Madrid, Federación Iberoamericana de Bolsas de Valores, Instituto Iberoamericano de Mercados de Valores, Fundación Iberoamérica Europa, Fundación Carolina, Corporación Financiera Iberoamericana, Banco Interamericano de Desarrollo, Secretaria Cumbres Unión Europea América Latina Caribe, Corporación Andina de Fomento, Federación Iberoamericana de Fondos de Inversión, Federación Internacional de Administradores de Fondos de Pensiones, Fundación Euroamérica, IEB Instituto de Estudios Bursátiles, el Clúster de Seguridad y Defensa, el Fondo Entrepreneurs Capital Partners, FINNOVISTA, el Foro de Innovación, Tech-Rules, AEB Asociación Española de la Banca, AERI Asociación Española de Relaciones con Inversores, AHE Asociación Hipotecaria Española, AMF Asociación de Mercados Financieros, ANAF Asociación Nacional de Asesores Financieros, ASCRI Asociación Nacional de Capital Riesgo, ASEAFI Asociación de Empresas de Asesoramiento Financiero, ASNEF Asociación Nacional de Establecimientos Financieros de Crédito, ASSET Asociación Española de Financieros y Tesoreros de Empresa, BCFE Barcelona Centre Financier Europeu, CECA Confederación Española de Cajas de Ahorro, EE Emisores Españoles, FOGAIN Fondo de Garantía de Inversiones, IEAF Instituto Español de Analistas Financieros, INVERCO Asociación de Instituciones de Inversión Colectiva y Fondos de Pensiones, UNACC Unión Nacional de Cooperativas de Crédito y UNESPA Asociación Empresarial del Seguro.

# Luxembourg for Finance

<http://www.luxembourgforfinance.lu/>

## **Organism**

Luxembourg for Finance (LFF) is the Agency for the Development of the Financial Centre. It is a public-private partnership between the Luxembourg Government and the Luxembourg Financial Industry Federation (PROFIL), under the Presidency of the Minister of Finance. Founded in 2008, its objective is to promote the expertise of the financial centre and the diversification of its services abroad through different communication channels.

## **PROFIL Luxembourg: The Luxembourg Financial Industry Federation**

Intensifying promotion of the image of the Luxembourg financial centre through structured and professional action – that is the declared goal of the Luxembourg Financial Industry Federation that has been set up under the name of PROFIL by the operators who play an active role in the financial centre.

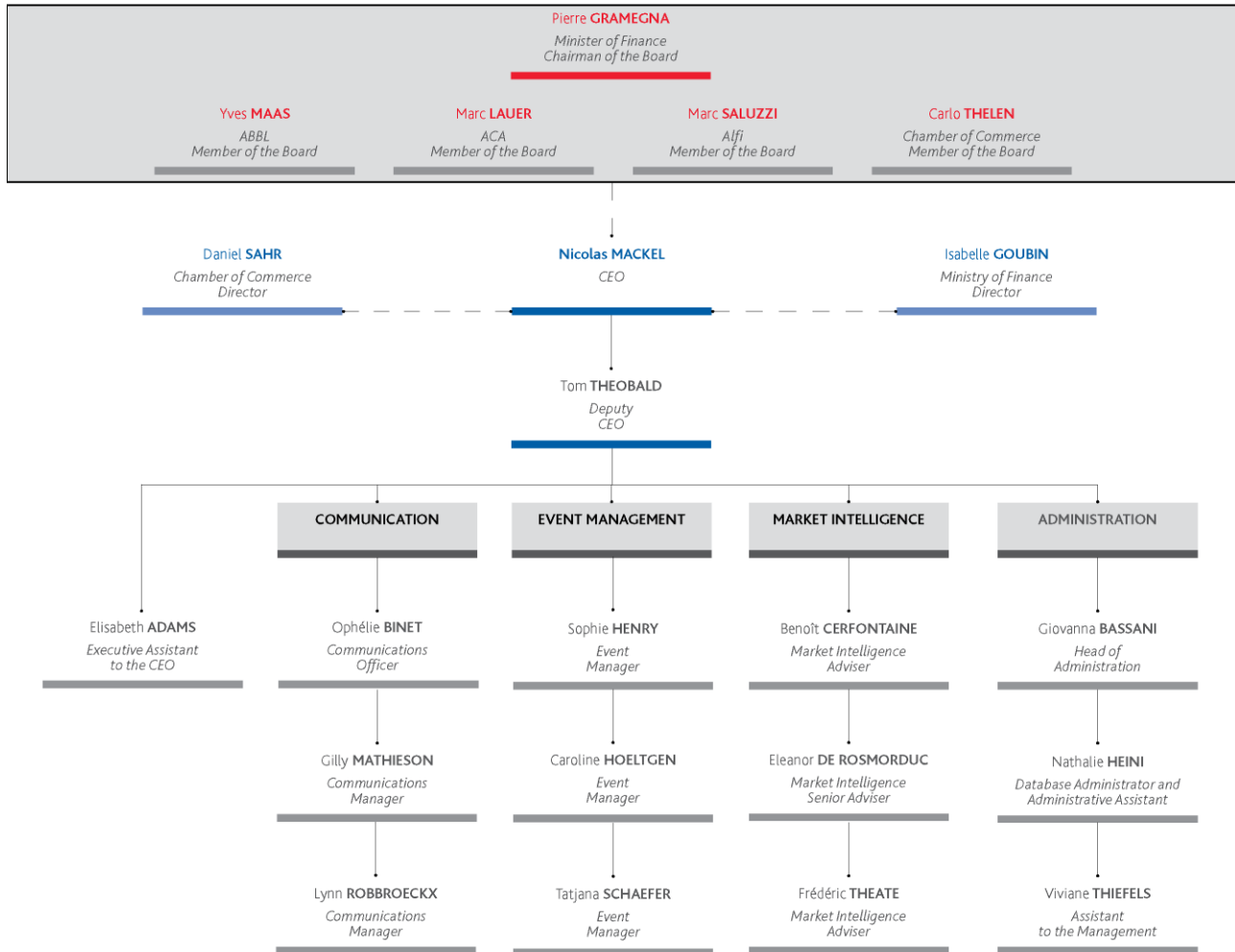
The Federation brings together representatives of banks, insurance companies, investment funds, wealth managers, domiciliation specialists, financial industry service providers, private equity professionals, lawyers, chartered accountants, auditors, the Luxembourg Chamber of Commerce, the Luxembourg Stock Exchange, Cetrel and Clearstream. Its primary aim is the promotion of a coherent and clear image of Luxembourg as a prestigious international financial centre.

While continuing to give priority to the defence of the interests of their associations and institutions, the members of PROFIL combine their efforts for the presentation to public opinion of the many facets of our financial centre which, through the innovative spirit of its operators and the farsightedness of its political leaders, has acquired a prominent position worldwide.

In the course of its mission, PROFIL also contributes to the overall promotion of the Grand Duchy. It is therefore the discussion partner for the persons responsible for promotion at political level and for the public bodies, which are responsible for the development and supervision of the financial sector.

In order to enhance the promotion of the financial centre abroad, the Luxembourg Government and PROFIL concluded a partnership for the creation of Luxembourg for Finance, the Agency for the Development of the Financial Centre.

## Governance



## Functions

The agency continuously monitors global trends and evolutions in finance in order to identify development opportunities for the Luxembourg financial centre and to adapt communicational measures to different target markets and target groups. It is also the first port of call for foreign journalists. In cooperation with the various professional associations, LFF develops documentation on products and services available in Luxembourg and their relevant legal and regulatory framework. Furthermore, LFF organises seminars in international business locations and takes part in selected world-class trade fairs and congresses.

## PROFIL Members

14 Members



The Luxembourg Bankers' Association (ABBL), Association of the Luxembourg Fund Industry (ALFI), Luxembourg Association of Insurance Companies (ACA), Association luxembourgeoise des professionnels du patrimoine (ALPP), Association des PSF de support (APSFS)

Luxembourg International Management Services Association (LIMSA), Chamber of Commerce Luxembourg, Institut des réviseurs d'entreprises (IRE), Ordre des experts-comptables (OEC), Ordre des avocats du Barreau de Luxembourg, CETREL S.A., Clearstream International S.A., Luxembourg Stock Exchange, Luxembourg Private Equity and Venture Capital Association (LPEA)

# Paris Europlace

<http://www.paris-europlace.net/>

## Organism



[www.paris-europlace.net]

Paris EUROPLACE fédère et représente une très grande diversité d'acteurs et vise à : renforcer l'attractivité de la Place financière de Paris ; être force de propositions sur les évolutions réglementaires et fiscales ; stimuler la recherche et l'innovation en finance ; et assurer la promotion internationale des atouts et spécificités de la Place.

*Paris EUROPLACE gathers and expresses positions of market players as it seeks to: strengthen the attractiveness of the Paris financial marketplace; establish constructive relations with*

*European Institutions in a global financial context; stimulate research and innovation in finance; and promote these objectives through dialogue internationally.*



[www.finance-innovation.org]

Finance Innovation a pour but de créer de nouveaux projets entrepreneuriaux et innovants à forte valeur ajoutée.

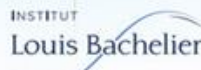
*The Paris financial services cluster aims at drawing upon the strengths of the Paris financial marketplace in order to create new high added value entrepreneurial and innovative projects.*



[www.eifr.eu]

L'Institut Européen de Régulation Financière a pour but de contribuer à une régulation européenne « équilibrée » fondée sur la confiance entre régulateurs et régulés.

*The European Institute for Financial Regulation aims to contribute to a "smart" European regulation based on trust between regulators and regulatees.*



[www.institutlouisbachelier.org]

L'ILB est un centre de recherche en réseau de dimension internationale qui a pour objet de soutenir, promouvoir et diffuser la recherche et l'enseignement français en finance. L'ILB constitue ainsi un dispositif unique réunissant les meilleures équipes de recherche en mathématiques, économie et gestion appliquées à la finance ; en atteste la

labellisation LABEX (Laboratoire d'Excellence) obtenue par l'Institut Louis Bachelier dans le cadre de son projet « Finance et Croissance Durable ».

*The ILB is an international research center which sustains, promotes and spreads French research in finance. The ambition of the ILB is to give a new essence to the*



[www.europlace-finance.com]

L'IEF a pour but de développer la recherche en Finance au plan européen et international.

*The IEF's goal is to develop research in finance at a European and international scene.*

*finance industry. In order to satisfy this ambition, it makes use of a high-level scientific research program composed of four main areas of research: "Finance and Sustainable Development", "Finance for Demographic and Economic Transitions", "Risks & Regulation", and "Behavioral Finance".*

## Governance

### Board

**Gérard MESTRALLET,**  
Chairman & CEO, GDF SUEZ

#### Rapporteur

**Arnaud de BRESSON,**  
Managing  
Director, Paris EUROPLACE

#### Members

**Bernard ARNAULT,**  
Chairman & CEO, Groupe LVMH

**Marie-Anne BARBAT-LAYANI,**  
Chief Executive  
Officer, Fédération Bancaire Française  
(FBF)

**Patricia BARBIZET,**  
Vice Chairman  
of the Board, PPR

**Francine BAVAY,**  
Regional  
Councillor, Conseil Régional  
d'Ile-de-France

**Stéphane BOUJNAH,**  
Chief Executive Officer,  
Banco Santander Global Banking and  
Markets (France & Benelux)

**Henri de CASTRIES,**  
Chairman  
of the Executive Board, AXA

**Dominique CERUTTI,**  
CEO & Chairman of the Managing  
Board, Euronext NV

**Pierre-André de CHALENDAR,**  
Chairman  
& CEO, Compagnie Saint Gobain

**Jean-Paul CHIFFLET,**  
Chief Executive Officer,  
Crédit Agricole SA

**Bertrand DELANOE,**  
Mayor of Paris

**Gilles DENOYEL,**  
Deputy CEO, HSBC France

**Jean-François DUBOS,**  
Chairman of the Executive Board,  
Vivendi

**Ramon FERNANDEZ,**  
Managing Director, DGTPE

**Pierre-Antoine GAILLY,**  
Chairman, Chambre de  
Commerce et d'Industrie de Paris  
(CCIP)

**Jean-Paul HUCHON,**  
Chairman,  
Conseil Régional d'Ile-de-France

**Jean-Pierre JOUJET,**  
CEO, Caisse des Dépôts

**Paul-Henri de LA PORTE DU THEIL,**  
Chairman, Association  
Française de Gestion Financière (AFG)

**Bruno LAFONT,**  
Chairman & CEO, Lafarge

**Frédéric LEMOINE,**  
Chairman of the Executive Board,  
wendel

**Vivien LEVY-GARBOUA,**  
Senior Advisor, BNP Paribas,  
Chairman of the Steering  
Committee, Paris EUROPLACE

**Christophe de MARGERIE,**  
Chairman & CEO, Total

**Jay NIRSIMLOO,**  
Chairman of the Executive Board,  
KPMG

**Christian NOYER,**  
Governor, Banque de France

**Frédéric OUDEA,**  
Chairman & CEO, Société Générale

**Georges PAUGET,**  
Chairman, Finance INNOVATION

**Michel PEBEREAU,**  
Honorary President,  
BNP Paribas

**François PEROL,**  
Chairman of the Executive Board,  
BPCE

**Gérard RAMEIX,**  
Chairman, Autorité  
des Marchés Financiers (AMF)

**Stéphane RICHARD,**  
Chief Executive Officer,  
Orange

**Bruno ROGER,**  
Chairman & CEO, Lazard Frères  
Banque

**Guillaume SARKOZY,**  
Chief Executive Officer,  
Groupe Malakoff Médéric

**Christian SAUTTER,**  
Deputy Mayor, Mairie  
de Paris

**Isabelle SEILLIER-RYVOL,**  
Managing Director, head of Financial  
Institutions EMEA, JP Morgan

**Jean-Dominique SENARD,**  
Chairman, Michelin

**Pierre SIMON,**  
Chairman, Greater Paris  
Investment Agency

**Jean-Cyril SPINETTA,**  
Chairman of the Board, Air France KLM

**Bernard SPITZ,**  
Chairman, Fédération  
Française des Sociétés d'Assurances  
(FFSA)

**Philippe TIBI,**  
Chairman, UBS France,  
Chairman, Association  
française des Marchés Financiers  
(AMAFI)

**Marc VIENOT,**  
honorary President,  
Paris EUROPLACE

**Philippe WAHL,**  
Chairman of the Executive Board, La  
Banque Postale

## Steering Committee

**Vivien LEVY-GARBOUA,**  
Senior Advisor,  
BNP Paribas

### Rapporteur

**Edouard de LENCQUESAING,**  
Advisor, Paris EUROPLACE

### Members

**Delphine d'AMARZIT,**  
Assistant Secretary, Financial  
Sector Department, Directorate  
General of Treasury

**Stéphane AUSTRY,**  
Partner, CMS Bureau  
Francis Lefebvre

**François BACOT,**  
Gérant, FDB Conseil

**Frédéric BEDIN,**  
Chief Executive Officer,  
Le Public Système

**Salim BENSMAIL,**  
Directeur du Développement de  
l'Emploi  
et de l'Enseignement Supérieur, Ville  
de  
Paris

**Pierre BOLLON,**  
Chief Executive,  
Association Française de Gestion  
Financière (AFG)

**Arnaud de BRESSON,**  
Managing Director,  
Paris EUROPLACE

**Gilles BRIATTA,**  
Deputy Corporate Secretary, Société  
Générale

**Jérôme BRUNEL,**  
Head Public Affairs, Crédit Agricole CIB

**Dominique CARREL-BILLIARD,**  
Chief Executive Officer,  
AXA IM

**Dominique CERUTTI,**  
President & Deputy CEO, NYSE  
Euronext

**Patrick COMBES,**  
Chairman & CEO, Viel Tradition

**Fabrice DEMARIGNY,**  
Director of Capital Markets  
Activities, Mazars Marccus Partners

**Alain DEMAROLLE,**  
Founder & CIO, Alura Capital Partners

**Nicolas DUHAMEL,**  
Senior Advisor, BPCE

**Sylvain de FORGES,**  
Deputy CEO,  
AG2R La Mondiale

**Louis GODRON,**  
Chairman, Association Française  
des Investisseurs en Capital (AFIC)

**Olivier GUELAUD,**  
Group Treasurer, Pernod Ricard

**Jean-Jacques GUIONY,**  
Chief Financial  
Officer, LVMh

**Philippe HENRY,**  
Managing Director - European head  
of Corporate & Institutional Banking,  
HSBC

**Benoît de JUVIGNY,**  
Secretary General,  
Autorité des Marchés Financiers (AMF)

**Bertrand LABILLOY,**  
Director  
of Economic, Financial and  
International  
Affairs, Fédération Française des  
Sociétés  
d'Assurances (FFSA)

**Pierre de LAUZUN,**  
Deputy Director General, Fédération  
Bancaire Française (FBF)

**Agnès LEPINAY,**  
Director of Economic,  
Financial Affairs, SME, MEDEF

**Jean-François LEQUOY,**  
Director General,  
Fédération Française des Sociétés  
d'Assurances (FFSA)

**Sylvie MATHERAT,**  
Deputy Director General,  
Directorate General Operations,  
Banque  
de France

**Joël MERERE,**  
Chief Executive Officer,  
Euroclear

**Olivier MOTTE,**  
head of Public Affairs, Crédit Agricole  
CIB

**Alain PITHON,**  
Secretary General,  
Paris EUROPLACE

**Michel PRADA,**  
Chairman of Conseil de Normalisation  
des Comptes Publics (CNOCP),  
Ministère du Budget, des Comptes  
Publics et de la Fonction Publique

**Vincent REMAY,**  
Senior Advisor, Viel Tradition

**Jacques ROSSI,**  
Partner, Cabinet Jacques Rossi

**Gilles SAINT-MARC,**  
Partner, Gide Loyrette Nouel

**Hervé SAINT-SAUVEUR,**  
Chairman, EIFR

**Edouard SALUSTRO,**  
Founding President,  
Cabinet Edouard Salustro

**Christian SCHRICKE,**  
Chief Executive, ANSA

**Pierre SORBETS,**  
Managing Director, hSBC France

**Patrick SOULARD,**  
Chief Executive Officer/  
Unicrédit

**Dominique THORMANN,**  
Chairman & CEO, RCI Banque,  
RENAULT

**Edouard VIELLEFOND,**  
Deputy Chief  
Executive Officer, Autorité des  
Marchés  
Financiers (AMF)

## Committees

Chaired by Bruno LAFONT, Chairman and CEO, Lafarge, the Corporate's Committee, composed of Chief Financial Officers from listed companies and SMEs, aims at preparing

proposals on alternatives and possibilities regarding Corporate's financing through Capital Markets (Equity, Bonds), project financing, long term saving, private equity. The Committee also contributes regularly to European workings groups and to market regulation reflections.

Chaired by Yves PERRIER, Chief Executive Officer, Amundi, the Institutional Investors' Committee, composed of representatives of insurance companies, retirement funds, asset management companies, aims at issuing proposals from the investors' viewpoint notably on the following topics: long-term savings, regulation, sustainable finance, participation in European works.

## Functions

Paris EUROPLACE is the organization in charge of promoting and developing the Paris financial marketplace. It brings together and represents a great variety of players active in the financial industry: issuers, investors, banks, insurance companies and financial intermediaries, whether they are French or non-French entities. As a privileged intermediary with the European and French authorities with which it maintains an ongoing and constructive dialogue, Paris EUROPLACE initiates proposals for the collective benefits of the financial center. Paris EUROPLACE promotes the following activities:

**The attractiveness of the Paris financial marketplace:** Paris EUROPLACE seeks to accelerate government reforms needed to enhance the competitiveness of the Paris financial marketplace. Among its members, working- groups have been created to position ideas, promote dialogue and develop concrete measures to be submitted to the relevant authorities.

**European Action:** Paris EUROPLACE actively contributes to research and projects on the financial market organization at the European level. It presents the position of market players based in France in view of implementing a competitive regulatory framework for Europe based on common regulation between and among European Union member states, a better integrated infrastructure, and a consolidated and homogeneous supervisory entity.

**International Promotion:** Paris EUROPLACE organizes International Financial Forums around the world to promote the strengths and opportunities of the French financial markets to international investors, issuers and financial intermediaries. Paris EUROPLACE also strengthens long-term ties with emerging financial centers through signed Memorandums of Understanding (Almaty, Bahrain, Dubai, Moscow, and Shanghai).

## Research in finance and financial services cluster

### Finance Innovation:

Launched in 2007, the financial cluster FINANCE INNOVATION develops highly valueadded entrepreneurial and research projects in the financial sector. The cluster is built around five areas for action:

- the financing of small and medium-sized enterprises (SMEs),
- research and development in financial tools and innovation,
- a training function for finance professionals,

- a platform for sharing financial information,
- the promotion of sustainable social and environmental innovation in finance..

## Working Groups



Home	About us	Working groups	Publications	Events	Financial News
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### COLLEGES

#### Collège Investisseurs Institutionnels

Président: Yves PERRIER, Directeur général, Amundi

Rapporteur: Cyrille de MONTGOLFIER, Directeur des affaires européennes institutionnelles, AXA.

Commissions :

- Epargne longue/ Financement de l'économie
- Investissement Socialement Responsable
- Normes comptables

#### Collège Entreprises

Président: Bruno LAFONT, Président, Groupe LAFARGE

Rapporteur: Jérôme CONTAMINE, Vice-président exécutif, directeur financier, Sanofi .

Commissions :

- Financement des PME
- Marché obligataire
- Projet CFA (Corporate Funding Association)

#### Collège Intermédiaires/ Banque de Financement

Président: Severin CABANNES, Directeur délégué, Société Générale

Rapporteur: Arnaud de BRESSON, Délégué général, Paris EUROPLACE.

#### Groupe Infrastructures

Président: Denis BEAU, Directeur général des opérations, Banque de France.

Commissions :

- Repo tripartite
- Compensation/ Règlement-Livraison
- Sécurisation des opérations de marché/ Post

### GROUPES DE TRAVAIL

#### Comité Utilisateurs

Président: Vivien LEVY-GARBOUA, Conseiller du Président, Paris EUROPLACE

Rapporteur: Arnaud de BRESSON, Délégué général, Paris EUROPLACE.

#### Comité Droit Financier

Président: Michel PRADA, Président, CNOCP

Commissions:

- Titrisation
- Droit des Sûretés
- Fiscalité
- Société Européenne
- Titres Financiers Complexes

#### Commission Développement Durable

Président: Nicole NOTAT, Présidente Vigeo.

Sous-Commissions :

- Financement de la transition énergétique
- Intégration des critères ESG dans l'obligataire
- Dialogue Emetteurs/investisseurs (ISR/RSE).
- Finance Participative.

#### Tableau de Bord Statistique

### COMITÉS PAYS

(Accords de coopération)

#### Pays du Golfe

(EAU, Qatar)

Animateur: Arnaud de BRESSON, Délégué général, Paris EUROPLACE

#### Chine

Animateur: Arnaud de BRESSON, Délégué général, Paris EUROPLACE

#### Russie

Animateur: Edouard de LENCQUESAING, Conseiller, Paris EUROPLACE

#### Afrique

Animateur: Alain PITHON, Secrétaire général, Paris EUROPLACE

## Members

294 Members

## Founding members (7)

BANQUE DE FRANCE, CAISSE DES DÉPÔTS, CHAMBRE DE COMMERCE ET D'INDUSTRIE DE RÉGION PARIS ILE-DE-FRANCE (CCI), CONSEIL RÉGIONAL D'ILE-DE-FRANCE, EUROCLEAR FRANCE, NYSE EURONEXT, VILLE DE PARIS

## Associate members (287)

Issuers (29)

ACCOR, AIR FRANCE – KLM, AÉROPORT DE PARIS; ALCATEL-LUCENT, ALTRAN TECHNOLOGIES, CADES, CARREFOUR, COMPAGNIE SAINT-GOBAIN, COVEA TECHNOLOGIES, EADS, EDF, EURO DISNEY, FRANCE TELECOM, GDF SUEZ, GROUPE DANONE, GROUPE LAGARDÈRE, KERING, LAFARGE, L'OREAL, LVMH, MICHELIN, PERNOD RICARD, RENAULT SA, SANOFI, SUEZ ENVIRONNEMENT, THALES, TOTAL, VINCI, VIVENDI

### **Real estate companies (2)**

AFFINE, UNIBAIL

### **Investors (12)**

AMUNDI, AXA, AXA INVESTMENT MANAGERS, BLACKROCK, CAPITAL FUND MANAGEMENT, CRÉDIT AGRICOLE ASSURANCES, FONDS DE RÉSERVE POUR LES RETRAITES, EIFFEL INVESTISSEMENT, GENERALI, GIAC, GFI SECURITIES, GROUPAMA ASSET MANAGEMENT, GROUPE GTI, HUGAU GESTION SAS, NATIXIS ASSET MANAGEMENT, MALAKOFF MEDERIC, OFI ASSET MANAGEMENT, WENDEL, XANGE PRIVATE EQUITY

### **Banks, insurance companies and financial institutions (30)**

BANK OF AMERICA, BANK OF CHINA PARIS BRANCH, BANQUE NOMURA France, BANQUE DE DÉVELOPPEMENT DU CONSEIL DE L'EUROPE, BANCO SANTANDER SA, BPCE, CAISSE DE REFINANCEMENT DE L'HABITAT, CHAABI BANK, CHOLET DUPONT, CNP ASSURANCES, COMMERZBANK, CRÉDIT AGRICOLE SA, CRÉDIT COOPÉRATIF, CRÉDIT FONCIER DE France, GIE APRIONIS & HUMANIS, GOLDMAN SACHS, GROUPE BNP PARIBAS, GROUPE HSBC, ICBC PARIS BRANCH, JP MORGAN & CIE, KEPLER CAPITAL MARKET, LA BANQUE POSTALE, LAZARD FRÈRES & CIE, MACIF, OSEO-BDPME, ROBECO GESTION, ROTHSCHILD & CIE, SOCIÉTÉ GÉNÉRALE, SWISS LIFE, THE ROYAL BANK OF SCOTLAND, UBS FRANCE SA, UNICRÉDIT

### **Trading & Clearing platforms (1)**

LCH.CLEARNET

### **Brokerage firms (2)**

EXANE, VIEL TRADITION

### **Law firms (23)**

ALLEN & OVERY LLP, ARSENE, ASHURST, BAKER & MCKENZIE, CABINET MARIE-AUDE NOURY, CABINET SALANS, CLEARY GOTTLIEB, CLIFFORD CHANCE, CMS BUREAU FRANCIS LEFEBVRE, DE PARDIEU BROCAS MAFFEI & ASSOCIÉS, DLA PIPER, FRESHFIELDS BRUCKHAUS DERINGER, GIDE LOYRETTE NOUEL, JEANTET ASSOCIÉS, JONES DAY, LANDWELL & ASSOCIÉS, LATHAM & WATKINS, LINKLATERS, NORTON ROSE, ORRICK RAMBAUD MARTEL, ROCHELOIS BESINS & ASSOCIÉS NOTAIRES, WEIL, GOTSHAL & MANGES, WHITE & CASE

### **Consultancies, audit & CPAs (6)**

DELOITTE TOUCHE & TOHMATSU, ERNST & YOUNG, KPMG, MAZARS, PRICEWATERHOUSECOOPERS, RICOL LASTEYRIE & ASSOCIÉS

### **Rating & communications agencies (4)**

CAPITALCOM, ETHIFINANCE, FTI CONSULTING, STANDARD & POOR'S

### **Professional associations (27)**

ACI, AFEP, AFG, AFIC, AFTE, AFTI, AMAFI, ANSA, CENTRE NATIONAL DES PROFESSIONS FINANCIÈRES, CEPS, CERCLE DES BANQUES ETRANGÈRES EN FRANCE, CFA FRANCE, CHAMBRE DES INDÉPENDANTS DU PATRIMOINE, CNCC, CNO, COMITÉ FRANCE CHINE, CROISSANCE PLUS, F2IC, FBF, FFSA, FSIF, IFA, MEDEF, MIDDLENEXT, OCBF, ORSE, SFAF

## SMEs (136)

3E SERVICES, 3V FINANCES, 4G SECURE, 570 ASSET MANAGEMENT, AAA IC, ACTUARIS, ADAMA, AGORA SEARCH, ALFI BUSINESS, ALTERNATIVA, AM FINE SERVICES & SOFTWARE, ANATEC, APOLOGIC APPLICATIONS, AQOBA SA, ARROW FINANCIAL CONSULTING FRANCE, ARSENE TAXAND, ATTOMA, AXONE INVEST, BANKEEZ, BANKIN, BBSP, BDO, BEMOBEE, BLACKFIN CAPITAL PARTNERS, BONASSUR, BOX & AUTOMATION SOLUTIONS, BUDGET INSIGHT CARTEGO FINANCE, CEV GROUP, CID CONSULTING, CLIMPACT, COMPTA DURABLE, CONATUS FINANCE, COURTANET, D'ONOFRIO BIANCA MARIA, DAY BY DAY, DERIVEXPERTS, DIGITAL & ETHICS, DILITRUST, DOCAPOST, DOM PLUS, DOMIDOM SERVICES, DOMIDOM SOINS, ECONOMIE FINANCE & STRATEGIE, EFFICIENT INNOVATION (EX HLP DEVELOPEMENT), E-FRONT, ELSEWARE, EOLEN, EOS VENTURE, EQO SPHERE, EQUITY AVOCATS, EVOLUTION, ENERGIE (TELECOM MANAGEMENT SUDPARIS), EXOE, FAIR AND SQUARE, FINANCE ACTIVE, FINANCE FOR, ENTREPRENEURS, FINELIA, F-INICIATIVAS, FRANCE ACTIONNAIRE (IDMIDCAPS), FUNDKIS, GENMSECURE, GLOBAL WARNING, GROUPE SOS - LE COMPTOIR DE L'INNOVATION, H2C CONSEIL, HEAVENIZE, HEOH (BE SOLIDAIRE), IDMIDCAPS, IRCEM, ISODEV SAS, ITN CONSULTANTS SA, JUMP INFORMATIQUE, KAYENTIS, KOESION, KW CONSEIL, KYRIBA SAS, LEETCHI, LEXIFI, LIMONETIK, LINXO, LUMO, LUNALOGIC, METEO PROTECT, MICRODON, MIIIR SERVICES, PERFCRAFT, MOBILEXPAND – PERFCRAFT, MOMENTUM CONSULTING, MONTE CRISTO CONSULTING GROUP, MULTIPOSTING, NEOMANTIS, NETADVISE, NETHEOS, NEXFI, OMEGA FINANCIAL SOLUTIONS, OXEA, PALICO SAS, PEGASE CROISSANCE, PHOENIX FINANCIAL SERVICES, PNO CONSULTANTS, PRICING PARTNERS, PROMONTORY, FINANCIAL GROUP FRANCE, PW CONSULTANTS, Q-HEDGE TECHNOLOGIES, QUARTET FINANCIAL SYSTEMS LTD, RAISE PARTNER, REGULATION PARTNERS, RIMAONE, RISK DESIGN, ROK SOLUTION, RVS, SAVOIRWEB, S2M PARTNERS, SCALED RISK, SCORES ET DECISIONS S.A.S, SENTINELLE-ADVIZE, SIM TRADE, SINALYS CONSULTING, SOFT-MAINT, SSL EUROPA, SYROKKO, SYSTEMATHICS SAS, TERRA CITES, THINKSTRAIGHT, TRIALOG, VALQUANT, VERMEG SERVICES, VIMADES, VIVIENNE INVESTISSEMENT, W&G CONSEIL, WALL FINANCE, WATCHOWAH, CONSULTING, WATT IS IT, WEAVE GESTION, WOOGROUP, YSAVIE, ZENIKA

## Universities, Research and training financial centers (15)

ASSOCIATION LÉONARD DE VINCI, CFPB, ECOLE CENTRALE PARIS - LABO CENTRALE RECHERCHE, ENSAE-CREST - LABO GENES, ESIEE, INRIA-ROCQUENCOURT, NOVANCIA, TELECOM PARIS TECH, UNIVERSITE DE LYON (ISFA), UNIVERSITÉ MONTESQUIEU BORDEAUX IV – IRGO, UNIVERSITE PARIS-DAUPHINE – CEREMADE, UNIVERSITE PARIS-DAUPHINE - LABO IMRI, UNIVERSITE PARIS VII – DIDEROT, UNIVERSITE PARIS X NANTERRE, UNIVERSITE PARIS 13 VILLETANEUSE

## Membership

Paris EUROPLACE welcomes French, European and International listed or not listed company and institution, based in France. As a member of Paris EUROPLACE, you will benefit from the following services:

- **Participate in the International Financial Forums** that will add a dynamic note to your investor relations.
- **Strengthen your public relations effort** through meetings and exchanges with the members of Paris EUROPLACE and other market players.
- **Participate in working groups** and initiate lobbying actions.
- **Contribute to Paris EUROPLACE's European action** and develop your contacts at a European level.
- **Benefit from our expertise in welcoming and assisting foreign firms and banking institutions** which would like to expand operations in Paris and Europe: information related to the economic and regulatory framework, tax laws, conditions for establishing a business...
- **Gain access to information** on the organization and latest developments in the Paris financial market and European capital markets.

Fees:



Funding members.....€ HT 36 000

Membres associés: entreprises industrielles, banques et entreprises d'investissement, sociétés de gestion, sociétés de bourse, sociétés de capital investissement, cabinets d'avocats et sociétés conseil, fédérations professionnelles

Category 1.....€ HT 25 000

Category 2.....€ HT 15 000

Category 3..... € HT 6 000

# **Scottish Financial Enterprise/ SFE**

<http://www.sfe.org.uk/>

## **Organism**

SFE is a company limited by guarantee. Our agenda is determined by our member companies and overseen by our board of directors. Each of the main sectors of the financial services industry in Scotland is represented on the SFE board.

## **Governance**

In addition to the Board, SFE has a small team of staff running the business:

Owen Kelly; Chief Executive

May Houston; PA to Owen Kelly

David Hedley; Office Administrator

Dan Jones; Operations Manager

Elaine Ravenscroft; Head of Communications

## **Functions**

Scottish Financial Enterprise (SFE) is the representative body for Scotland's financial services industry. Our member companies range in size from global organisations headquartered in Scotland to small, locally-based support companies drawn from all areas of financial services.

The diversity of our membership reflects Scotland's position as a leading European financial centre; second only to London in the UK. The industry makes a significant contribution to the Scottish economy, accounting for up to one in every ten jobs in Scotland.

Our members account for over 80 per cent of individuals employed within the Scottish financial services industry: well over 200,000 people in total.

Our chief priorities are to:

- Influence government, regulators and other policy-makers in Scotland, Westminster and Brussels to ensure an internationally-competitive business environment for the industry.
- Promote greater awareness, understanding and support for Scotland's financial services industry among politicians, the media and the wider community.
- Support debate, innovation and the sharing across the industry of experience and insight to encourage continued international growth and collaboration.

Throughout the year, we provide a full range of opportunities for networking, debate and information exchange for our members. SFE examines a range of policy issues which are of interest to the financial services industry in Scotland. We work closely with governments at all levels to exchange information, provide advice and views and promote the work of the industry. We work with our members to formulate responses to government consultations in policy areas which affect our industry.

We also run a number of Sector Policy Groups which examine issues of interest for the various sectors which make up financial services: Asset Servicing, Banking, Insurance, Life and Pensions, Investment Management and Professional Services. The groups are open to all SFE members.

SFE currently has five sector policy groups. Each is chaired by an SFE Board member and supported by a secondee from one of our professional services members, who acts as co-ordinator to the group on our behalf. Membership of the groups consists of representatives from companies who operate directly within each sector.

We also have two cross sector forums, a Human Resources Forum and a Public Affairs Forum which meet regularly to share views on issues facing the industry.

## Members

### 86 Members

Aberdeen Asset Management Plc; Accenture (UK) Ltd; Adam & Company Group plc; AEGON UK; Alliance Trust PLC; Artemis Investment Management LLP; Assiso; Avaloq Innovation Limited; Aviva/Norwich Union; Baillie Gifford & Co; Bank of England; Bank of New York Mellon; Bank of Scotland; Barclays Wealth; Bill Hay & Co; BlackRock Investment Management (UK) Limited; BNP Paribas Securities Services; BP; Brewin Dolphin Ltd; Brodies LLP; BT Plc; Caledonian Economics; Change Recruitment Group; Chartered Banker Institute; Chartered Institute for Securities & Investment; Citi; Clydesdale Bank plc; CMS Cameron McKenna; Core-Asset Consulting; Deloitte; Dundas & Wilson CS LLP; eFinancialCareers; Electrum; Ernst & Young LLP; Espirito Santo Investment Bank incorporating Execution Noble; Experis Ltd; First State Investments; Franklin Templeton Investments; HSBC Bank plc; Hymans Robertson; IBM United Kingdom Ltd; Ignis Asset Management; Institute of Chartered Accountants of Scotland; Interactive Data; Johnston Carmichael; JP Morgan Europe Ltd; Kames Capital; KPMG; Law Society of Scotland; Lloyds Banking Group; Lloyds TSB Scotland; Logica; Maclay Murray & Spens LLP; Martin Currie Investment Management Ltd; Morgan Stanley; Navigant; Newton Investment Management Ltd; Noble Grossart Ltd; Oracle; PA Consulting Group; Pinsent Masons; Prudential; PWC LLP; Royal Bank of Scotland Commercial Services; Royal Bank of Scotland Corporate & Commercial Banking Scotland; Royal Bank of Scotland Group; Royal London Group, Scottish Life, Bright Grey and Scottish Provident; Ruffer LLP; Sainsbury's Bank; Scottish Business Association of Singapore; Scottish Enterprise; Scottish Financial Risk Academy; Scottish Widows; Scottish Widows Bank; Scottish Widows Investment Partnership; Scott-Moncrieff; Shepherd and Wedderburn LLP; SIX Financial Information UK Ltd; Standard Life; Standard Life Investments; State Street Corporation; Tesco Bank; ThinkTank Maths; University of Glasgow/GU Holdings; Wilkinson & Associates Ltd.

## Membership

Membership of Scottish Financial Enterprise (SFE) is open to any organisation operating within Scotland's financial services industry, or organisations that have an interest in supporting the industry and its continuing success.

By becoming a member of SFE you and your colleagues will be able to participate in and benefit from the work we do, including:

- **Influencing** government, regulators and other policy-makers in Scotland, Westminster and Brussels to ensure an internationally-competitive business environment for the industry.
- **Promoting** greater awareness, understanding and support for Scotland's financial services industry among politicians, the media and the wider community.

- **Support** debate, innovation and the sharing across the industry of experience and insight to encourage continued international growth and collaboration.

**EVENTS:** Throughout the year, we provide a full programme of events with high profile speakers from throughout the industry, government, regulatory bodies and more speaking exclusively to SFE members. These activities give you the opportunity to question those who formulate and influence the policies that affect your business.

**NETWORKING:** Meet representatives from other member companies, government bodies and key influencers at a range of business breakfasts, meetings and formal and informal gatherings.

**DEBATE:** SFE Sector Policy Groups bring together senior representatives from member companies to set our lobbying agenda and discuss the issues affecting each sector within the industry. Forums for senior HR Executives and senior Public Affairs professionals in the industry also meet regularly to share views on issues facing the industry. These groups are only open to SFE members.

**ADVICE:** SFE participates in a range of policy and regulatory discussions across a diverse group of organizations and specialists. We are happy to share with members the insights and connections that emerge from these activities.

In addition to influencing our industry's policy agenda, you and your colleagues will be able to:

- Take part in policy consultations;
- Attend our popular business briefing events for free;
- Be profiled on this website as a key organization in Scotland's financial services industry;
- Have a say in the future direction of SFE and the election of our board of directors;
- Have access to senior politicians and other influencers through private meetings that we arrange exclusively for our members (Level One Members only).
- Take up sponsorship opportunities with SFE, raising your profile further within the industry and more widely.

### **Membership rates**

**Level One:** For major financial organizations and those that want to provide significant support to SFE's work (from £9,350 + VAT).

**Level Two:** For the other companies involved in the industry (from £3,850 + VAT).

**Level Three:** For smaller companies that employ 20 people or fewer and for not-for-profit organizations (from £1,100 + VAT)

# **TheCityUK**

<http://www.thecityuk.com/about-us/>

## **Organism**

TheCityUK represents the UK-based financial and related professional services industry. We lobby on its behalf, producing evidence of its importance to the wider national economy. At home in the UK, in the EU and internationally, we seek to influence policy to drive competitiveness, creating jobs and lasting economic growth.

UK-based financial and related professional services contributed 12% of UK GDP in 2013. Over 2 million people work in the industry across the country, two thirds of whom are outside London. Our industry employs 7% of the population and they are the most productive jobs in the economy - 70% above the UK average. Foreign companies invested around £100bn into UK financial companies since the start of 2007, more than in any other sector. The UK is Europe's financial centre and leads the way in international banking, fund management, international insurance, private equity and derivatives trading. The UK also holds a leading position in the delivery of accounting services, legal services and management consulting.

Our board, chaired by Sir Gerry Grimstone, Chairman, Standard Life, is responsible for developing our strategy and delivery. Lord Green of Hurstpierpoint, oversees our Advisory Council. The President of the Advisory Council is the Lord Mayor.

We are independent and politically neutral.

## **Governance**

### **Board of Directors**

Our Board of Directors offers wide representation across the financial and professional services industry. It is chaired by Sir Gerry Grimstone, Chairman, Standard Life.

### **Advisory Council**

Our Advisory Council comprises some of the financial service industry's most senior practitioners. It oversees our work, and works with our Board of Directors to ensure that we achieve our objectives.

### **Leadership team**

Sir Gerry Grimstone, Chairman

Chris Cummings, Chief Executive

Marcus Scott, Chief Operating Officer

Gary Campkin, Director, International Strategy

Nicky Edwards, Director of Policy and Public Affairs

Dan Torjussen-Proctor, Commercial & Marketing Director

## **Functions**

The financial and related professional services industry is much more than just London. The industry spreads high value jobs and sustainable economic growth across the UK, with companies choosing to open offices in other centres besides London.

London, supported by the industry across the continent, is Europe's financial centre. The relationship between the UK and the EU is critical to our industry and to helping financial and related professional services help policymakers address the big policy issues facing Europe.

TheCityUK plays a leading role in producing robust evidence on behalf of our members to inform the debate. It is in the industry and the UK economy's best interests to stay in the EU and to play a leading role within it, seeking reform that will benefit every Member State. Many firms see the UK as a gateway to the Single Market and the UK's attractiveness risks diminishing should we leave the EU. We work closely with UK and European counterparts to demonstrate the important role our industry has to play across the EU as Europe's leading financial centre. We articulate the reform our industry wants to see at an EU level to be competitive in a global context.

Financial and related professional services are the UK's biggest exporting industries. We make a £55bn contribution to the balance of trade, helping to offset the trade in goods deficit. TheCityUK creates market access for its members through an extensive programme of work on trade and investment policy. To achieve this, we work closely with governments and the European Commission to represent member views and help deliver the best outcomes in international trade & investment negotiations. Allied to this, we have a country-focused programme to build relationships and to help open markets where our members see significant opportunities. We also have a strong focus on ways of influencing and delivering regulatory coherence through dialogue with regulators, governments & industry bodies internationally.

## Policymaker engagement

Creating conditions for UK businesses to succeed in global markets

We have three areas of focus:

- The Public Affairs Group (PAG) brings policymakers together with senior industry representatives for conversation on the current public and parliamentary debate on financial services and the industry's role in the jobs and growth agenda. The main policy themes typically discussed are tax, regulation and skills, in the context of our underlying objective of making the UK the best place in the world to locate and grow a financial and related professional services business.
- The International Regulatory Strategy Group (IRSG) brings together senior representatives from across the financial services industry to discuss, comment on and influence the international and European processes of regulatory reform.
- The Liberalisation of Trade in Services Committee (LOTIS) works in the same way towards removing barriers to international trade in financial services.

Together, the PAG, the IRSG and the LOTIS Committee aim to engage with policy, regulatory and trade regimes at national, regional and global levels so as to promote open, competitive and fair markets for financial and related services providers. They coordinate a collective industry approach, working closely with the UK government (HM Treasury, the Department for Business, Innovation and Skills, and other departments and agencies) and with EU and international authorities.

Specific objectives are to protect and promote the competitive position of the UK's financial and related professional services industry, and to ensure that:

- EU and international regulation is appropriate and proportionate
- The European and international regulatory reform debate focuses on regulatory convergence
- Barriers to trade in global markets are removed
- Discrimination and protectionism do not impede business.

## Strong business relationships at home and abroad

We have excellent working relationships with senior officials in:

- HM Treasury
- The Department for Business, Innovation and Skills
- The Financial Services Authority
- The Foreign and Commonwealth Office
- The Ministry of Justice

We are also well connected overseas, liaising regularly with:

- UK Embassies and High Commissions
- European Institutions, including the Council (bringing together the member-states), the Commission (which drafts EU legislation and is the EU's trade negotiator) and the European Parliament (which has a wide legislative role)
- International institutions such as the Financial Stability Board, the Organisation for Economic Cooperation and Development, and the World Trade Organisation
- European and international partners, including the European Services Forum and the Global Services Coalition, with shared interests in working with business, government officials, think-tanks and academia who are committed to open worldwide markets for trade in services.

## Membership

As a member of TheCityUK you are assured a stronger voice in the debate. Some of the areas we welcome and actively seek your participation in are:

- **International promotion** - enhancing the UK's standing overseas as a world-class centre for financial services
- **Domestic strategy** - building a deeper pool of domestic support for, and understanding of, the UK financial services industry
- **Cross industry activity** - working with government and regulators
- **Shaping thought leadership**
- **Participation in forums and roundtables**
- **Development of research and analysis** - of domestic and global political and economic trends and key market issues

- **Brand visibility** - across financial services sectors, decision-makers, and around consumer issues.

In addition, with access to delegation visits, international and high-profile events, you'll be included in some of the most important networking opportunities in the industry.

There are three types of membership of TheCityUK:

**Full** - designed for financial and related professional services providers.

**Associate** - designed for small businesses, academia, NGO and other sectors with an interest in UK financial and related professional services.

**Individual** - for independent consultants and those who wish to participate outside of an organisation.

Each membership type offers a range of benefits and opportunities to put your business at the forefront of international and domestic promotion, regulatory reform and market access initiatives.

Associate Member benefits

- Priority invitations to events, such as policymaker roundtables
- Regular newsletters and TheCityUK publications
- Full access to reports, analysis and data via the membership area of our website
- Representation in meetings, working groups, other events
- Visibility of your organisation across all financial services and related sectors
- Opportunity to become involved in cross industry representation to decision-makers and influencers
- Access to international and sectoral promotional working groups.

Full Member benefits. All the benefits of an Associate Member, plus:

- Access to overseas promotional visits and activities
- Invitations to participate in the development of research and thought leadership on key market issues
- Invitations to networking events with key domestic and international industry figures
- Access to policy consultations, e.g. participation in surveys and access to results
- Invitations to participate in communications on the industry, e.g. written publications, website, media
- Opportunity to participate in cross-industry campaign to demonstrate benefit and relevance to the economy
- Additional priority guest invites for selected events
- Opportunities to join TheCityUK's main committees.



# Finance Estonia

[www.financeestonia.eu/](http://www.financeestonia.eu/)

## Organism

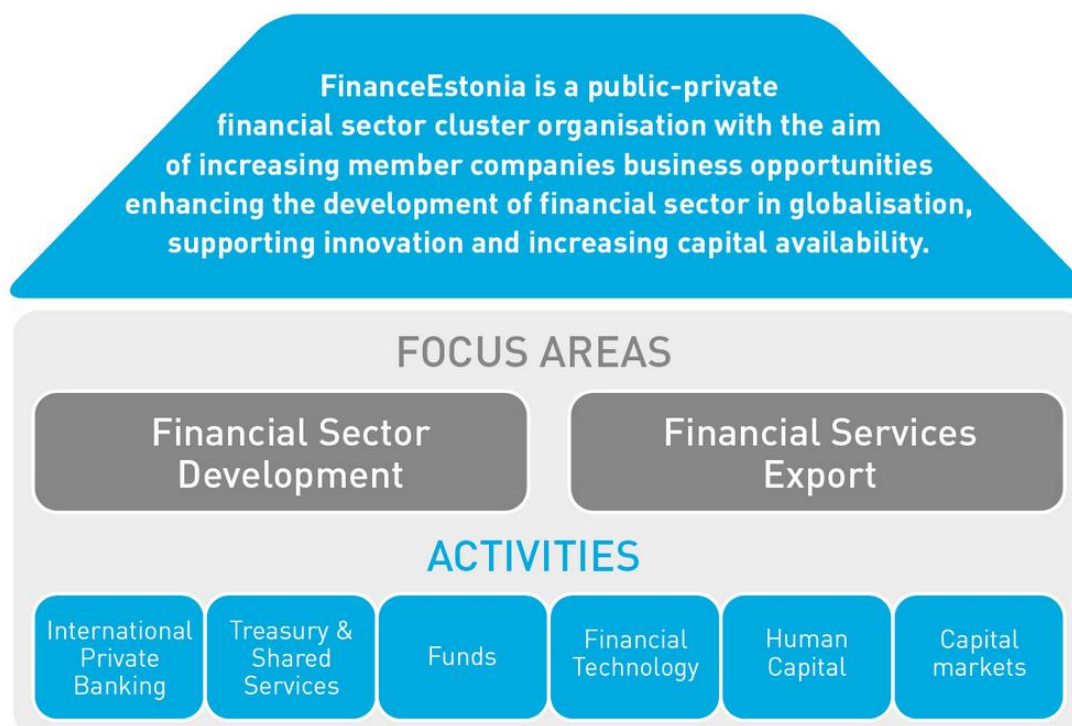
FinanceEstonia is a public-private financial sector cluster organisation with the aim of supporting Estonian economy by increasing member companies business opportunities through enhancing financial sector internationalisation, supporting innovation and increasing capital availability. FinanceEstonia works with members and stakeholders to ensure an attractive and competitive environment, especially for human and financial capital.

FinanceEstonia aims to raise awareness of Estonia's financial sector advantages in two focus areas: financial markets and service export and in six priority niches: Corporate Treasury and Shared Service Centres, Financial Technology, Fund Services, International Private Banking, Capital Markets and Human Resources.

FinanceEstonia and its members can provide assistance in getting appropriate market information, setting benchmarks to support informed decision making and provide location and recruitment service to ensure smooth market entry. FinanceEstonia collaborates closely with government and Enterprise Estonia on selective assistance and other investment matters to maximise opportunity and reduce risk.

Board: <http://www.financeestonia.eu/about-us/board/>

## Functions



# GOALS 2014

Establish Estonia as a vibrant and innovative location for financial services

## ENVIRONMENT

### CAPITAL MARKETS

- Develop Estonian capital markets vision and strategy, which encompasses IPO program for government owned corporations
- Issue to the local market at least one government or municipality related financial instrument

### HUMAN CAPITAL

- Map human capital current situation, complications and potential resolutions in the FE priority niches
- Assure that each FE member executes one higher education related initiative (lecture, seminar, internship, etc)
- Incorporate FinanceEstonia Scholarship Fund and issue first scholarship

### TREASURY & SHARED SERVICES CENTERS

- Develop T&SSC marketing strategy and high quality sales materials
- Assure, that Estonian market has at least 5 full-service providers (e.g. Ülemiste City, Technopolis, Location Consultancy)

### INTERNATIONAL PRIVATE BANKING

- Increase the understanding and awareness of the private banking business via developing content rich discussions amongst the stakeholders (opinion leaders, market participants, regulators)

### FUNDS

- Improve funds legal regulation and bring it to the level of Luxembourg
- Increase outsourcing (full service and administration) among funds related companies and bring to Estonia at least one reputable international (Nordic) company's back office

### FINANCIAL IT

- Goal is defined after relevant workshops hosted in Fall 2013

## OPPORTUNITY CREATION

### NETWORKING & MARKETING

- Continuously offer FinanceEstonia members convenient networking platform with minimum 3000 Estonian and target market decision makers
- Increase Estonian financial sector awareness by bringing Tallinn among the top 50 global financial centers in the Global Financial Centers Index

### COLLABORATION

- Continuously nurture collaboration with the stakeholders in Estonia and in defined target markets via regular information exchange and content rich collaboration projects

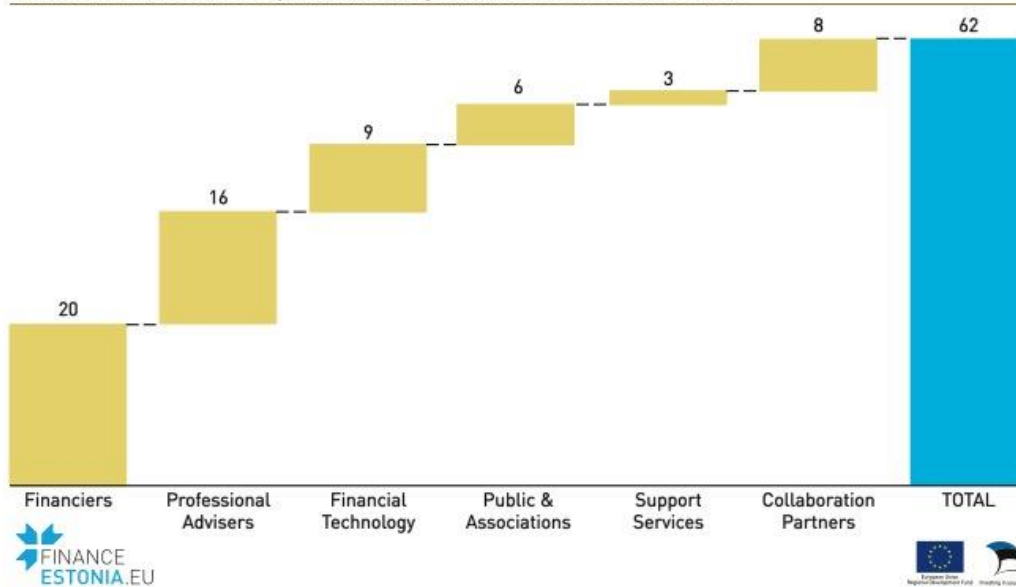
## Members

62 Members

<http://www.financeestonia.eu/members/>

## FinanceEstonia unites the industry via members and collaboration partners

FinanceEstonia membership; breakdown by business area; December 2013



## **Membership**

A public-private cluster initiative with the aim of establishing Estonia as a vibrant and innovative location for financial services.

Become a Member: Cluster membership is open to Corporates, Financial institutions and Professional advisors wishing to use Estonia as a base for domestic and international business.

Membership benefits include, but are not limited to, (1) access to information, events and global network, (2) ability to shape the strategic future of the sector and (3) global visibility.

# **FEBELFIN**

<https://www.febelfin.be/>

## **Organism**

Febelfin vzw/asbl (non-profit association) is the Belgian Financial Sector Federation. It tries to reconcile the interests of its members with those of the policy makers, supervisors, trade associations and pressure groups at the national and European level.

Febelfin vzw/asbl defends the interests of all its members: large banks, small and medium-sized banks, niche players, providers of infrastructure, etc. It speaks on behalf of the financial sector as a whole (except for the insurance companies).

Febelfin vzw/asbl (non-profit association) represents 269 financial institutions established in Belgium, including banks, credit providers, asset and fund managers, stockbroking firms and stockbrokers, leasing companies, etc. Insurance companies, pension funds and holdings are not included among its members.

Together, the members of Febelfin vzw/asbl provide more than 100,000 direct jobs and more than 100,000 indirect jobs in Belgium.

## **Governance**

The decisions within the Federation are taken by the Febelfin Board of Directors and the Board of Directors of the Belgian Bankers' and Stockbroking Firms' Association (ABB/BVB).

Both of these Boards take strategically important questions. They have a joint meeting ten times a year or in case of an emergency.

The ABB/BVB subgroupings also play an important role.

The ABB/BVB subgroupings' meetings are held every month or in case of an emergency. There are 4 different subgroupings: large banks, small and medium-sized banks, niche players and financial infrastructure providers/financial markets.

## **Functions**

Febelfin's mission consists of the following:

- defining positions held by and on behalf of its members
- lobbying at the national and European level and taking part in social negotiations
- providing services: providing information, comment and counsel as well as training via Febelfin Academy
- communicating with its members and the public at large and taking part in the debate on professional, political, social and educative matters

## **Members**

270 Members

Aareal Bank AG - Brussels Branch, AB LEASE NV, ABN AMRO Bank NV, ABN AMRO Lease, ACMBernstein Sicav, Aedifica, AG Insurance, Agfa Finance, Allianz Benelux, Allianz Global, Investors Luxembourg, Alpha Credit, Amonis, Amundi Luxembourg S.A., Antwerps, Beroepskrediet c.v.b.a. (ABK-Bank), Antwerpse Diamantbank nv, Argenta Spaarbank, Ascencio, Atradius Credit Insurance, Attijariwafa Bank Europe, Aviva Investors Luxembourg, AXA Bank, Europe, AXA IM Benelux, AXA Private Management, Banca Monte Paschi Belgio, Banco Bilbao Vizcaya Argentaria, Banco Santander, Bank Degroof, Bank Delen en de Schaetzen, Bank J. Van Breda & C°, Bank of America Merrill Lynch, Bank of Baroda, Bank of India, Banque Chaabi du Maroc, Banque CPH, Banque de Luxembourg, succursale de Belgique, Banque ENI, Banque Internationale à Luxembourg, België - Private Banking, Banque Privée Edmond de Rothschild Europe, Banque Transatlantique Belgium, BCC Corporate, Belfius Bank NV, Belfius Lease SA, Belgian Venturing Association, Belgische Beroepsvereniging der Factormaatschappijen, Bellatrix Asset Management, BELSIPA (Belgian Structured Investment Products Association), Beobank, Beroepskrediet, BinckBank, BKCP, BlackRock, BMW Financial Services Belgium, BNP Paribas - Bijkantoor van België, BNP Paribas Fortis NV/SA, BNP Paribas Investment Partners, BNP Paribas Lease Group NV, BNP Paribas Securities Services, Bocklandt, Bpost Bank, Brevan Howard Investment Fund, Buy Way Personal Finance, Byblos Bank Europe, CACEIS Belgium, Calamos Advisors, Candriam, Candriam Luxembourg, Capfi Delen Asset Management, CapitalatWork, Caterpillar Financial Services Belgium (CFSB), CBC Banque, CCR Asset Management, Centrale Kredietverlening, CHG-Méridian Computer Leasing Belgium, Citibank International plc, Citifirst Investments Plc, CM-CIC LEASING Belgium, Cofidis, Cofinimmo, COMGEST, Commerzbank Aktiengesellschaft, Compagnie Financière & Boursière Luxembourgeoise (Cofibol), CP OR Devises, Credibe, Credimo, Crédit Agricole Corporate and Investment Bank - Belgium Branch, Crédit Agricole Luxembourg, bijkantoor in België, Credit Europe Bank, Crelan, Davis Funds, De Lage Landen Leasing, Degroof Fund Management Company, Delande et Cie, Delcap Asset Management, Delta Lloyd Asset Management, Delta Lloyd Bank, Deutsche Bank AG Brussels Branch, Deutsche Leasing Benelux, DHB Bank - Brussels Branch, D'Ieteren Lease NV, Dierickx, Leys & Cie Effectenbank, DNCA Finance, DNCA Finance Luxembourg, Doosan Benelux, DWS Investments Belgium, East Capital, EB-Lease NV, Econocom Lease NV, Econopolis Wealth Management, Edmond de Rothschild Asset Management Benelux, Elantis, EOS Aremas Belgium, Erkenningsraad voor Effectenmakelaars, Euler Hermes Credit Insurance, Euroclear, Euroclear Bank, Euronext, Europabank, F&C Asset Management Plc, FCE Bank, Fédérale Assurance S.C., Fide Capital, Fidelity Investments International, Fimaser, Fonds du Logement Wallon, Fortuneo Belgium, F. Van Lanschot Bankiers België, Belgisch bijkantoor, Fuchs & Associés Finance Belgium, GAM Star Fund, GDF Suez Trading, General Motors Acceptance Corporation, Continental, Generali Investments Sicav, GLG Investments, GLG Investments VI, Goldman Sachs, Goldwasser Exchange, Habib Bank Limited, Home Invest Belgium, HSBC Bank plc, HSBC Global Asset Management France, ICBC (Europe) S.A. Brussels Branch, Ignis Asset Management, Ignis Global Funds SICAV, Immo Moury, ING België, ING Investment Management, ING Lease Belgium NV, Integrale, International Card Services, Intervest Offices & Warehouses, Intesa Sanpaolo S.p.A., Invesco Asset Management, Isabel, Iveagh Global Strategies Plc, JPMorgan Asset Management (Europe), JPMorgan Chase Bank N.A., JPMorgan Europe Limited, Brussels Branch, JPMorgan International Bank Limited, Jupiter Asset Management, KBC Asset Management, KBC Bank, KBC Lease Belgium NV, KBC Securities, Key Equipment Finance Belgium NV, Keytrade Bank, Komatsu Financial Europe NV, Krefima, Lawaisse, LCH.Clearnet, Leasinvest Real Estate Management, Legg Mason Investments (Europe), Leleux Associated Brokers, Leleux Inves, L'Entr'Aide Financière du Tournais, Leo Stevens & Cie, Lombard Odier (Europe) S.A. Luxembourg - bijkantoor Belgique, Luxcellence – Alliance Trust Sustainable Future pan-European Equity fund, Lyxor Asset Management, Lyxor International Asset Management, M&G International Investments Limited, Magna Umbrella Fund Plc, Man Umbrella Sicav, Maxitruck Finance & Lease NV, Mediterranean Bank (Malta) plc, Mercedes-Benz Financial Services Belux, Merciervanderlinden Asset Management, Merit Capital, Mizuho Corporate Bank Nederland, Montea, Morgan Stanley Investment Funds, Morningstar Holland BV (Benelux Operations), Muzinich & Co, Neuberger Berman Investment Funds, Neuflyze OBC Investissements, NIBC Bank, Nuveen Global Investors Fund Plc, OBK-bank cvba (Onderling Beroepskrediet), Optima bank, Oyster sicav, P&V Verzekeringen, Patronale Life, Petercam, Petercam Institutional Asset Management (PIAM), Pictet Asset Management, Pimco Europe Ltd, Pire & Cie, Private Bankers Association Belgium, Procapital, Prudential International Investments, PSA Finance Belux, Puilaetco Dewaay Private Bankers, Quaestor Vermogensbeheer, Quest for Growth, Rabobank Nederland, RBC Investor Services Belgium, RealLease, Record Bank, Record Credit Services, Retail Estates, Richie Bros, Robeco, Rothschild & Cie Banque, Rouws en Ceulen, Ruffer LLP, Saint-Brice, Sambrelease SA, Santander Benelux, Santander Consumer Finance Benelux, Sarelco NV, Schenkman Finsbury Credit Funds plc, Schroder Investment Management (Luxembourg), SEB Asset Management, SG Equipment Finance Benelux, Shizuoka Bank (Europe), Skagen Funds, SKY Harbor Global Funds, Société Générale, Société Générale Private Banking, Société Wallonne du crédit social, State Bank of India, Sumitomo Mitsui Banking Corporation (SMBC), Swift, TCW Funds, The Bank of New York Mellon, The Bank of Tokyo-Mitsubishi UFJ, The Royal Bank of

Scotland Plc, Belgium Branch, The Stralem Fund, Threadneedle, Tocqueville Finance Europe, Tree Top Asset Management Belgium, Triodos Bank, Troostwijk, UBP Asset Management Benelux, UBS Belgium (bijkantoor van UBS (Luxemburg), UBS Fund Services (Luxembourg), Union Bank of India, United Taiwan Bank, Value Square, Van Bauwel & Co, Van Breda Car Finance, van de Put & C° Effectenbank, Van Glabbeek en C°, Van Goolen & C°, VDK Spaarbank, Volkswagen D'leteren Finance (VDFin), Warehouses De Pauw, Wealtheon, Weghsteen & Driège, Wereldhave, Worldline, XEROX Financial Services NV

# Financial Services Ireland

[http://www.fsi.ie/Sectors/FSI/FSI.nsf/vPages/About\\_FSI~about-fsi?OpenDocument](http://www.fsi.ie/Sectors/FSI/FSI.nsf/vPages/About_FSI~about-fsi?OpenDocument)

## Organism

Financial Services Ireland (FSI) is the only cross-sector financial services industry association in Ireland. FSI is the Ibec group that represents IFSC firms.

Financial Services Ireland has a membership base of over 120 financial institutions spanning the breadth of the financial services sector. This includes banks, insurance companies, fund administrators and managers, investment companies, leasing companies, stockbrokers, treasury companies and other providers of financial services. Financial Services Ireland provides a single forum for the leaders in the financial services sector to discuss and resolve issues of common concern.

FSI was established in 1984 and is a constituent part of Ibec. FSI facilitates access to broader Ibec services and influences Ibec policy on issues relevant to members

Ibec represents Irish business; home grown, multinational, big and small, spanning every sector of the economy. The organisation and its sector associations, such as FSI, work with government and policy makers nationally and internationally, to shape business conditions and drive economic growth. It also provides a wide range of professional services direct to members.

## Governance

FSI's policy and activities are driven by the Executive Board and close ties are maintained with member firms through other formal and informal structures including working groups, online presence and ad hoc engagement. FSI also operates a variety of training and education initiatives on behalf of industry.

### FSI Executive Board

Chairman: Patrick Manley CEO, Zurich General Insurance Europe

Members:

Eddie Cullen, Head of Corporate and Institutional Banking, Ulster Bank

Susan Dargan, CEO, State Street

Stephen Devine, CEO, SCOR Global Life Reinsurance Ireland

Sean Grace, Corporate Treasurer, Securitas

Dara Hurley, CEO, UBS International Life and UBS Country Head, Ireland

Tim Hennessy, CEO, Axis

Peter Keegan, CEO, Bank of America Merrill Lynch

Damian Neylin, Partner, PWC

Barry O'Dwyer, CEO, Blackrock Asset Management

Rob Richardson, CEO, Pioneer Investments

Padraig Rushe, Director of Corporate Banking, Bank of Ireland

## Working Groups

### Executive Board

The Executive Board is the primary decision making body of Financial Services Ireland. The Board meets regularly to discuss common strategic issues of concern for the financial services sector and to engage with senior policy makers and influencers. The composition of the Executive Board reflects the totality of the financial services sector. The current Chairman of the Board is Patrick Manley, CEO Zurich General Insurance Europe.

### **Banking & Treasury Group**

CEOs and senior managers from leading banking and financial institutions in Ireland sit on this group. They meet approximately seven times a year to discuss Ireland's competitiveness position, future initiatives and major regulatory change and other key issues. The Chairman of the Group is Pdraig Rushe, Director of Corporate Banking, Bank of Ireland.

### **International Life Insurance Group**

CEOs and senior managers from international life insurance companies in Ireland sit on this group and meet about six times a year. They discuss Ireland's competitiveness position, regulatory issues and other key issues to the development of the international life insurance business in Ireland. The Chairman of the group is Dara Hurley, UBS Country Head, Ireland and CEO, UBS International Life.

### **Corporate Treasury Group**

Treasurers of non financial companies sit on this group. They have recently focussed on issues such as European Market Infrastructure Regulation (EMIR), Foreign Account Tax Compliance Act (FATCA) and Ireland's overall tax regime. The Group is chaired by Sean Grace, Group Treasurer, Securitas.

### **HR Forum**

The FSI HR Forum is a best practice forum for HR professionals in Financial Services Sector. The HR Forum provides a valuable networking opportunity for HR professionals in the financial services sector as well as providing an opportunity for information and best practice exchange on such issues as regulatory developments, recruitment, retention, induction, training, development, reward and recognition. The group meets up to six times a year. The Forum is chaired by Ciaran O'Hare, Northern Trust.

## **Functions**

FSI's role

Influencing the national and international environment in which firms operate, with a focus on regulatory and public policy aspects;

- Representing members and advocating on behalf of their interests;
- Promoting Ireland as a location for financial services firms and supporting new firms and new business activities;
- Providing information, advice and assistance to members;
- Facilitating networking and information sharing;
- Fostering the availability of appropriately skilled personnel;
- Representing industry interests at international fora including BusinessEurope.



## Members

### 96 Members

ACC Bank Plc, Accenture, Admiral Administration (Ireland) Limited, AEGON Ireland plc, AIB Group, Airbus Financial Services, Allianz plc, Allianz Worldwide Care Limited, Aon Insurance Managers Dublin Ltd, Arca Vita International Limited, Arvato Finance Services Limited, Aviva Ireland plc, AXA Assistance, Axa Life Invest, AZ Life, Bank of Ireland Group, Bank of Montreal Ireland plc, Barclays Insurance Dublin Ltd, BNP Paribas - Dublin Branch, BNY Mellon Fund Services Ireland Ltd, Bristol Myers Squibb International Co, Brown Brothers Harriman, Caceis Ireland Limited, CACI Non-Life Limited, CAP Advisers Limited, Capita Asset Services Ireland Limited, Certus, Citi Bank Europe Plc, Cnp Europe Life Limited, Commerz Europe (Ireland), Cuna Mutual Life Assurance (Europe) Limited, Danske Bank, Dart Saving Life Assurance Ltd, DCC Management Services Limited, De Lage Landen Ireland Company, Deloitte & Touche, DEPFA Bank plc, Euro Insurances Ltd, Fideuram Asset Management (Ireland), GAM Fund Management Ltd, Generali PanEurope Limited, Hansard Europe Ltd, Hawthorn Life Limited, Helaba Asset Services, HSBC Bank Ireland, ING Ireland, Ingersoll-Rand International, Intesa Sanpaolo Life Limited, Irish League of Credit Unions, Irish Life Group, Irish Stock Exchange plc, JP Morgan Bank Ireland plc, KBC Bank Ireland plc, KPMG, Legal & General International (Ireland), MBNA Limited (Ireland Branch), Mediolanum International Life Ltd, Mercer, Merrill Lynch, Metlife Europe Ltd, Milliman, Northern Trust Investor Services, NS Financial Services Company, O'Leary Insurances Ltd, Orix Aviation Systems, Pioneer Global Investments Limited, Porsche International Financing plc, Prudential International Management Services Ltd, R & V International Business Services Limited, RBC Investor Services Ireland Limited, Rochford Brady Group Solicitors, RSA Ireland, Scotiabank Ireland Ltd, SEB Life International Assurance Company, Securitas Treasury Ireland Ltd, SEI Investments-Global Fund Services Ltd, Sella Life Ltd, Smurfit Kappa Treasury, St James's Place International, Standard Life Assurance Limited, State Street International Ireland Limited, Taxback, UBS Fund Services Ireland Limited, UBS International Life Limited, Ulster Bank Ireland Ltd, UniCredit Bank Ireland plc, Unum Ireland Ltd, Volkswagen Bank GmbH, Voluntary Health Insurance Board, WGZ Bank Ireland Plc, WhitneyMoore Solicitor, Willis, Zurich

## Membership

### FSI Membership Enquiry

Membership of FSI enables companies to be better informed, better represented and better prepared to meet the challenges of today's marketplace. This site outlines the many and varied services that we offer our members.

# Italian Banking, Insurance and Finance Federation - FEBAF

[http://www.febaf.it/?page\\_id=1651](http://www.febaf.it/?page_id=1651)

## Organism

FeBAF – The Italian Banking, Insurance and Finance Federation – was established in 2008 by the Italian Banking Association (Abi) and the National Association of Insurance Companies (Ania). Following a statutory change in 2010, other financial associations can now join the Federation. Assogestioni – the Italian Association of Asset management – was admitted in May 2011 and Aifi - the Italian Association of Private Equity and Venture Capital – in January 2013. In July 2013 Assofiduciaria, Assoimmobiliare, Assoprevidenza, and Assosim entered the Federation.

## Members

ABI: 901 members: 626 banks (corporations, cooperatives, branches and delegations of foreign banks in Italy); 165 financial intermediaries; 13 professional associations.

ANIA: 168 companies, covering 84% of the insurance market in terms of premiums.

ASSOGESTIONI: over 290 members: most Italian asset management companies and foreign investment management companies operating in Italy, banks and insurance companies providing individual insurance management and supplementary pension plans.

AIFI: represents funds and companies investing mainly in unlisted companies. Its members are: associations, entities, research institutes, professional firms, auditing and consulting firms interested in the development of the Italian venture capital market.

ASSOPREVIDENZA: over 170 members. Assets managed by members or associates are estimated at around Euro 13 billion.

ASSOSIM: has around 80 members (banks, property brokerage companies, Italian branches of foreign brokerage companies), operating on the primary and secondary equities and derivatives market, with an 82% share of the total volume traded on the Italian Stock Exchange.

ASSOIMMOBILIARE: represents the key players in the real estate market, the leading property management companies, listed real estate companies, the main international companies operating in Italy and institutions that finance property transactions, including real estate investment funds

ASSOFIDUCIARIA: represents around 1000 operators. The assets managed by its members are estimated at around Euro 93 billion.

## Governance

### CHAIRMAN

- **Luigi Abete**, Chairman Banca Nazionale del Lavoro

### EXECUTIVE BOARD

- **Luigi Abete** (Chairman Banca Nazionale del Lavoro) - Chairman
- **Aldo Minucci** (Chairman ANIA) – Vice Chairman
- **Gianni Zonin** (Chairman Banca Popolare di Vicenza, BPV) – Vice Chairman
- **Giordano Lombardo** (Chairman Assogestioni) – Vice Chairman
- **Innocenzo Cipolletta** (Chairman Aifi) – Vice Chairman

## SECRETARY GENERAL

- **Paolo Garonna**

## Functions

Operating as the “Common Home” of the savings and finance community in Italy and of the Italian finance community active in Europe and worldwide. The Federation:

- promotes the role of banks, insurance companies and financial institutions in the national and international economy
- presents the views of the financial sector on a broad spectrum of economic/financial and social policies to policymakers, regulatory authorities, other professional associations and the general public
- promotes an entrepreneurial culture, and works to spread awareness of the importance of competition, the market economy, solid business ethics foundations and good governance

## Objectives

- Promotes dialogue among the different players of the financial sector in Italy and their stakeholders, to facilitate convergence of views and development of common positions, especially in relations with EU and international institutions
- Advances reflection, policy analysis and the culture of finance, as an integral part of the culture of risk and of the state, working with professional networks and research centres in Italy and abroad
- Promotes dialogue and cooperation with the main financial federations or centers, and stakeholders in national and international financial markets
- Formulates proposals in support of international and European integration of financial markets and institutional systems
- Organises and develops its offices (Rome and Brussels) to represent the interests of the financial sector as a whole, and of its components, in the pursuit of public interest

## Our focus

- Finance at the service of the real economy and sustainable growth
- System of guarantees for financing small enterprises
- Long-term investments and Capital Markets Union Taxation of savings, tax reforms and EU integration of fiscal policies
- New public-private welfare and welfare reforms
- Promotion and protection of savings
- Sustainable and responsible investments and corporate social responsibility
- Financial distribution policies and players
- Models of business representation of banks, insurance and other financial intermediaries
- The Italian approach to financial activity
- Europe/USA financial, trade and investment partnerships
- Climate change and global risk scenarios: the growing role of financial sector
- Financial education and training and Digital agenda and finance

## Lines of action- Four main platforms:

The Federation as

- Forum for policy debate, dialogue and proposals

- Business representative of the whole financial sector
- Voice of the Italian finance industry in Europe and in the world
- Bridge between the industry world, civil society and public opinion

### **1. Economic Policy Forum**

#### *Objective*

The Federation operates as a «laboratory» for the development of ideas, proposals and projects. In so doing, it develops partnerships with national and international think-tanks, opinion leaders and policy analysts.

#### *Instruments*

- a) a «Scientific Committee» has been created with key academics and opinion makers
- b) Seminars and Workshops (“Incontri f”)

### **2. Business representative of the financial and savings community**

#### *Objective*

The Federation is a key interlocutor of policy makers, regulators and stakeholders on matters of economic and financial policy interest. It formulates analysis and proposals and adopts tools for the modernization and development of the financial sector, thus contributing to economic growth and social progress.

#### *Instruments*

Work Groups (with experts and policy makers) Task Forces (with representatives of different associations and institutions of the financial sector) prepare proposals, position papers, joint letters on various topics of economic and financial policy

### **3. Voice of the Italian finance community in Europe and in the world**

#### *Objectives*

To streamline and energize dialogue with European and international policy makers, institutions and stakeholders. Build a strong identity and improve reputation and confidence in international markets and among international opinion makers

#### *Instruments*

Strengthen monitoring, participation, early warning and scouting of opportunities, particularly in Brussels and main financial centres . Build and operationalize a network of «correspondents» in the main financial centres in order to promote partnerships and linkages with international associations, permanent delegations, experts and other stakeholders

### **4. Bridge between industry and civil society**

#### *Objective*

Promoting leadership and shared visions on the role of the financial industry in fostering economic growth and social progress

Developing partnership and common action plan with other association of the business world and civil society (e.g. Confindustria and Rete Impresa Italia, etc.)

*Instruments*

To identify topics and agendas of common interest; and promote common or coordinated action through working groups, joint papers, common policy initiatives, etc. Engage decision makers in a constructive dialogue and effective cooperation

# **Federation of Finnish Financial Services**

<http://www.fkl.fi/en/Pages/default.aspx>

## **Organism**

### **Promoting the interests of the financial industry**

The Federation of Finnish Financial Services represents banks, insurers, authorized pension companies, finance houses, securities dealers and financial employers operating in Finland. Its members also include employee pension, motor liability and workers compensation insurers, all three providers of statutory insurance lines that account for much of Finnish social security.

Practically all Finnish citizens and companies are therefore customers in our member companies.

The Federation's headquarters are located in Helsinki, and employ a total of 65 financial experts.

FFI is funded by member fees, which in 2013 totalled €12.2 million. Largest payments were made by OP-Pohjola Group (€2.7m), Nordea (€1.9m), LähiTapiola Group (€1.1m) and Danske Bank (€1m).

The Federation of Finnish Financial Services was founded in early 2007, when the Finnish Bankers' Association, the Federation of Finnish Insurance Companies, the Finnish Finance Houses Association and the Employers' Association of Finnish Financial Institutions joined forces. The Finnish Association of Securities Dealers followed and joined the Federation in early 2009. The Finnish Association of Mutual Funds has been a member since 1 September 2009.

## **Functions**

The Federation of Finnish Financial Services (FFI) represents financial companies. Our objective is to secure a benign operating environment, well-functioning financial market and effective payment systems. We also promote loss prevention in addition to social welfare and safety.

The Federation is actively involved in European lobbying through the umbrella organisations EBF, Insurance Europe and EFAMA.

The Federation's membership comprises about 400 financial companies, who employ a total of 42,000 people.

## **Governance**

The Federation employs 75 people in diverse tasks related to the financial industry. The Federation's core function as a provider of successful lobbying is built upon an extensive network of operating bodies.

The Board of the Federation of Finnish Financial Services has appointed eight Executive Committees. The Executive Committees have their own spheres of authority on matters that do not influence the operations of other sector-specific Executive Committees or the Federation as a whole.

Representatives from Federation members comprise operating bodies, whose central function is to formulate the Federation's opinion on any pending lobbying issues. The operating bodies also manage certain other mutual matters.

The operating bodies are also a good source of information on the members' views on societal matters such as legislation and government policies. Influencing these requires active participation from the Federation.

The Federation of Finnish Financial Services represents nearly all banks, insurers, finance houses, securities dealers, fund management companies and financial employers operating in Finland. Its members employ about 42,000 people.

## **Members** (397)

### **Banks 274**

Commercial banks, etc.23

Co-operative banks (OP-Pohjola Group) 187

POP Bank Group 35

Savings Banks Group29

### **Insurers 62**

Life insurance companies14

Authorised pension insurance companies 6

Non-life insurance companies 42

### **Finance houses 4**

### **Investment firms 14**

### **Fund management companies 21**

### **Other 1**

### **Members involved in labour market lobbying only 21**

## **Membership**

Federation membership is available to credit institutions, finance houses that belong to financial groups, mutual funds, investment firms, insurance companies and local mutual insurance associations.

The Board of the Federation decides on the membership admission. More information on membership can be requested from the Secretary of the Board.

Membership fees consist of the basic subscription, industry policy work subscription and labour market policy work subscription. More details on the membership fees are provided in the Federation rules.

Benefits for labour market members: The Federation signs universally binding collective agreements for banks, finance houses and card companies. This makes it possible for members to get interpretations of the contracts directly from the source.

We advise our members in legal matters by telephone and e-mail. As a member of the Confederation of Finnish Industries EK, their expert services are also at our disposal.

Among other materials, we produce and publish various statistics, reports and guides on salaries, equality matters and salary negotiations, and give information on the paid courses set out in collective agreements.

For a separate charge, we provide employment relationship training and the services of a lawyer who handles legal cases processed in general court. In labour court we can act as plaintiff or defendant in cases that concern our member companies.