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TUESDAY 11 JUNE 2019 | ISSUE 3,389 CITYAM.COM FREE

RIVALS LINE UP TO SLAM BORIS PLAN

OWEN BENNETT

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THE GLOVES came off in the Conservative leadership battle yesterday as Boris Johnson's rivals took aim at his tax-cutting plans, while Michael Gove launched a personal attack on the frontrunner.

The former foreign secretary and London mayor pledged to raise the higher rate income tax threshold to £80,000, benefitting 3m people.

Environment secretary Gove – who scuppered Johnson's leadership bid in 2016 by withdrawing his support at the eleventh hour – used his campaign launch to attack Johnson's plan.

"One thing I will never do as prime minister is to use our tax and benefits system to give the already-wealthy another tax cut," he said.

Gove, who has been dogged by revelations he took cocaine on several occasions while working as a journalist 20 years ago, attempted to inject fresh energy into his flagging campaign with a speech highlighting his humble beginnings as the adopted son of an Aberdeen fish processor. He also openly mocked his former Cabinet colleague's decision to quit the 2016 race.

Gove said: "If I get through, as I'm sure I will actually, to the final two against Mr Johnson, this is what I will say to him: 'Mr Johnson, whatever you do don't pull out. I know you have before and I know you may not believe in your heart that you can do it, but the Conservative party membership deserve a choice'."

Dominic Raab and Jeremy Hunt also attacked Johnson's tax cut plan, as did health secretary Matt Hancock, during a flurry of leadership campaign launches in Westminster yesterday.

Raab, the former Brexit secretary, argued the policy would be difficult to sell in Labour marginal seats, saying: "I'd much rather be going there saying that I'm going to cut the taxes of the lowest paid in work than succumbing to what will inevitably [be], whoever's the Prime Minister, the caricature of that 'you're the party of privilege'."

Hancock was also cool on Johnson's plan, arguing that as PM he would only cut taxes "when we can afford it".

Foreign secretary Jeremy Hunt's leadership bid received a boost when he secured the backing of fellow Cabinet ministers Amber Rudd and Penny Mordaunt. Mordaunt's support is seen as particularly significant as the defence secretary was a prominent backer of Leave during the EU referendum, whereas Hunt lobbied for Remain.

One leadership hopeful unable to rustle up enough supporters was ex-universities minister Sam Gyimah.

He pulled out of the race as the deadline for nominations closed at 5pm, claiming "there has not been enough time to build sufficient support" for his campaign – which included another referendum on Brexit.

Ten contenders secured the required backing of eight MPs each to reach the first ballot: Michael Gove, Boris Johnson, Jeremy Hunt, Dominic Raab, Matt Hancock, Andrea Leadsom, Mark Harper, Esther McVey and Rory Stewart.

The first round of voting will take place on Thursday morning.

...AS PM TAKES QUANTUM LEAP

May pledges backing for Britain's tech sector at Stratford summit

EMILY NICOLLE

@emilyjnicolle

THERESA MAY took to the stage for one of her last addresses as Prime Minister yesterday, pushing a message of cooperation between industry and government at the start of London Tech Week.

Speaking to some of the world's leading figures in technology at London's Here East startup campus in Stratford, May said she was "backing Britain for the long-term" despite her upcoming departure.

The PM highlighted government funding into quantum research, alongside the white papers on immigration and online harms, in forging a strong and supported British tech sector ahead of its exit from the European Union.

FTSE 100 ▲ 7,375.54 +43.60 FTSE 250 ▲ 19,309.60 +77.21 DOW ▲ 26,062.68 +78.74 NASDAQ ▲ 7,823.17 +81.07 £/$ ▼ 1.269 -0.004 £/€ ▼ 1.121 -0.003 €/$ ▼ 1.131 -0.002

CITY A.M.

THE CITY VIEW

Car industry troubles go deeper than Brexit

THE DUST has settled. Bridgend's male voice choir has sung in protest at Ford's Essex headquarters. And back in their south Wales hometown, the US carmaker's 1,700 factory workers returned to work yesterday for the first time since they learnt of their impending redundancy.

But before they had even stopped for lunch, the Office for National Statistics delivered more glum news for Britain's car industry. Vehicle production fell 24 per cent year-on-year in April, the biggest drop since records began in 1991.

Following cuts to the UK operations of Nissan, Honda and Ford, many blamed the ONS figures on Brexit. But it would be facile to pin the ailing sector's symptoms on this alone.

Car makers are enduring a period of gut-wrenching upheaval. They can no longer rely on the internal combustion engine. Instead, they are pouring money into electric cars – $300bn over the next decade, specifically.

> Car makers are enduring a period of gut-wrenching upheaval

Meanwhile in China, trade tensions and a cooling economy have curtailed its 1.4bn people's desire to buy cars. Sales fell six per cent last year to 22.7m vehicles, China's first annual drop since 1990.

Something has to give. Many are turning to cheap labour. Indian automotive factory workers are paid £1 an hour each on average. Brits are paid 19 times that. For Ford, which will source engines currently made in Bridgend from India and Mexico after 2020, it is a no-brainer.

Britain is no longer suited to the mass production needs of big auto, and subsidising the global giants would only prolong their departure. Instead, affected workers should be supported through retraining opportunities and government policies that allow the UK's stronger industries to prosper.

Some areas of hope remain within the automotive sector itself, for example in the development of advanced clean technologies. Yesterday, business minister Andrew Stephenson hailed a series of projects run by McLaren and Tata Motors among others, expected to create thousands of jobs.

If the UK car industry is to remain on the road in the years ahead, this is surely the route it will need to take.

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FUR ELISE Beethoven lock of hair expected to fetch up to £15,000 at Sotheby's sale

A "SUBSTANTIAL" lock of Ludwig van Beethoven's hair is to go under the hammer at a Sotheby's auction later today. The trimming, which the German composer was said to have cut off and given to a pianist friend in 1826, is expected to fetch as much as £15,000. Fellow composers Frederic Chopin and Wolfgang Amadeus Mozart have both had strands of their hair sold by the auction house in recent years.

Sterling slides after stats show sharp UK GDP drop

HARRY ROBERTSON
@henrygrobertson

THE UK ECONOMY contracted by 0.4 per cent in April as car plant shutdowns due to Brexit and the unwinding of stockpiling dented output, official figures yesterday revealed.

Sterling fell below $1.27 as traders digested the worse-than-expected news. It dropped 0.5 per cent to buy $1.269 yesterday.

Car manufacturing output plummeted 24 per cent in April, figures released yesterday by the Office for National Statistics (ONS) showed.

Firms such as Jaguar Land Rover and BMW brought forward planned shutdowns, which occur each year, to coincide with the original Brexit date of 29 March. They hoped to mitigate the effects of a possible no-deal scenario on their complex supply chains.

The Society of Motor Manufacturers and Traders (SMMT) found that car manufacturing was 45 per cent lower in April than a year earlier.

The unwinding of the stockpiling boost seen in March, where preparations for Brexit increased demand, also dragged on GDP in April.

Yesterday's GDP figure followed a contraction of 0.1 per cent in March, and was below economists' predictions of another 0.1 per cent fall.

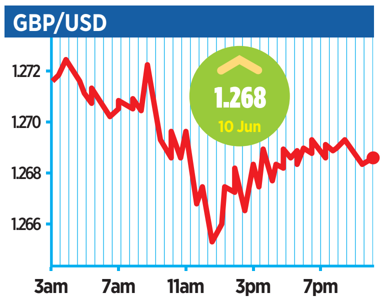
The poor reading meant British GDP grew 0.3 per cent in the three months to April, compared to 0.5 per cent from January to March.

Some economists said the weak manufacturing performance posed a threat to growth.

The National Institute of Economic and Social Research (NIESR) think tank yesterday said GDP was on course to contract by 0.2 per cent in the second quarter of the year.

Ruth Gregory, senior UK economist at Capital Economics, said the poor reading meant "it's now possible that GDP won't rise at all or even contract" in the second quarter.

PwC chief economist John Hawksworth said consumer spending, government spending, and April's income tax cuts should see "modest" economic growth in Britain of "around 0.2 per cent per quarter over the rest of the year".



WHAT THE OTHER PAPERS SAY THIS MORNING

FINANCIAL TIMES

MOLDOVA STAND-OFF AS RIVALS LAY CLAIM TO OFFICE
Moldova's political crisis deepened yesterday, as two rival governments laid claim to office and faced off against each other in the eastern European nation's capital. The infighting is the latest bout of political turmoil to hit the small but strategically important former Soviet republic of 3.5m.

MORGAN STANLEY SELLS OUT OF OIL TANKER GROUP
Morgan Stanley has cut loose one of the last remaining pieces of a once-mighty oil-trading empire by selling its minority stake in supertanker operator Heidmar. The Wall Street bank divested its 49 per cent ownership as part of the $17m (£13.4m) sale of a slim majority of Heidmar to Dryships, a vessel owner controlled by Greek shipping tycoon George Economou, in a deal announced yesterday.

THE TIMES

DRIVERS OF GREENEST CARS EXPOSED TO POOR AIR
Some of the greenest cars have such poor air filtration systems that their drivers and passengers can be exposed to poisonous levels of particles, according to independent tests. The vehicles achieved the worst scores in a new "cabin air quality" rating system, despite all performing well in separate tests for the amount of pollution they emit from their exhausts.

NISSAN ANGER AT RENAULT'S FAILURE TO BACK REFORMS
Strains in the alliance between Renault and Nissan grew yesterday as the car maker criticised its French partner for not backing its governance reforms.

THE DAILY TELEGRAPH

GURKHAS AMONG MIGRANTS FORCED TO PROVIDE DNA
More than 1,350 migrants including Gurkha families were illegally forced to provide DNA samples to the Home Office in support of their applications to live and work in the UK, a government review has revealed.

HUNT SABOTEURS USED COVERT SURVEILLANCE
Hunt saboteurs attached tracking devices to the vehicle of a huntsman and set up secret cameras to secure a conviction, a court has heard. Footage obtained by a group called the Hunt Investigation Team was instrumental in the successful prosecution of Paul Oliver, master of hounds.

THE WALL STREET JOURNAL

DEMOCRATS AND DOJ REACH DEAL ON MUELLER PROBE
The US House Judiciary Committee has reached an agreement to gain access to evidence special counsel Robert Mueller collected on whether the President acted improperly, the panel's chairman said, backing off a plan to hold attorney general William Barr in contempt of Congress for blocking the release.

READERLINK MULLS HIGHER OFFER FOR BARNES & NOBLE
Book distributor Readerlink is working toward making a bid for Barnes & Noble that would top the price hedge fund Elliott Management agreed to pay for the book retailer, a person familiar with the situation said.

City watchdog under scrutiny from MPs over Woodford suspension

JESS CLARK AND JAMES BOOTH

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THE CITY regulator has come under scrutiny from MPs over the suspension of Neil Woodford's flagship fund.

Nicky Morgan MP, chair of the Treasury Select Committee (TSC), wrote to the Financial Conduct Authority (FCA) yesterday regarding last week's suspension.

Investors are unable to trade or withdraw money from the Woodford Equity Income Fund after it was frozen last week following a spike in redemptions.

Assets in the fund have fallen from a £10.2bn peak two years ago to less than £4bn, according to Morningstar.

Morgan asked Andrew Bailey, chief executive of the FCA, to outline the watchdog's supervisory contact with the fund. She also questioned Bailey over whether the regulator intends to launch an investigation.

"Questions have been raised about the FCA's alertness to the problem" Morgan said.

She added: "The FCA must set out the details of its supervisory contact with the Woodford Fund, whether it will investigate the events that led to the suspension of the Fund, and more broadly, how long such a suspension should be."

The TSC will quiz the FCA over the Woodford Equity Income Fund at an evidence session on 25 June.

Meanwhile the boss of Hargreaves Lansdown yesterday apologised to clients who have been affected by the suspension.

Hargreaves Landsdown had heavily promoted the Woodford Equity Income Fund since its 2014 launch.

The hacker tried to blackmail Talktalk boss Baronness Dido Harding for bitcoin

Talktalk data hacker is jailed

SEBASTIAN MCCARTHY

@SebMcCarthy

A HACKER who tried to blackmail Talktalk executives and steal data from thousands of the company's customers has been jailed for four years.

Daniel Kelley was sentenced at the Old Bailey yesterday after pleading guilty to a data breach of Talktalk's website in which email addresses and bank details were taken.

Judge Mark Dennis said Kelly, a 22-year-old with Asperger's syndrome, had hacked computers "for his own personal gratification" regardless of the damage caused.

The cyber criminal turned to hacking when he failed to get the GCSE grades to get on to a computer course.

Restaurant and pub firms post zero growth

SEBASTIAN MCCARTHY

@SebMcCarthy

SALES in restaurants and pubs matched May 2018 last month, with experts noting a "resilient" trading performance despite a swathe of challenges facing the sector.

Collective like-for-like sales growth across the market was zero when compared to last May, according to new figures from the Coffer Peach Business Tracker, produced with consultancies CGA and RSM.

Restaurant chains performed better than pubs and bars and stronger than in recent months, with like-for likes up 3.1 per cent against May 2018.

Collective like-for-like sales for pub and bar groups tumbled 1.7 per cent.

Paul Newman, head of leisure and hospitality at RSM, added: "Given the backdrop of continuing political and economic uncertainty, growth rates have remained remarkably resilient throughout May."

Allied Minds ousts boss as it scraps bonus plan

JAMES WARRINGTON

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TECH incubator Allied Minds has announced the departure of boss Jill Smith, as growing pressure from investors pushed the firm to overhaul its management structure and scrap its bonus scheme.

Smith, who has served as president and chief executive for just over two years, has stepped down with immediate effect.

She will be replaced by general counsel Michael Turner and chief financial officer Joseph Pignato, who will act as co-chief executives.

Allied Minds said the management overhaul was in line with its new strategy of maximizing shareholder returns, while halting investments in new companies.

The London-listed firm also said it will end its long-term incentive plan, cancelling outstanding bonuses and blocking future payouts.

It comes as Allied Minds, which is backed by troubled fund manager Neil Woodford, faces growing pressure from shareholders to slash costs.

Activist investor Crystal Amber last month called for a break-up of the tech incubator, blasting the firm for its "absurd" cost base and "egregious" pay packets.

In February, Smith agreed to reduce her salary for two years as part of the company's efforts to cut costs by 40 per cent per, or between $5m (£3.9m) and $6m, every year.

Jill Smith has stepped down as president and chief executive

Smith will continue to serve on the board of directors of subsidiary Federated Wireless as a representative of Allied Minds.

Woodford, whose flagship fund has suspended trading following a spike in investor redemptions, has reduced his stake in Allied Minds by five per cent. However, he still holds roughly 23 per cent of the company, according to a company filing.

Allied Minds said it had made good progress in its cost-cutting targets and plans to cut more jobs at its Boston headquarters.

Huawei security boss refutes Nazi comparisons

JAMES WARRINGTON

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HUAWEI'S global head of cybersecurity has insisted the Chinese firm always complies with local laws, but denied it can be compared to companies operating in Nazi Germany.

In a tense appearance in front of the Science and Technology Select Committee yesterday, John Suffolk said Huawei's approach was to abide by local laws and not pass judgement on whether those laws were right or wrong.

Huawei has come under scrutiny over its alleged ties with Beijing, with critics pointing to a national security law that requires Chinese firms to cooperate with the government.

However, Suffolk denied the law would require Huawei to participate in state surveillance.

The committee also grilled the executive over the use of Huawei technology in Xinjiang, where Chinese authorities have detained an estimated 1m people in a crackdown on Muslims.

But Suffolk, a former British government IT wonk, declined to comment on whether he believed the Chinese state was repressing human rights.

"We don't make judgements in terms of whether laws are right or wrong, that's for others to make those judgements," he said.

In a remarkable exchange with Labour MP Graham Stringer, Suffolk also denied Huawei could be compared to IG Farben, the German company that manufactured the chemical used in Nazi gas chambers.

"I would paint a different picture," he said, parrying accusations that he was a "moral vacuum".

"It's not that we care or don't care, that's not our starting or end position," he said.

Crossrail rush could send costs soaring higher

ALEXANDRA ROGERS

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CROSSRAIL's contractors are likely to demand more money if they are rushed towards the new 2019/2020 opening date, EY has warned.

The Big Four auditor has told Transport for London (TfL) that such an outcome could increase pressure on the transport body, which is already battling the costs of delays to the £17.6bn project.

Crossrail, which is also known as the Elizabeth Line, was originally scheduled to open last December but is now expected to open between October 2020 and March 2021.

Last month, ratings agency Moody's found that the delay to Crossrail until 2021 will cost TfL £1bn in lost revenue. The £1bn figure is between £300m and £400m more than TfL had forecasted in its 2018 business plan.

"The close-down of contracts over 2019/20 and later, is likely to result in further claims from contractors and subcontractors, particularly if deadlines are squeezed to meet the opening date," EY warned in its end-of-year audit for TfL.

"This does give rise to the risk of additional costs and pressures on funding for TfL as an organisation which will require careful management."

EY also acknowledged the"risk of potential impairment of projects as a result of funding constraints".

Caroline Pidgeon, deputy chair of the London Assembly's transport committee, told *City A.M*: "EY has sadly revealed what many of us have long feared – that Crossrail is almost certainly set to face a whole series of legal claims from contractors and subcontractors putting pressure on its expanded budget.

"Sadly the true cost of completing Crossrail is set to continue to increase, creating even further pressures on TfL's dire financial state and affecting other transport projects."

GREEN LIGHTS Virgin bids for an open access service to stay in British railways

VIRGIN Trains will attempt to stay in Britain's railways by applying for an open access service – where certain operators compete with franchised train operators – on the West Coast mainline to get around the government's snub of its franchise bid.

Slack predicts full-year sales to skyrocket ahead of public debut

JAMES EMMANUEL

SLACK Technologies said yesterday it expects fiscal 2020 revenue to grow as much as 50 per cent but the owner of the workplace instant messaging app anticipates a loss for the year, ahead of its listing this month.

Slack is one of the most high-profile companies left to list their shares in 2019, following initial public offerings (IPO) of Pinterest, Zoom and Beyond Meat.

San Francisco-based Slack, which plans to go public via a direct listing instead of an IPO on 20 June, forecast fiscal 2020 revenue in the range of $590m (£464m) to $600m, and an operating loss of between $192m and $182m. *Reuters*

ING not pursuing Commerzbank

MICHAEL NIENABER

DUTCH lender ING Group has decided against a tie-up with Germany's Commerzbank, German business daily Handelsblatt said in a pre-released report yesterday, citing financial sources.

ING's management reportedly opted not to pursue the merger a month and a half ago, after the firms' bosses met twice. *Reuters*

Thermo Fisher and Roper kill plans for deal

SEBASTIAN MCCARTHY

@SebMcCarthy

THERMO Fisher has agreed to drop its $925m (£729m) plan to buy a unit of Roper Technologies after struggling to obtain the green light from the UK competition regulator.

Thermo and Roper said last night the deal had been killed amid difficulties obtaining regulatory approval from the Competition and Markets Authority.

Markets rally as US hands Mexico a tariff reprieve

HARRY ROBERTSON
@henrygrobertson

THE FTSE 100 hit a five-week high yesterday as the easing of global trade fears boosted the UK's main stock market index.

Investors around the world were cheered by US President Donald Trump's decision to row back on tariffs due to come into force against Mexico yesterday, putting global stock markets firmly in the green.

Yet an early afternoon intervention from Trump made US investors jittery again. He told CNBC that further tariffs on Chinese goods will come into force unless a trade deal is reached.

Trump said that if Chinese President Xi Jinping did not attend this month's G20 meeting in Japan to make a deal, planned tariffs on $300bn (£236.4bn) of Chinese imports would go live.

The US leader told the CNBC business channel: "People haven't used tariffs, but tariffs are a beautiful thing when you are the piggy bank, when you have all the money."

Such a move would mean essentially all Chinese imports to the US were levied.

Trump said: "From our standpoint the best deal we could have is 25 per cent [tariffs] on $600bn [of Chinese goods], and then those companies are gonna move into other locations."

However, the relief of American investors over the Mexico trade backdown was enough to continue the global rally.

The S&P 500 rose 0.5 per cent, while the Dow Jones industrial average climbed 0.3 per cent.

European investors were similarly reassured. The FTSE 100 rose 0.6 per cent to 7,375.40.

Germany's Dax index rose 0.8 per cent, while France's Cac 40 climbed 0.3 per cent. The pan-European Euronext 100 rose 0.4 per cent.

BANKING ON THE FUTURE Jim Brown to take over as boss of Sainsbury's bank arm

FORMER Royal Bank of Scotland (RBS) executive Jim Brown is reportedly set to become the next boss of Sainsbury's financial services arm, according to Sky News. Brown will replace Peter Griffiths , the current chief executive of the division.

Trump warns on defence merger

DOINA CHIACU

US PRESIDENT Donald Trump gave mixed signals yesterday as to whether he believed the $121bn (£95.3bn) merger of defense contractor Raytheon and United Technologies should go forward, while the Pentagon indicated it would take a hard look at the deal.

The merger, announced Sunday and expected to close in the first half of 2020, could upend the aerospace sector, creating a conglomerate spanning commercial aviation and defense procurement. The Pentagon would be one of the new firm's largest customers. "I want to see that we don't hurt our competition," Trump said.

Reuters

Fresh blow to Deutsche amid lapse in checks

SEBASTIAN MCCARTHY
@SebMcCarthy

DEUTSCHE Bank has come under fresh pressure after acknowledging a discovery of anti-money laundering (AML) deficiencies.

The bank said an audit that examined the firm's operations in the UK did not find any cases of money laundering or breaches of sanctions that happened as a result of a lapse in checks.

The statement follows on from a report in the Financial Times which said that the company's internal auditors found major weaknesses in anti-money laundering and sanctions controls that lasted years.

A spokesperson said: "We carried out a regular scheduled audit into our cheque processing processes. This was completed last year. The audit did not identify any AML or sanctions breaches at all."

They added: "We continue to invest substantially in our IT and [anti-financial crime] capabilities."

The latest trouble comes more than six months after Deutsche's Frankfurt headquarters were raided by prosecutors in a money laundering probe.

BYE BYE BHS HS2 bulldozes former BHS depot to make way for new Euston station

HS2 HAS released images of its progress at Euston station, where it has demolished BHS' former flagship warehouse. Euston marks the starting point of the £56bn railway, which will connect London to Birmingham in its first phase.

Interserve went into administration owing over £100m to its creditors

ALEX DANIEL

@alexmdaniel

INTERSERVE owed more than £100m to firms including accountants, local authorities and IT suppliers when it went into administration in March.

The outsourcer owed its unsecured creditors £50.5m, while its secured creditors were due £55.4m, according to documents filed with Companies House.

Among the biggest losers was Grant Thornton, Interserve's auditor. Interserve owed it £676,000, while it owed big four accounting firm PwC £493,000. Computing giant Microsoft was waiting to receive £616,000.

Wokingham Council, a local authority in Berkshire, was due £102,000. IT firm Specialist Computer Care was owed £468,000.

Interserve collapsed after a lengthy battle with its rebellious lead shareholder, US hedge fund Coltrane Asset Management.

The outsourcer was saddled with debt, and shareholders voted down a rescue plan which would have watered down their stake in the company significantly.

Interserve remains on the government's list of so-called strategic suppliers, meaning it is one of its favoured contractors.

Problems in the pipe as US fears scald Ferguson

AUGUST GRAHAM

@AugustGraham

WORRIES about the US economy weighed on Ferguson shares yesterday, analysts said, as it announced it would undertake a $500m (£393.3m) buyback.

The plumbing company, which does 85 per cent of its business in the US, escaped the effects of a potential US slowdown in the quarter.

But future concerns helped drive shares down 4.64 per cent, said Richard Hunter, head of markets at Interactive Investor.

Revenue at the group was up 6.2 per cent to nearly $5.3bn, in the three months to April.

This included 6.2 per cent growth in its all-important US market.

Trading profit at the company rose 2.3 per cent to $359m, it confirmed yesterday.

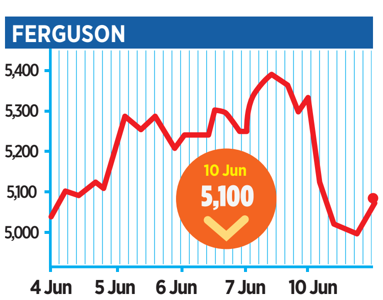
The move to make a buyback shows that the company has confidence in its own ability to generate cash, said Hunter. It follows a $632m generation last quarter.

But, he added, it is also a sign that the company thinks returning cash to its shareholders is better than any obvious reinvestment.

He added "Any current signs of a faltering US economy are not affecting Ferguson in any meaningful way, although the spectre of a slowdown remains, as evidenced by the initial share price reaction to these numbers."

"Cash generation continued to be excellent and our balance sheet remains strong," said chief executive John Martin.

"We will continue to invest organically in our businesses supplemented by bolt-on acquisitions in our core operations."



BoE's Saunders: Rates may need to rise ahead of expectations

DAVID MILLIKEN

THE BANK of England (BoE) will probably need to raise interest rates sooner than financial markets expect, policymaker Michael Saunders said yesterday, adding his voice to an unexpectedly hawkish message from the central bank's chief economist over the weekend.

Saunders, the first of the current Monetary Policy Committee members to vote for a rate rise in 2018, said the central bank would not necessarily wait until all Brexit uncertainties were resolved before raising interest rates again.

Financial markets currently think the BoE is more likely to cut rates than to raise them over the coming year, reflecting signs that trade conflict between the United States and China is hurting the world economy.

This contrasts with the policy outlook set out by the BoE last month, when governor Mark Carney highlighted that inflation was likely to overshoot the BoE's target over the coming years. *Reuters*

MPs: Firms must stop using NDAs to cover up abuse

JAMES BOOTH

@Jamesdbooth1

THE GOVERNMENT must prevent non-disclosure agreements (NDAs) being used to cover up unlawful harassment or discrimination, a group of MPs said today.

A report by the Women and Equalities Select Committee found some companies were now routinely using NDAs in employment disputes.

Committee chair Maria Miller MP said: "The current use of non-disclosure agreements in settling such allegations is at best murky and at worst a convenient vehicle for covering up unlawful activity with legally sanctioned secrecy."

Some companies have a culture of tolerating unlawful harassment and discrimination and using NDAs to silence employees threatening to expose it, the report said.

The Committee heard evidence from employment lawyer Emma Webster of Your Employment Settlement Service, who said some organisations failed to tackle improper behaviour "where an individual is financially useful" or "if they are head of the company".

One prominent example was the Weinstein Company, which covered up movie producer Harvey Weinstein's alleged harassment.

One witness said that businesses which rely on "rainmakers" to bring work through the door are "apt to grant these rainmakers a certain degree of latitude when it comes to standards of behaviour".

Another witness said: "I was told the abuser was indispensable and I was not".

The Committee also called on the government to strengthen corporate governance requirements to compel employers to meet their responsibilities and protect those they employ.

It asked the government to require named senior mangers at board level to oversee anti-discrimination and harassment policies and oversee the use of NDAs in discrimination and harassment cases.

"Organisations have a duty of care to provide a safe place of work for their staff and that includes protection from unlawful discrimination," Miller said.

The move will mean cuts to spending on original programming such as Line of Duty

BBC opts to scrap free TV licence scheme for millions of over-75s

JAMES WARRINGTON

@j_a_warrington

THE BBC has announced it will scrap its blanket free TV licence scheme for over-75s and introduce a new, means-tested system.

Millions of households will have to start paying the £154.50 annual fee to gain access to the BBC's live and on-demand programming.

But any household with someone aged over 75 who receives pension credit will be eligible for a free licence funded by the BBC. Roughly 1.5m households could be eligible, the broadcaster said.

BBC director general Tony Hall said it had "not been an easy decision", but argued it was the fairest option for the poorest pensioners.

The broadcaster said the end of the government subsidy for licence fees will cost roughly £250m by 2021, requiring it to cut some spending on programmes. It said the compromise avoided the much heftier costs of a universal free scheme.

Helical shares bounce as it confirms bids

JAMES BOOTH

@Jamesdbooth1

9.58%

SHARES in property developer Helical surged nearly 10 per cent yesterday after it confirmed it has received multiple approaches from buyers.

"We can confirm that the company has in the recent past been in receipt of more than one unsolicited approach from different parties," it announced to the London Stock Exchange.

"To date all proposals made have been at a significant discount to the company's EPRA NAV [net asset value per share] and therefore in the board's view did not reflect the fair value of the company."

Helical said it had "been open to engaging with these potential offerors, including allowing due diligence to be conducted".

It said it was not "at present" in receipt of an approach that would have to be announced under the Takeover Code.

The Sunday Times reported that Helical had received a bid from an unnamed US private equity firm.

The approach was said to have valued Helical at a "significant premium" to its then share price of 355p and market capitalisation of £425m, but less than its NAV of £567.4m.

Shares rose nearly ten per cent to close at 389p yesterday.

A LORD MAYOR'S APPEAL INITIATIVE LORD MAYOR'S CITY GIVING DAY® 24 SEPT 2019 IN PARTNERSHIP WITH CITY A.M. @LMAPPEAL #CGD #GoRed #peoplematter

Supporting City Giving Day

RSA

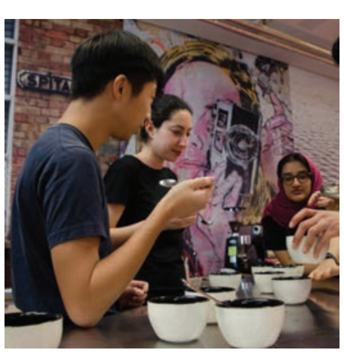
Why are you supporting CGD?
As well as our passion for supporting charitable causes, we hope that City Giving Day will help us get more people in our London office involved in volunteering and foster collaboration with other businesses based in the 20 Fenchurch Street building who share our community investment aims.

Which charities do you support?
We support both The Lord Mayors Appeal and the 20 Fenchurch Street Legacy Fund, which helps tackle unemployment in the local area. The Fund has been distributing grants since July 2015 using contributions from the building owners, occupiers, contractors and donations from visitors to the Sky Garden.

How will you celebrate CGD?
As well as fundraising through a raffle for everyone who works at 20 Fenchurch Street, we're incentivising our RSA colleagues to volunteer for local causes by offering a 50% discount off anything in the cake sale if they commit to a volunteering day by the end of the year!

CHARITY IN ACTION

We're supporting the 20 Fenchurch Street Legacy Fund, which tackles local unemployment. In 2018 the Fund delivered 5,5,29 hours of skills development and helped 190 people secure employment.



"Thanks to the generosity of the donors to the legacy fund, we have helped 524 local people secure and retain employment in just 36 months.

Stephanie Fuller – 20 Fenchurch Street Legacy Fund Manager (Head of Philanthropy East End Community Foundation)

JOIN US AND REGISTER NOW AT
WWW.THELORDMAYORSAPPEAL.ORG/CGD

"

FORUM

A Prime Minister who is inquisitive is better than an immutable drone

FREDDIE JORDAN ON CANDIDATES' DRUG HISTORIES

PAGE 21

CITY A.M.

ANNOUNCEMENTS

LEGAL AND PUBLIC NOTICES

CITY OF LONDON

THE PLANNING ACTS AND THE ORDERS AND REGULATIONS MADE THEREUNDER

This notice gives details of applications registered by the Department of The Built Environment

Code: FULL/FULMAJ/FULEIA/FULLR3 – Planning Permission; LBC – Listed Building Consent; TPO – Tree Preservation Order; OUTL – Outline Planning Permission

18 - 20 Creechurch Lane, London, EC3A 5AY

19/00258/FULL

Retention of the replacement windows and doors on the Mitre Street and Creechurch Lane elevation.

66 - 67 Long Lane, London, EC1A 9EJ

19/00490/FULL

Alterations to existing shopfront including the subdivision of existing shop, creation of two new entrances and the infill of the existing entrance door.

11 - 12 Half Moon Court, London, EC1A 7HF

19/00513/FULL

Installation of two air conditioning condenser units within a basement lightwell.

16 Old Bailey, London, EC4M 7EG

19/00534/LBC

Application under Section 19 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to vary condition 4 of listed building consent dated 24th April 2018 (18/00154/LBC) to allow alterations to the exterior materials; new cycle parking; reception staircase location; loading bay; new office staircase; alterations to the terraces and fifth floor level; balustrade at eighth floor level, and new roof plant layout.

Outside 80 Farringdon Street, London, EC4A 4BL

19/00542/DPAR

Application for determination under part 16 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended) as to whether Prior Approval is required for the installation of a telephone kiosk.

Outside 26 - 30 Holborn Viaduct, London, EC1A 2AQ

19/00543/DPAR

Application for determination under part 16 of Schedule 2 of the Town and Country Planning (General Permitted Development) Order 2015 (as amended) as to whether Prior Approval is required for the installation of a telephone kiosk.

331 Lauderdale Tower, Barbican, London, EC2Y 8NA

19/00547/LBC

Proposed widening of the existing bathroom door and frame.

111 Cannon Street, London, EC4N 5AD

19/00568/LBC

Removal of the existing door and replacement with a window to match other existing windows.

1 - 2 Laurence Pountney Hill, London, EC4R 0EU

19/00572/FULL

Retention of CCTV camera installed outside the rear entrance of the building on Suffolk Lane.

Applications can be viewed at www.planning2.cityoflondon.gov.uk or at the Department of the Built Environment, North Wing, Guildhall, Basinghall Street, London EC2, between 09.30 and 16.30. Representations must be made within 21 days of the date of this newspaper online or in writing to PLNComments@cityoflondon.gov.uk or the Chief Planning Officer, PO Box 270, Guildhall, London, EC2P 2EJ. In the event that an appeal against a decision of the Council proceeds by way of the expedited procedure, any representations made about the application will be passed to the Secretary of State and there will be no opportunity to make further representations.

CITY OF LONDON

Salesforce bets $16bn on data in Tableau deal

JAMES WARRINGTON

@j_a_warrington

SALESFORCE yesterday said it has agreed to buy data analytics platform Tableau Software in an all-stock deal valued at $15.7bn (£12.4bn).

Tableau shareholders will be given 1.103 shares in Salesforce, valuing the offer at $177.88 per share, a 42 per cent premium on Tableau's closing price on Friday.

Salesforce said the mammoth takeover, which is its biggest-ever deal, will bolster its data offering for businesses, giving clients more information, insights and analytics.

Tableau, which enables customers to create interactive data visualisations, currently boasts more than 86,000 corporate clients, including Verizon and Netflix.

"Salesforce's incredible success has always been based on anticipating the needs of our customers and providing them the solutions they need to grow their businesses," said Salesforce co-chief executive Keith Block.

"Data is the foundation of every digital transformation, and the addition of Tableau will accelerate our ability to deliver customer success by enabling a truly unified and powerful view across all of a customer's data."

Shares in Salesforce slipped 5.23 per cent, while Tableau soared more than 33.7 per cent.

"Joining forces with Salesforce will enhance our ability to help people everywhere see and understand data," said Adam Selipsky, president and chief executive of Tableau.

The deal is expected to close in the third quarter, after which Tableau will operate independently, led by Selipsky and its current leadership team.

The San Francisco-based company said the deal is likely to add up to $400m to its 2020 revenue, but would decrease adjusted profit by about 37 cents to 39 cents per share.

The construction firm has won 155 awards totalling £2.3bn in the last year

Kier Group tops contract league table despite financial concerns

ALEX DANIEL

@alexmdaniel

TROUBLED outsourcer Kier Group won contracts worth more than twice the combined value of those awarded to any other construction contractor in May.

Kier was tasked with 12 construction projects last month worth £397m. The bulk of this was the £253m contract to build a Northampton prison which will house more than 1,500 inmates.

After a difficult week in which Kier shares plummeted 40 per cent on the back of a £25m profit warning, the news was of comfort to investors, with shares rising 3.4 per cent yesterday.

HG Capital Trust aims for £80m from fundraiser

JESS CLARK

@jclarkjourno

HG CAPITAL Trust plans to raise £80m through a share placing to fund opportunities in an "attractive proprietary pipeline".

The FTSE 250 investment trust will issue 37m new ordinary shares at 217.1p each, representing around 10 per cent of its current issued share capital.

The trust said its partners and staff are expected to invest at least £10m either in the placing or through purchases of ordinary shares in the open market.

In a statement HG said: "The board believes that it is in shareholders' interests to raise further equity in order to maximize the company's opportunities to access HG's attractive proprietary pipeline and thereby to enable the company to continue its long-term performance record."

The current funding available to HG to invest is £97m, which is below the amount that would be invested over 12 months.

HG focuses on investments in unquoted European software and services business.

MJ Gleeson drops as pay row claims scalp of chief exec

AUGUST GRAHAM

@AugustGraham

MJ GLEESON sacked its chief executive yesterday after he came to blows with the board over pay.

Jolyon Harrison, who has been in the post since 2012, stepped down with immediate effect.

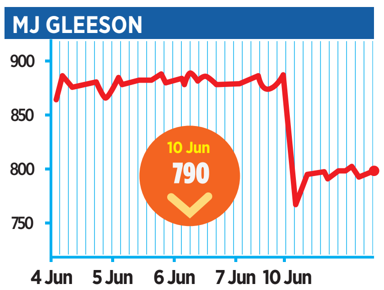
The board said it was "not possible to find a mutually acceptable basis for Mr Harrison to continue".

The decision followed "extensive discussions with Mr Harrison regarding his remuneration and succession planning," it added.

The news spooked investors, sending shares down 10.84 per cent to 790p.

"While this is disappointing and surprising, as he was key to establishing and scaling up Gleeson's business model, we note that the business is not as dependent on him as it once was," analysts at Liberum said.

The company has brought in former Keepmoat Homes chief executive James Thomson as interim boss.



The online grocer said vertical farming has clear sustainability advantages

Ocado pays £17m to go vertical

JAMES WARRINGTON

@j_a_warrington

4.67%

ONLINE grocer Ocado has invested £17m in the emerging vertical farming industry as it looks to bolster its technology offering.

Vertical farming involves the production of food in indoor facilities, where crops are grown on a series of levels in a controlled environment.

Ocado said it has formed a joint venture called Infinite Acres with Dutch industrial company Priva and US vertical farming firm 80 Acres.

The online grocer has also bought a 58 per cent stake in Jones Food Company in Scunthorpe, Europe's largest operating vertical farm.

Iran sanctions hit Chinese oil imports in May

AUGUST GRAHAM

@AugustGraham

CHINA, the world's largest buyer of oil, lowered its imports last month as US sanctions on Iran hurt.

Chinese imports of crude oil fell eight per cent in May compared to the month before.

Because May is one day longer than April, this represented a daily drop of 11 per cent. The fall comes after the US imposed more restrictive sanctions on Iran.

The US ended a waiver on 2 May which allowed China to keep importing Iranian oil without consequences.

"The main reason for the fall in China's crude imports is the Iranian imports which fell sharply in May," said Seng Yick Tee, an analyst at SIA Energy.

The country has replaced some of its Iranian barrels with supplies from Saudi Arabia, Iraq, the UAE and Brazil.

Government's foreign investment 'undermines' its climate targets

AUGUST GRAHAM

@AugustGraham

BRITAIN is undermining its own climate targets by funding fossil fuel-burning energy plants abroad, MPs warned yesterday.

UK Export Finance (UKEF), which provides credit to British exporters, should take action after countries like Sweden, which cap fossil fuel funding, the Environmental Audit Committee said.

The body has pumped £2.5bn into fossil fuel projects around the world over five years.

Meanwhile, fossil fuels make up 96 per cent of all energy investment by UKEF.

Committee chair Mary Creagh said the investments lock developing countries into dependency on high-carbon energy.

"This is unacceptable," she said. "It is time for the government to put its money where its mouth is and end UK Export Finance's support for fossil fuels."

"The government claims that the UK is a world leader on tackling climate change, but behind the scenes the UK's export finance schemes are handing out billions of pounds of taxpayers money to develop fossil fuel projects in poorer countries," she added.

A spokesperson for UKEF said the body is considering its response to the report.

"The UK Government fully recognises the importance of tackling climate change and the need for a mix of energy sources and technologies as the world transitions to a low carbon economy," they said.

UKEF invests in projects around the world to help British exporters. It provided £2.5bn to nearly 200 companies in 75 markets last year.

The premium it charges on the funding has generated £500m over the last five years.

The Committee on Climate Change, the government's environmental advisers, has recommended Britain adopt a target of net zero emissions by 2050. The committee said the UK should ban diesel and petrol cars earlier than the previous government target.

"
SPORT
The two years I raced for McLaren I was at the wrong place at the wrong time

STOFFEL VANDOORNE ON REBUILDING HIS MOTORSPORT CAREER
PAGE 27

CITY A.M.

Thomas Cook shares take off on potential deal with partner Fosun

JESS CLARK

@jclarkjourno

17.11%

THOMAS Cook shares soared as much as 18 per cent yesterday after the travel agent confirmed it was in talks with Fosun International over the sale of its tour operator business.

The Chinese tourism company, which is Thomas Cook's largest shareholder, has approached the company over a potential takeover.

"There can be no certainty that this approach will result in a formal offer," Thomas Cook said in a statement yesterday.

"However, the board will consider any potential offer alongside the other strategic options that it has, with the aim of maximising value for all its stakeholders."

A deal would see the Hong-Kong listed company, which owns Club Med, take control of the operating business which produces around £7.4bn in revenue a year.

However, Fosun could not buy Thomas Cook's airline business due to EU rules on aviation ownership.

The 178-year-old British travel group is already eyeing a sale of its airline operations, which analysts estimate could be worth around £1bn. Thomas Cook also revealed last month that it received a takeover approach for its Nordic operations from private equity group Sunweb.

The company is facing financial struggles and recently reported a half year loss of £1.5bn, driven by a £1.1bn goodwill writedown.

Fosun upped its stake in Thomas Cook to 18 per cent in recent months

Roche's $4.3bn Spark takeover delayed again

JAMES WARRINGTON

@j_a_warrington

SWISS pharmaceutical giant Roche's $4.3bn (£3.4bn) acquisition of US gene therapy firm Spark Therapeutics has been delayed again amid increased scrutiny from US and UK regulators.

Roche said both firms had received a request from the US Federal Trade Commission (FTC) calling for additional information as part of its review into the deal.

As a result, Roche has extended the deadline for its $114.50 per share offer for Spark from 14 June until 31 July.

The Swiss firm also revealed that the Competition and Markets Authority (CMA) has opened an investigation into the proposed merger over concerns it could reduce competition in the UK.

Roche had originally aimed to complete the deal in the first half of the year, but has been forced to push the date back repeatedly. The latest extension will spark further questions as to when the merger will go through.

"The parties remain committed to the transaction and are working cooperatively and expeditiously with the FTC in connection with its review," Roche said in a statement.

The FTC has said it does not comment on cases it is reviewing.

The UK regulator's separate inquiry is aimed at determining whether the CMA considers it has jurisdiction over Roche's acquisition, and if so, whether it could hurt competition in Britain.

"Pending the outcome of its investigation, the CMA has issued an Interim Enforcement Order that would become effective upon closing of the transaction and would require Roche to hold separate the Spark business," Roche said.

"The parties are working cooperatively with the CMA and will continue to do so."

Roche's planned takeover of Spark will give it access to the US firm's experimental gene therapy for haemophilia A, as well as its platform to develop other treatments for genetic diseases.

The offer for the Philadelphia-based company represented a premium of more than 122 per cent on Spark's closing price in February.

Spark was founded in 2013 and has grown to a team of more than 400 staff members.

GET READY TO GO Eurostar debuts third service from St Pancras to Amsterdam

EUROSTAR, the high-speed passenger rail service linking the UK with Europe, is today launching a third direct daily service from London to Amsterdam. Fares start at £35 one-way, with journey times from just under four hours to the Dutch capital.

Number of 5G users to hit 1.9bn by 2024 thanks to huge demand

JAMES WARRINGTON

@j_a_warrington

THE NUMBER of users on 5G mobile networks is expected to hit 1.9bn in 2024 as operators ramp up their deployment, according to a new report.

Telecoms firm Ericsson said it has lifted its forecasts for 5G uptake over the next five years by almost 27 per cent due to rapid early enthusiasm for the next-generation network.

In a previous report, the Swedish company had forecast 1.5bn subscriptions by the end of 2024.

The report also stated 5G coverage is expected to reach 45 per cent of the world's population in 2024 and carry 35 per cent of global mobile traffic.

"5G is definitely taking off and at a rapid pace," said Fredrik Jejdling, Ericsson executive vice president and head of networks. "This reflects the service providers' and consumers' enthusiasm for the technology."

The findings come weeks after mobile operator EE switched on the UK's first 5G network in London and five other cities.

Airtel to pay Tanzania £21m to cancel debt

NUZULACK DAUSEN

INDIA's Bharti Airtel has agreed to pay 60bn shillings (£20.6m) over five years and cancel debt to resolve a dispute over ownership of its Airtel Tanzania unit, the Tanzanian government said yesterday.

Tanzania's minister for foreign affairs and east Africa cooperation, Palamagamba Kabudi, announced the deal at a ceremony to receive a three-month batch of monthly payments worth 1bn shillings each due from April this year.

Bharti Airtel also cancelled $407m (£320.7m) of debt owed to it by Airtel Tanzania as part of the the settlement, Kabudi said.

In 2017, the Indian company was drawn into a dispute with Dar es Salaam over ownership of the mobile operator after President John Magufuli said it was fully owned by state-run Tanzania Telecommunications (TTCL)

He said TTCL had been cheated out of its shares through an irregular privatisation process. Bharti Airtel rejected the claim, saying it had complied with regulatory approvals when it acquired a 60 per cent stake in the firm. After prolonged negotiations the two sides in January signed a settlement that included Bharti Airtel agreeing to increase the government's stake in the company to 49 per cent.

Reuters

Villig said Bolt will also launch e-bikes and scooters in London

Taxify relaunches in London under Bolt branding in challenge to Uber

EMILY NICOLLE

@emilyjnicolle

THE EUROPEAN ride-hailing firm formerly known as Taxify is today relaunching its services in London, two years on from being forced to halt rides in the capital.

The firm, which first entered the UK market in 2017 via the purchase of an existing private hire business, had its third-party licence suspended by Transport for London (TfL) just three days after its debut.

Now re-branded as Bolt, the Estonian startup is promising lower prices for users and higher pay for drivers in a bid to challenge Uber's strangehold on the market.

"We made some mistakes and we basically had to restart the application process wiht TfL, which we completed two weeks ago," chief executive Markus Villig told *City A.M.*

Villig said Bolt had already toppled Uber's monopoly in other European cities by being "as automated and as frugal as possible" in its operations.

"Ride-hailing is a very capital intensive business," he added.

"We're already the biggest European operator, and we're ready to take the investments necessary to make [Bolt] successful in the London market."

US Supreme Court to hear Comcast appeal in Byron Allen racial bias suit

ANDREW CHUNG

THE US Supreme Court yesterday agreed to hear cable television operator Comcast's bid to throw out comedian and producer Byron Allen's racial bias lawsuit accusing the company of discriminating against black-owned channels.

The justices will review a decision by the San Francisco-based ninth US Circuit Court of Appeals that cleared the way for a $20bn (£15.8bn) civil rights lawsuit against Comcast to proceed. At issue in the litigation is the refusal by Comcast to carry channels operated by Entertainment Studios Networks, owned by Byron Allen, who is black.

The justices did not act on a similar appeal by Charter Communications involving claims by Allen after the company also declined to carry his channels. That case likely will be guided by the outcome in Comcast's appeal.

Comcast and Charter have said their business decisions were based on capacity constraints, not race, and that Allen's channels did not show sufficient promise or customer demand to merit distribution. Other television distributors, including Verizon, AT&T and DirecTV, carry some of Allen's programming.

The suits brought by Allen pinned the rejections primarily on racial discrimination, accusing cable executives of giving insincere or invalid excuses and granting deals to carry white-owned networks during the same period.

Reuters

Both Comcast and Charter called the lawsuits a "scam"

MJ Hudson set to strengthen EU presence in Italy

JESS CLARK

@jclarkjourno

MJ HUDSON has opened an office in Milan as the asset management consultancy strengthens its European presence and targets expansion.

The firm launched a fund management solutions team in Luxembourg in 2017 to act as a gateway to Europe after the UK leaves the EU in March this year.

It also bolstered its Swiss team by adding a second partner to the Zurich office in December 2018 as the consultancy plans to grow its European business over the coming years.

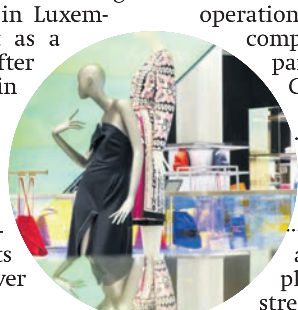
MJ Hudson senior partner Matthew Hudson said: "The decision [to open a Milan office] was not motivated by Brexit per se, although Italian clients are certainly keen to safeguard their access to the UK market, and we are even better placed to help them with this, now.

"Rather, the high quality of the team and the attractiveness of the Italian market, where MJ Hudson already has clients, made this an opportunity that was impossible to pass up.

"We did establish an office in Luxembourg immediately following the Brexit vote – and the referendum result was an important influence on that decision, of course."

The team at the Milan-based legal operation, MJ Hudson Alma, is comprised of two founding partners – Alessandro Corno and Marco Zechini – and associate lawyers and support staff, with plans in place to strengthen the firm's numbers rapidly.

Hudson added: "As financial services enters a new era of asset management, following the financial crisis, we are keen to continue our strong growth. We are, therefore, on the lookout for other teams across Europe that will benefit from our international reputation, our institutional client base and our sophisticated operating infrastructure."



MJ Hudson has chosen the fashion capital as its next European base

Dragons' Den star Sarah Willingham will chair the business, famed for its ramen

Ramen chain Tonkotsu eyes up expansion with YFM backing

JESS CLARK

@jclarkjourno

RAMEN restaurant Tonkotsu has received £5m of funding from investment firm YFM Equity Partners as it eyes expansion.

YFM will take a minority stake in the Japanese-inspired restaurant chain as it expands its presence in London.

The group will open restaurants in Peckham and Shoreditch this year. Tonkotsu currently has nine London venues and one in Birmingham.

Emma Reynolds and Ken Yamada founded the chain in London seven years ago. The business is now led by managing director Stephen Evans with input from its founders.

"The casual dining sector is experiencing some well-documented issues, but the partnership with YFM is proof that well-run brands with a distinct and value led offering continue to attract investment," Evans said.

"This is an exciting time for us. Our financial performance over the last 12 months has been strong."

Insys files for bankruptcy on opioid troubles

AUGUST GRAHAM

@AugustGraham

US DRUGMAKER Insys Therapeutics has collapsed into bankruptcy after reaching a $225m (£177.3m) settlement in the US last week.

The company said yesterday it was filing for so-called Chapter 11 protections.

It will use the bankruptcy to sell more than three-quarters of the company's assets within 90 days to pay off its legal costs.

"After conducting a thorough review of available strategic alternatives, we determined that a court-supervised sale process is the best course of action to maximise the value of our assets and address our legacy legal challenges in a fair and transparent manner," said chief executive Andrew Long.

Last week, Insys pleaded guilty in a US court after bribing doctors to prescribe more of its Subsys opioid painkiller. The company had used kickbacks and illegal marketing to boost sales of the medication, prosecutors said.

It will pay a $2m fine, settle the charges for $195m, and forfeit $28m.

"For years, Insys engaged in prolonged, illegal conduct that prioritised its profits over the health of the thousands of patients who relied on it," US attorney Andrew Lelling said.

Manpower called on the government to support freedom of movement after Brexit

Private sector hiring intentions hit seven-year low amid Brexit chaos

HARRY ROBERTSON

@henrygrobertson

HIRING intentions among UK companies slumped to their lowest level since 2012 in the second quarter of the year, a new survey has shown, as Brexit uncertainty weighed on employers' minds.

Plans for hiring among firms in the finance and business services sector saw the weakest performance in 12 months, staffing firm Manpower Group's quarterly employment outlook today revealed.

The manufacturing, warehouse transport and storage sub-sectors also dragged on private sector employment plans, Manpower said.

Meanwhile, Brexit also exerted pressure on public sector hiring intentions, which Manpower scored at plus six per cent. This was well above the private sector outlook of three per cent.

Mark Cahill, Manpower Group's UK managing director, said "the fact that there are a very large portion of EU workers that are leaving the UK which are employed in the NHS" was increasing hiring intentions in the sector.

"There is an intention by government to hire more people, but the level of skills just aren't available," he said.

CITY DASHBOARD YOUR ONE-STOP SHOP FOR BROKER VIEWS AND MARKET REPORTS

LONDON REPORT

US trade relief boosts FTSE as Woodford falls

THE MAIN index jumped to a more than one-month high yesterday as a US-Mexico deal to avert proposed tariffs lifted global markets, while tour operator **Thomas Cook** surged on a potential sale of its main business to its top shareholder.

The FTSE 100 gained 0.6 per cent as investors cheered the agreement between the United States and its southern neighbour. The mid-cap FTSE 250 rose 0.3 per cent.

Gains were spread largely across the board on the blue-chip bourse, with heavyweight financial stocks, miners and oil shares all boosting the FTSE 100.

Small-cap Thomas Cook, which has put its tour operating business up for sale in the aftermath of three profit warnings in the past year, surged 17.1 per cent after it said it was in talks with Fosun Tourism, its largest shareholder.

The mid-cap index shrugged off a slide in sterling as broader market sentiment prevailed. The currency had slipped after data showed Britain's economy contracted sharply in April, with the manufacturing sector the worst hit.

On the FTSE 100, online grocer **Ocado** added 4.7 per cent after announcing a £17m investment in the newly emerging vertical farming industry.

Plumbing products distributor **Ferguson** lost 4.6 per cent after the company's third-quarter revenue missed analysts' expectations.

Woodford Patient Capital Trust tumbled another six per cent, despite reassuring investors that the suspension of a flagship equity fund had not affected its "operational performance".

Neil Woodford's Patient Capital Trust has lost nearly a quarter in value

The FTSE 250-listed fund has lost nearly a quarter of its value this month. **Hargreaves Lansdown**, the blue-chip fund supermarket which had been a major backer of Woodford's suspended fund, gave up 1.4 per cent.

Small-cap **MJ Gleeson** tumbled almost 11 per cent, its worst day since June 2016, after the low-cost housebuilder said its chief executive officer would leave after "extensive" discussions regarding remuneration and succession planning.

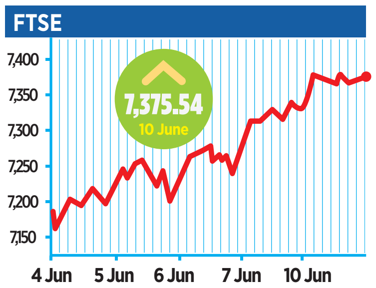
TOP RISERS

1. **Ocado** Up 4.67 per cent
2. **Antofagasta** Up 3.65 per cent
3. **NMC Health** Up 3.09 per cent

TOP FALLERS

1. **Ferguson** Down 4.64 per cent
2. **Fresnillo** Down 2.73 per cent
3. **Next** Down 2.41 per cent

FTSE



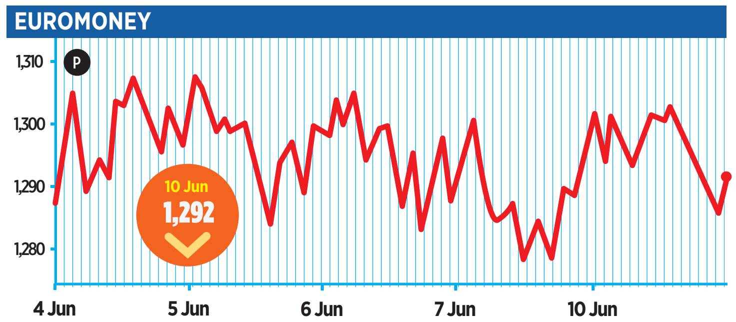
BEST OF THE BROKERS

To appear in Best of the Brokers, email your research to notes@cityam.com

ALFA FINANCIAL SOFTWARE

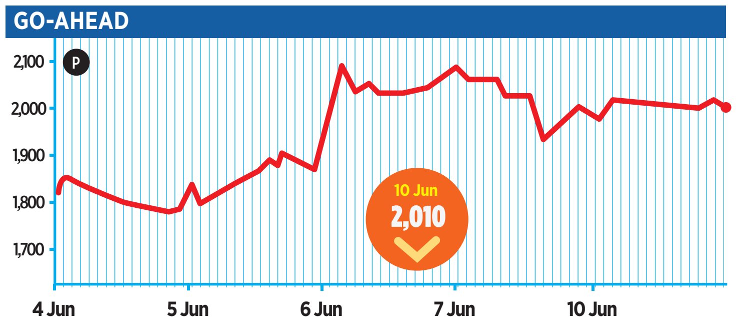
Alfa Financial Software may not exactly be back in alpha mode, but is on a journey to growth, say analysts at broker Canaccord Genuity (CG). The London-based firm, which provides software to companies in the asset finance world, had veered into beta, even gamma, territory in 2018 with deferrals of new signings and a major implementation pause. Shares have suffered under trade war rhetoric but CG smells opportunity thanks to Alfa's "best-of-breed asset finance automation offering", which should spell growth. It says "speculative buy" with a 185p target price.

EUROMONEY



FTSE 250 member Euromoney Institutional Investor, a financial media group, has long-term supporters at broker Peel Hunt. Despite first-half growth coming in slightly below expectations, Peel Hunt says "disposals at good prices have furnished the company with cash M&A capacity". It says the largest purchase to date – Boardex and The Deal – has not been owned long enough to have a clear post-acquisition trend. It adds the next move in the M&A sphere will be very important in setting the tone for investors. Peel Hunt say "add" with a target price of 1,495p.

GO-AHEAD



It was go, go, go at bus and rail firm Go-Ahead last week, when a trading update said revenues were growing in all three divisions. Analysts at Liberum raises forecasts on encouraging trading in the London and international bus sub-sectors and the addition of a probable short extension to the Southeastern rail franchise. Liberum says the firm has "good strategic positioning, consistent execution and modest growth", which are "attractive, but appear priced in at current levels". On this basis, Liberum analysts recommend to "hold", with the target price raised to 2,000p.

NEW YORK REPORT

Dow Jones rises up for a sixth session

US STOCKS extended their recent climb yesterday, with the Dow reaching its longest daily winning streak in 13 months after the United States dropped plans to impose tariffs on Mexican goods and a couple of multi-billion-dollar deals boosted the market.

Mexico on Friday agreed to step up efforts to stem the flow of Central American migrants after Washington threatened to impose a five per cent import tariff on all Mexican goods starting yesterday.

Strategists said the Mexico trade news cheered investors, leaving the S&P 500 about two per cent from its early May record high. But they noted indexes ended the session well off the day's highs and feared investors may be trading more on hope than on reality.

Among major deals, **United Technologies** agreed to combine its aerospace business with defense contractor **Raytheon** to create a new company worth about $121bn (£95bn)

The Dow Jones Industrial Average rose 78.74 points, or 0.3 per cent, to 26,062.68, the S&P 500 gained 13.39 points, or 0.47 per cent, to 2,886.73 and the Nasdaq Composite added 81.07 points, or 1.05 per cent, to 7,823.17.

The Dow ended up for a sixth straight session, its longest winning streak since May 2018.

Shares of United Technologies, however, dropped 3.1 per cent after US President Donald Trump said he was a "little concerned" about the merger as it could reduce competition in the sector. Raytheon rose 0.7 per cent.

Salesforce said it would buy data firm **Tableau Software** for $15.3bn. Salesforce.com shares fell 5.3 per cent, while those of Tableau surged 33.7 per cent.

US automakers, which have long built vehicles in Mexico, traded higher, with **General Motors** gaining 1.5 per cent. Corona beer maker **Constellation Brands**, which has significant Mexico exposure, rose 1.9 per cent.

CITY MOVES WHO'S SWITCHING JOBS

CAZOO

Cazoo has announced it has appointed Jonathan Howell as its chief technology officer (CTO). Jonathan joins Cazoo from Made.com where he has spent the last five years as CTO and grew the technology and product management teams from 15 to 100, supporting revenue growth of more than six times as well as expansion of the business to become a market leader in Europe, now selling in 11 countries. Previously, Jonathan was CTO of Huddle.com and held various positions at Lastminute.com and IBM where he was responsible for building and leading teams of up to 100 people, distributed across the US, UK, Europe, India and Argentina. He brings with him a proven track record and over 25 years' experience in key technology roles. At Cazoo Jonathan will be responsible for the technology vision and execution, scaling and growing a high-performance development team and overseeing the development of the Cazoo website and customer-facing technologies. He will report directly to founder & chief executive Alex Chesterman.

ASSET CONTROL

Asset Control has appointed Eddie Grant as Head of Managed Services, in a move designed to further drive the growth of its managed services offerings. In a newly developed role, Eddie will be based at Asset Control's London headquarters. Before joining Asset Control, Eddie was Head of Service Design/Pre-Sales within the managed services area at Hitachi Consulting Europe, Middle East and Africa, where he was responsible for leading the cloud services pre-sales team ensuring managed services growth. In all, he has around 20 years' delivery and service experience for large and complex IT transformation programmes. In his new post, Eddie will focus on delivering the full spectrum of Asset Control's managed services from hosting and application management to testing and documentation as well as growing the delivery team.

WM5G

WM5G, a new organisation set up to deliver UK's first region-wide 5G testbed in the West Midlands, has appointed Igor Leprinceas chair of the WM5G board. Leprince, who previously held the position of president of Nokia Global Services, has extensive experience of working with a variety of network operators, equipment and service providers. At Nokia, he led a team of 25,000 telecom professionals and formed part of the group executive team, which was at the forefront of the development of 5G technology. Since leaving Nokia, Leprince commenced a new career path as an angel investor, board member and chairman of several companies in the technology sector including: senior advisor for Bain & Company.

To appear in CITYMOVES please email your career updates and pictures to citymoves@cityam.com

FinTech needs YOU - Solving the UK talent gap

CHARLOTTE CROSSWELL
CEO,
Innovate Finance

FinTech thrives where capital, tech and talent connect with regulators and government. The UK's regulatory and policy framework have significantly contributed to its growth.

The UK has a long history as a financial services hub and its FinTech ecosystem has all the key elements for a world-leading environment where FinTech can thrive. Startups, entrepreneurs and technological innovation are in abundance here. It's a place where capital, tech and deep pools of talent connect with regulators and government.

The progressive regulatory and policy framework within the UK has been a significant contributing factor to the growth of its FinTech space, while investors have been encouraged by their balanced method and recognise the potential this brings for rapid adoption and scaling of new approaches.

Global talent needed to support UK FinTech growth

However, as FinTech adoption accelerates around the world, the UK will find it increasingly tough to keep up with the demand for skills. Its FinTech industry is highly dependent on global talent – in fact, approximately 42% of the current UK FinTech workforce is drawn from non-UK nationals.

As the sector grows, it is essential that we develop the pipeline to feed the next generation of FinTech companies. A lack of available skills, either international or domestic, was cited as the key challenge many of these firms are facing, as well as salary pressures caused by a restricted talent pool as FinTechs compete with banks and other financial services firms for the same resources.

Investing in schools to prioritise FinTech

For FinTech businesses to thrive, the UK should continue to undertake an assessment of the key skills required, to identify where there is a gap, and create a mechanism for filling that gap. We should also ensure that we are investing in education, so that the changing nature of the UK economy is reflected in our schools' curriculum, as we move further towards a fully-digital economy.

> *For FinTech businesses to thrive, the UK should continue to undertake an assessment of the key skills required, to identify where there is a gap, and create a mechanism for filling that gap.*

This is why supporting talent and skills in FinTech (and the development of our FinTech for Schools campaign) is a key priority for Innovate Finance in 2019 as we recognise this is one of the biggest issues within the FinTech community.

Increasing numbers of financial services firms are also looking further afield than London. While London continues to be the dominant centre for FinTech, two-thirds of employment in the financial and professional services industry is located outside of London, and momentum is therefore growing within the UK's national FinTech scene.

Relatively lower costs and a pipeline of quality university graduates - often the product of careful collaboration between firms and tertiary education establishments - are proving increasingly attractive throughout the UK.

Government support to open opportunities across the tech sector

By encouraging a domestic talent pipeline, FinTech can provide opportunities for employment and development across a broad range of careers and roles for those entering the workforce in the future.

How we approach the development of this talent pipeline in FinTech may prove beneficial to other technology sectors, encouraging school leavers to consider a career in technology, and those already in finance careers to consider retraining or re-purposing their roles. FinTech could also facilitate more traditional financial services players to reconsider their approach to training, and culture, leading to a more diverse workforce.

What is vital, whether it is access to a global talent pool or a domestic skills pipeline, is that Government continues to work with industry to ensure that these pipelines are appropriately resourced and supported by policy that allows such a diverse pool of talent to thrive. □

+ Read more at
businessandindustry.co.uk

London: Europe's FinTech investment capital

On the international scene, London's place as one of the world's premier tech hubs and Europe's tech investment capital looks as secure as ever. According to figures from London & Partners and Pitchfork, the city raised £1.8bn in venture capital (VC) and public funding in 2018, with more initial public offerings (IPOs) than anywhere else in Europe.

Since 2016, London tech firms have now attracted more than £4bn in VC funding, almost double its nearest European rivals - Paris, Berlin and Stockholm - combined.

2018 was a particularly strong year for London's FinTech sector, which broke the £1bn funding barrier in its own right. The capital's digital banking unicorns led the way, with Revolut securing £179m and Monzo £105m in single funding rounds. In the early months of 2019, meanwhile, digital savings innovator, Oaknorth, secured \$440m in investment from the \$100bn Vision Fund operated by Japan's Softbank.

London Tech Week's annual industry insights survey

As in previous years, London Tech Week has set out to take a snapshot of the current state of play of the London tech scene by carrying out a comprehensive survey of industry insiders and stakeholders. Based on the results of that survey, our Industry Insights report aims to preview the hottest topics of conversation throughout London Tech Week and highlight the key trends influencing the sector.

LONDON TECH WEEK

Finance expected to face most disruption by 2022-3

Not surprisingly, given the prominence of FinTech, finance (27% of responses) was named as the sector that will face the most disruption from emerging technologies in the next two to three years. The close proximity of Tech City to The City, and the well-established links between two of the capital's premier industries, has been driving something of a symbiotic relationship for a number of years.

Led by London's stampeding unicorns - the city now boasts 17 - industry insiders expect FinTech to perform strongly again in 2019. Indeed, 21% of respondents to our London Tech Week Survey said they expected the sector to once again attract the most investment.

That figure was, however, pipped to the post by artificial intelligence (AI) and machine learning, which 25% of respondents thought would draw the most funding this year. This reflects the fact that AI was the UK's fastest growing sector in 2018, achieving a 47% year-on-year increase in investment as it attracted £736m. Just under a third of respondents (32%) said they would be focusing their own investments on AI this year, followed by cloud technologies (24%).

Full results of London Tech Week's comprehensive survey of industry insiders and stakeholders can be found in our Industry Insights report. □

+ Read more at businessandindustry.co.uk

To manage AI risks, we need to ask the right questions

HOLLY WHITEHEAD
Research and Development Manager, International Compliance Association

Artificial intelligence (AI): two words that conjure images of robots and science fiction movies. While we are not yet in the realm of self-aware robots, the reality is that AI is no longer the stuff of Hollywood or science fiction books.

Autonomous vehicles (self-driving cars) are currently being tested for use in the not-too-distant future, and several sectors, from healthcare to banking, are using AI to assist in high-risk, high-consequence human decisions.

Numerous banks, such as HSBC, Bank of America, and NatWest, are implementing AI to fight fraud, save time and money, and automate back-office functions. But what are the risks of using AI for such important decisions?

Can we trust the machines?

All of these developments in the AI field, especially in high-risk decision environments, like financial crime, pose new and substantial challenges. So the first thing we need to do is ask the fundamental questions: how did the system arrive at a particular decision? And who is accountable if it goes wrong?

It all comes down to an issue that is at the very core of financial services – trust. How do you trust the machine? If AI is capable of evolving, which it should be through machine learning, then how do we know that it is functioning correctly? How is it checked? And finally, how would we prove this to a regulator?

AI source data must be high-quality

An AI system is only as good as the data that is fed into it. Let us look at an example from the healthcare sector.

Imagine you have a system trained to learn which patients with pneumonia had a higher mortality rate. The system does this successfully, however, what it inadvertently achieves is to classify patients with asthma as being lower-risk. This is because in normal situations, patients with pneumonia and a history of asthma go straight to intensive care, therefore receiving treatment that reduces their risk of dying. In this situation, what the AI system took this to mean is that asthma plus pneumonia equals a lower risk of death.

Since so much of the source data for AI is 'imperfect' in this way, we should not expect perfect answers all the time. Recognising this is the first step in managing the risk. However, we can work to control the input. By doing this we can, to some extent, control the output.

Machine learning can complicate quality assurance

Traditional systems use rules to predict an exact outcome. The issue with AI is that it is difficult to predict the outcome, and so we are usually unable to see how AI achieved the result it did.

AI has machine-learning capabilities, which mean different outcomes can be reached when the same function operates in different occasions. This generates uncertainty; how did AI generate that result?

One solution for this is to establish a margin of error within which an outcome will be considered correct.

Another action involves asking: 'did the system do what it was expected to?' An AI system must be able to explain why it came to a particular decision if it is to be trusted in high-risk decision making. This explanation can also provide a clear audit trail if anything goes wrong.

This means creating AI systems that can explain how a decision was reached to analysts, auditors, and, importantly, the regulator.

The human element prevails

There is now a view being cultivated that full AI autonomy is not the best step forward. The human touch needs to be integrated and AI should be supporting and collaborating with, rather than replacing, human beings.

Humans are essential in facilitating the explanation of an AI system's decision making process. These decisions and explanations can then be assessed by us to pinpoint errors and feedback to the AI system.

Fundamentally, considerable progress is being made with AI and the issues raised here do have a chance of being resolved. If this can be achieved, then the vast capabilities and possibilities of AI, especially in financial services, can be realised. □

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Will artificial intelligence change the way law firms operate?

INTERVIEW WITH:
MATHIAS STRASSER
CEO,
Scissero

Up to 80% of a law firm's work is, to some degree, repetitive. Automation and AI are bound to change the way this work is performed. The question is: how much of it will be eliminated, and how quickly?

Lawyers of all levels have traditionally spent hours wading through paperwork, but the adoption of technology, such as Artificial Intelligence (AI), means more mundane tasks can be completed by machines rather than humans.

Mathias Strasser is a former lawyer and the CEO of Scissero, a legal AI company. He estimates that around 10% of legal work can be streamlined or eliminated using robotic process automation, such as by using contract authoring and workflow software, and that 10% can never be left to machines because it involves making judgements.

Of the remaining 80%, Strasser estimates that some portion will eventually be automated using artificial intelligence and related technologies.

Business benefits of AI

"Artificial intelligence has a number of applications in law," says Strasser, who works extensively with clients in the banking and finance sector. "These include automated contract mark-ups, suggestions of related clauses while drafting agreements, preparation of draft due diligence reports, etc.

"Such applications translate into less repetitive clerical work for lawyers at all levels, an improved work/life balance and, ultimately, better value for clients."

The one thing all AI applications have in common is the ability to learn from human lawyers. "We see a a lot of enthusiasm for AI and a willingness to try it out in different areas. But you have to have enough high-quality precedents to train the software. Therefore, having access to pre-trained models can be a key distinguishing factor," says Strasser.

Fears that AI could cut jobs

Despite the benefits, some legal professionals are concerned there could be job losses if machines take on too many tasks previously completed by humans. Strasser understands these concerns but says the adoption of AI technologies will be gradual, giving people a chance to adapt. And the benefits outweigh the risks.

"For most lawyers, the idea of having access to a paralegal-in-a-box 24 hours a day is appealing because it not only means less bone-crunching work but also more control over one's time," he says. "If you can achieve that and keep clients happy, it becomes a no brainer."

Training aid

There are also worries that automation will affect the training of junior lawyers who have traditionally spent time reviewing legal documents. However, documents initially marked up using AI act as a useful guide for junior lawyers who can then focus on the intricacies that the machine missed.

Over the past 10 years, there has been a move towards digitalisation in the legal profession, but there has been so much growth, it can be difficult for law firms to know which solutions to opt for. "It's a bit like the Wild West at the moment. Firms can easily get overwhelmed by the products on offer, which explains why legal ops conferences and product reviews by industry observers are in such high demand," says Strasser. ☐

Written by: Steve Hemsley

Sponsored by

+ Read more at **scissero.com**

Digital IDs: the key to digital financial services

RUTH MILLIGAN
Head of Financial Services and Payments,
techUK

Evolution in digital financial services is rapidly increasing touch points between consumers and the financial services they use. At the heart of this expansion, to keep it secure, must be interoperable, standards-based digital identities.

If we think about what the growth of tech has been about since we all woke up to a 'wide-web' world, one word underpins it all: connection. And with the advent of open banking, the number of ways we can connect to our personal bank accounts will multiply.

It is only a matter of time until all our financial operations are brought within this 'open ecosystem'. Fundamental to the smooth functioning of this web of connections, will be universally accepted, secure entry credentials for the user: digital IDs.

Current security measures are clunky and outdated

In all our financial dealings, we must prove who we are. Currently, to open a new account, we start from scratch – often with copies of passports, proof of address, etc. We then have a proliferation of passwords and authentication devices to re-prove our identity each time we use a service. In a digital world, this is becoming archaic and highly open to fraud.

As argued in techUK's Digital ID White Paper, there is an urgent need in the UK, for a digital identity market, in which providers can do away with current complexities and offer seamless, digital methods of identity.

Moreover, this should span both the public and private spheres, allowing us to pay our taxes, deal with our local authority and access our private financial lives.

For such a system to function, private sector providers must have access to passport and DVLA records to verify identities. Most importantly, these IDs would be interoperable – we must avoid unconnected, stand-alone systems, which would cause confusion among citizens, inefficiency and loss of opportunity.

The route to digital IDs in the UK

The UK is a market leader in financial services and security technologies. We are ideally placed to drive digital identity technologies, authentication techniques and standards and to export them overseas.

> *"We are ideally placed to drive digital identity technologies, authentication techniques and standards and to export them overseas."*

Much work has already been done in multiple fora. Solutions can begin with consumer IDs and develop them to encompass business-to-business. These additional capabilities can position the UK as the global hub of digital trust and reinforce our dominance in global professional services.

What is now required is for all the players who have made such progress to collaborate.

Establishing global standards for digital identities

One of the first steps is to establish a set of overriding standards, set and overseen by a trusted independent authority. The current Good Practice Guide 45 (GPG45), produced by the Government Digital Service, is an excellent basis. Any company wishing to provide identities would have to comply – and, ideally, receive a trust-mark.

Different areas of life require different levels of proof of identity; that is a complexity that must of course be addressed. To obtain a mortgage, I need to provide more information than I do, for example, to buy alcohol. If, therefore, I approach a mortgage application with a basic-level ID, further details would be asked to enhance that ID, compliant with AML/KYC requirements. Crucially, however, the details already there would not have to be re-verified.

Clearly a system of trust and liability would also be required, possibly based on a contributory liability insurance scheme.

Universally available

Many people in the UK do not have the requisite proofs to enable them to access all financial products – so-called 'thin-file' applicants. This can also be addressed by allowing people to augment their ID level through other attributes. Schemes are already being trialled within local authorities to 'build- up' identity files, using a wide range of attributes, such as education history, housing records or proof of rent and other regular payments.

techUK is now establishing cross-sector, collaborative working groups to push these aims forward: we encourage all those working towards this vision to get involved!

+ Read more at **businessandindustry.co.uk**

Banking on success? Collaboration is the answer

"The banking industry does better when its members collaborate." Q&A with Professor Mohamed Shaban, Professor of Finance and FinTech and Vice President of International Finance and Banking Society (IFABS).

INTERVIEW WITH:
PROFESSOR MOHAMED SHABAN
Professor of Finance and FinTech,
University of Leicester and Vice President, IFABS

Why is IFABS different or important?

"During the financial crisis, it was obvious that there was segmentation between three parties — academic researchers, policymakers/regulators, and industry — which could drastically affect decision-making in the areas of banking and finance.

"Essentially, these three parties were pointing fingers and accusing each other of being the cause of the crisis. It was their lack of common ground and their lack of dialogue — or, rather, trialogue — that sparked the idea of bringing them together. In 2008, we had the pioneering idea of creating a society that would facilitate discussion between these three groups."

Why do finance and banking industry professionals need a platform for discussion?

"Facilitating collaboration and pooling knowledge can create cutting-edge research. Previously, academia, policymakers and industry worked in their own siloes without communicating or exchanging knowledge.

"But, by leaving their own bubbles — their own fantasy worlds, if you like — they were encouraged to touch base with reality and discover common ground. More than that, they realised they could benefit from the synergies of pooled knowledge and know-how, making research more impactful and so creating a more informed and efficient decision-making process, whether at industry level or policymaking level."

How is this collaboration best facilitated?

"The three parties won't come together without a common cause. So it's important to find a theme — a topical issue that can create a buzz — and then invite them to talk about it and share knowledge at conferences and gatherings. It's also important to invite the right people to these conferences — key experts, in other words — and offer roundtables and discussion panels where they can interact and air their different views.

> *"Society members benefit from the synergies of pooled knowledge and know-how."*

"The outcomes of these meetings can be significant. For instance, the papers presented at our conferences are published in reputable academic journals and may inform policy developments."

How do societies support professional development in the industry?

"By, for example, using experts from academia, policymaking and industry to provide quality capacity building programmes and training for executives in the financial and banking sector, and using these same experts to provide consultancy services. Societies also offer consultancy services for their members."

What is the future for FinTech societies?

"Societies are full of natural-born innovators who want to pursue every new trend in the industry, including financial technology. Excitingly, there's keen interest to develop a new society to bridge communication among technology-related issues, and we can only envisage more sectors following this solution.

"Market research shows that Asia has dominated FinTech for a long time — and that America and Europe is trying to tap into this knowledge in order to catch up. Next, we aim to provide a bridge between these regions so that the sectors in Europe and America can share and expand their FinTech know-how."☐

Written by: Tony Greenway

IFABS has now over 5,500 members from over 67 different countries. We have become one of the world's leading research networks dedicated to the promotion of cutting-edge research in the areas of banking and finance.

Our gatherings provide a highly effective and prestigious forum in which academics, research students, policy-makers, and practitioners with interests in contemporary issues surrounding banking and finance can present and debate their research and engage in discussions and networking.

We're shortly launching an IFABS sub-branch, called FAB-TECH, which will be responsible for technology-related issues.

Young lawyers want to learn to code to boost their careers

INTERVIEW WITH:
DARYA YELOVA
Product Manager,
Firelex

Learning coding at work can help younger lawyers and banking professionals who have grown up with technology develop their careers and work more efficiently.

> *"Much has been said about how technology may eventually replace at least some of the work lawyers do. By engaging with technology, lawyers can make the machines work for them, instead of letting the machines take over their work."*

The legal and banking professions are incredibly competitive. Increasingly, younger lawyers and finance executives strive to become technically savvy to learn new skills and thereby differentiate themselves from their peers. By acquiring a basic understanding of coding, they can develop their careers and work more efficiently.

The legal profession is sometimes deemed a little 'late to the party' when it comes to adopting technological innovation. Yet modern scripting languages like JavaScript have in fact made it very easy for lawyers to automate many of their day-to-day chores.

Digital transformation at law firms can be complex

Many law firms, as well as banks, are keen to modernise and are going through complex digital transformations. Encouraging lawyers and financial services professionals to learn simple coding as part of any tech enablement strategy will help businesses remain competitive in the future.

"The firms that embrace someone's wishes to learn to code and urge others to try it will see efficiency benefits and also improve their service to clients," says Darya Yelova, who works as a product manager at Firelex, which has developed a platform that allows lawyers to automate documents and experiment with legal AI using a simplified version of JavaScript.

Automation could replace repetitive tasks

Yelova adds: "There might be a legal opinion a lawyer needs to prepare five or ten times a month, or a particular type of agreement, such as a non-disclosure agreement, that's drafted frequently. If coding is made easy for lawyers, they can create forms and templates by themselves and don't have to wait for a developer within their firm or an outside consultant to do it for them."

Or, as Yelova puts it: "Why use a chauffeur when you can drive the car yourself and get to your destination faster?"

Coding is a creative task and can differentiate employees

Being able to write relatively simple computer programs is certainly one way for lawyers and bankers to differentiate themselves as they look for ways to enhance their careers. What's more, for many of them, coding is enjoyable because it allows them to be creative.

"Many 21st century lawyers love technology, so learning something as cool as coding has an appeal," says Yelova.

Much has been said about how technology may eventually replace at least some of the work lawyers do. By engaging with technology, lawyers can make the machines work for them, instead of letting the machines take over their work.

"This is not about turning lawyers into computer scientists but about giving them a basic understanding of software and how it works so they can improve their lives and that of their clients."☐

Written by: Steve Hemsley

FTSE 100	FTSE 250	FTSE ALL SHARE	DOW JONES	NASDAQ	S&P 500
7375.54	19309.60	4030.56	26062.68	7823.17	2886.73
43.60	77.21	22.41	78.74	81.07	13.39

£/€	1.1214	0.0019	€/$	1.1314	0.0019
£/$	1.2683	0.0053	€/£	0.8918	0.0018
£/¥	137.51	0.2844	€/¥	122.65	0.0340

GILTS

	Price	Chg	High	Low
Tsy 3.750 19	100.74	-0.02	103.9	100.7
Tsy 2.000 20	101.52	0.01	102.7	101.4
Tsy 4.750 20	103.03	-0.02	107.1	103.0
Tsy 3.750 20	103.86	0.00	106.8	103.8
Tsy 2.500 20	356.24	0.00	361.4	356.0
Tsy 8.000 21	114.84	-0.01	121.4	114.5
Tsy 4.000 22	109.54	0.04	111.7	109.0
Tsy 0.500 22	99.96	0.08	100.0	97.7
Tsy 1.875 22	117.52	0.03	118.5	115.5
Tsy 2.250 23	107.08	0.08	107.2	104.7
Tsy 2.500 24	370.83	0.15	370.9	358.7
Tsy 0.125 24	114.82	0.08	114.8	110.9
Tsy 5.000 25	124.71	0.09	125.5	122.1
Tsy 4.250 27	129.06	0.15	129.3	122.6
Tsy 1.250 27	137.39	0.18	137.4	128.4
Tsy 6.000 28	147.48	0.15	147.8	140.5
Tsy 0.125 29	129.74	0.25	129.7	118.8
Tsy 4.750 30	141.65	0.21	142.0	132.1
Tsy 4.125 30	386.02	0.26	386.1	355.2
Tsy 4.250 32	138.96	0.23	139.3	128.5
Tsy 1.250 32	159.06	0.30	159.1	144.1
Tsy 0.125 36	151.51	0.43	151.5	133.4
Tsy 4.250 36	145.80	0.31	146.3	133.1
Tsy 4.750 38	159.76	0.33	160.3	144.9
Tsy 0.625 40	173.29	0.47	173.5	152.8
Tsy 4.500 42	162.71	0.36	163.4	145.9
Tsy 3.500 45	144.71	0.39	145.4	128.0
Tsy 4.250 46	164.32	0.41	165.1	145.7
Tsy 4.025 49	170.74	0.45	171.6	150.0
Tsy 0.500 50	205.07	0.67	207.7	173.7
Tsy 0.250 52	201.82	0.71	204.9	168.8

AEROSPACE & DEFENCE

	Price	Chg	High	Low
BAE Systems	485.0	9.0	676.4	443.9
Cobham	102.7	-1.0	131.7	96.8
Meggitt	514.2	2.6	572.0	458.0
QinetiQ Group	290.0	4.2	312.4	256.6
Rolls-Royce Holdi	900.2	-9.2	1094.0	759.2
Senior	231.6	-0.4	334.4	185.4
Ultra Electronics	1618.0	-3.0	1743.0	1232.0

BANKS

	Price	Chg	High	Low
Bank of Georgia G	1656.0	53.0	2001.0	1310.0
Barclays	153.1	2.0	200.6	146.1
Close Brothers Gr	1426.0	8.0	1660.0	1374.0
CYBG	182.0	3.1	364.2	173.9
HSBC Holdings	658.4	7.5	734.6	600.8
Lloyds Banking Gr	58.4	0.8	66.6	50.0
Metro Bank	626.5	-15.0	3422.0	475.0
Royal Bank of Sco	216.1	1.6	270.4	203.0
Standard Chartere	707.2	15.2	745.7	519.8
TBC Bank Group	1642.0	60.0	1774.0	1290.0

BEVERAGES

	Price	Chg	High	Low
Barr (A.G.)	975.0	6.0	978.0	666.0
Britvic	918.5	3.5	956.0	745.0
Coca-Cola HBC AG	2921.0	9.0	2931.0	2244.0
Diageo	3403.0	-4.0	3412.5	2523.5

CHEMICALS

	Price	Chg	High	Low
Croda Internation	5230.0	30.0	5447.7	4576.0
Elementis	140.0	1.0	272.0	139.0
Johnson Matthey	3157.0	14.0	3823.0	2620.0
Sirius Minerals	15.9	0.1	38.5	15.0
Synthomer	360.0	0.2	575.5	347.4
Victrex plc	2072.0	18.0	3408.0	1950.0

CONSTRUCTION & MATERIALS

	Price	Chg	High	Low
Balfour Beatty	242.8	2.4	303.0	223.4
CRH	2558.0	9.0	2857.0	1971.5
Galliford Try	655.0	-22.0	1104.0	512.0
Ibstock	240.0	1.4	300.0	193.1
Kier Group	161.1	5.3	1022.0	145.4
Marshalls	640.5	-6.5	669.0	399.8
Polypipe Group	437.4	1.2	442.4	307.8

ELECTRICITY

	Price	Chg	High	Low
Contour Global	213.5	11.5	250.0	150.1
Drax Group	297.2	-5.2	427.2	291.8
SSE	1120.0	-0.5	1400.0	1008.0

ELECTRONIC & ELECTRICAL EQ.

	Price	Chg	High	Low
Halma	1903.5	11.5	1914.0	1237.0
Morgan Advanced M	261.6	1.6	363.0	237.0
Renishaw	3880.0	-28.0	5685.0	3670.0
Spectris	2680.0	-4.0	2908.0	1966.5

EQUITY INVESTMENT INSTRUM.

	Price	Chg	High	Low
Aberforth Smaller	1266.0	0.0	1442.0	1120.0
Alliance Trust	778.0	7.0	789.0	672.0
Apax Global Alpha	146.5	-0.5	153.0	127.0
AVI Global Trust	751.0	3.0	767.0	660.0
Baillie Gifford J	785.0	10.0	869.0	663.0
Bankers Inv Trust	917.0	10.0	917.0	766.0
BBGI SICAV S.A.	158.5	1.0	168.0	133.0
BlackRock Smaller	1470.0	-10.0	1600.0	1160.0
BMO Global Smalle	1344.0	6.0	1495.0	1220.0
Caledonia Investm	3045.0	5.0	3060.0	2650.0
City of London In	421.0	3.0	439.0	376.0
Edinburgh Inv Tru	594.0	-3.0	712.0	588.0
F&C Investment Tr	706.0	9.0	741.0	616.0
Fidelity China Sp	212.0	4.0	268.0	182.4
Fidelity European	244.0	2.0	244.5	202.0
Fidelity Special	259.0	2.5	280.0	220.0
Finsbury Growth &	897.0	2.0	899.3	740.0
GCP Infrastructur	128.8	-0.2	130.8	119.0
Genesis Emerging	734.0	8.0	739.0	615.0
Greencoat UK Wind	140.0	0.6	143.2	122.6
HarbourVest Globa	1582.0	-2.0	1628.0	1234.0
Herald Investment	1352.0	-2.0	1370.0	1055.0
HGCapital Trust	216.5	-0.5	219.0	175.0
HICL Infrastructu	157.4	0.4	170.1	140.0
International Pub	147.6	-0.2	163.4	141.4
JPMorgan American	455.0	5.0	472.0	386.5
JPMorgan Emerging	951.0	11.0	972.0	759.0
JPMorgan Indian I	771.0	-5.0	779.0	566.0
JPMorgan Japanese	430.5	4.5	472.0	367.0
Jupiter European	844.0	10.0	895.0	666.0
Law Debenture Cor	608.0	4.0	636.0	534.0
Mercantile Invest	206.6	0.1	226.0	168.0
Monks Inv Trust	891.0	8.0	892.0	710.0
Murray Internatio	1154.0	0.0	1208.0	1056.0
NB Global Floatin	89.4	-0.2	94.5	87.6
NextEnergy Solar	117.0	1.5	124.5	107.5
Pantheon Internat	2190.0	-10.0	2225.0	1955.0
Perpetual Income	311.0	-2.5	365.5	301.5
Pershing Square H	1372.0	24.0	1398.0	990.0
Personal Assets T	41700.0	50.0	41800.0	38900.0
Polar Capital Tec	1342.0	28.0	1386.0	1066.0
RIT Capital Partn	2060.0	5.0	2130.0	1892.0
Riverstone Energy	852.0	2.0	1296.0	840.0
Schroder Asia Pac	433.0	2.5	479.0	379.0
Scottish Inv Trus	803.0	5.0	902.0	748.0
Scottish Mortgage	521.5	11.0	568.3	441.4
Sequoia Economic	112.2	-0.2	114.2	106.0
Smithson Investme	1214.0	16.0	1222.0	1000.2
Syncona Limited N	243.0	8.0	302.5	223.0
Temple Bar Inv Tr	1252.0	2.0	1366.0	1116.0
Templeton Emergin	766.0	4.0	792.0	649.0
The Renewables In	128.4	0.4	128.6	106.9
TR Property Inv T	411.0	1.5	433.5	353.5
Vietnam Enterpris	441.0	-1.0	472.0	390.0
VinaCapital Vietn	343.0	-1.0	350.0	306.0
Witan Inv Trust	210.0	1.0	227.6	189.6
Woodford Patient	59.0	-3.8	91.0	58.0
Worldwide Healthc	2630.0	35.0	2915.0	2325.0

FINANCIAL SERVICES

	Price	Chg	High	Low
3i Group	1060.0	4.5	1088.5	756.2
3i Infrastructure	292.0	2.0	292.3	221.0
AJ Bell	400.0	-10.0	477.0	220.0
Allied Minds	82.0	5.8	115.0	37.3
Amigo Holdings	285.5	27.5	310.0	154.5
Arrow Global Grou	210.6	0.6	288.5	167.2
ASA International	352.0	2.0	510.0	336.0
Ashmore Group	479.4	0.8	488.0	337.0
Brewin Dolphin Ho	305.8	-0.6	372.8	295.4
Charter Court Fin	327.5	1.5	375.0	228.8
City of London In	410.5	-10.0	430.5	360.0
CMC Markets	87.9	2.9	206.0	77.4
Coats Group	78.8	0.4	91.3	69.8
Georgia Capital	1010.0	33.0	1260.0	941.0
Hargreaves Lansdo	1913.0	-26.5	2433.0	1633.0
IG Group Holdings	560.2	2.2	954.5	474.8
IntegraFin Holdin	388.9	-2.2	406.1	269.0
Intermediate Capi	1353.0	12.0	1361.0	899.0
International Per	165.0	6.4	248.8	157.6
Investec	474.0	6.6	571.0	423.4
IP Group	73.0	-1.0	142.8	72.6
John Laing Group	379.8	0.6	402.0	264.2
JTC	363.0	-8.0	440.0	287.0
Jupiter Fund Mana	376.8	1.8	472.4	287.6
Liontrust Asset M	694.0	14.0	710.0	532.0
LMS Capital	52.3	-0.8	53.5	44.0
London Finance &	39.5	0.0	45.5	39.5
London Stock Exch	5464.0	52.0	5472.0	3867.0
Man Group	144.9	-0.6	190.5	126.8
OneSavings Bank	401.8	1.0	449.6	330.0
Paragon Banking G	436.4	0.8	524.0	379.2
Plus500 Ltd (DI)	618.6	4.8	2040.0	495.0
Provident Financi	520.0	7.0	692.6	446.0
Quilter	137.6	0.6	156.6	110.6
Rathbone Brothers	2130.0	5.0	2652.0	2060.0
Real Estate Credi	171.5	0.0	175.5	163.0
Record	29.0	0.5	47.0	27.3
River and Mercant	258.0	0.0	330.0	212.0
S&U	2390.0	40.0	2685.0	1767.5
Sanne Group	691.0	4.0	724.0	450.0
Schroders	2987.0	25.0	3297.0	2334.0
Standard Life Abe	277.1	1.7	406.3	224.9
TP ICAP	274.3	-1.1	431.5	259.7
VPC Specialty Len	67.8	0.8	84.4	67.0
Walker Crips Grou	25.0	0.0	39.0	24.0
XPS Pensions Grou	158.0	3.5	192.0	132.0

FIXED LINE TELECOMS

	Price	Chg	High	Low
BT Group	207.9	0.7	264.7	193.8
TalkTalk Telecom	118.3	-0.6	137.0	96.6
Telecom Plus	1500.0	0.0	1524.0	1010.0

FOOD & DRUG RETAILERS

	Price	Chg	High	Low
Greggs	2210.0	-12.0	2240.0	942.0
Morrison (Wm) Sup	197.7	2.0	269.4	195.7
Ocado Group	1165.0	52.0	1435.0	749.8
Sainsbury (J)	198.9	1.5	341.5	194.6
SSP Group	674.0	-3.0	744.4	615.1
Tesco	230.4	1.0	266.2	189.6
UDG Healthcare Pu	725.5	7.0	900.0	551.0

FOOD PRODUCERS

	Price	Chg	High	Low
Associated Britis	2522.0	-2.0	2836.0	2041.0
Bakkavor Group	122.0	0.4	198.0	113.0
Cranswick	2626.0	-2.0	3460.0	2472.0
Greencore Group	207.9	0.5	230.0	162.9
Hilton Food Group	972.0	-8.0	1088.0	884.0
Tate & Lyle	743.6	2.2	800.4	622.6
Unilever	4899.0	-15.0	4923.5	3931.0

FORESTRY & PAPER

	Price	Chg	High	Low
Mondi	1680.0	1.5	2236.0	1584.0

GAS, WATER & MULTIUTILITIES

	Price	Chg	High	Low
Centrica	95.6	-0.2	163.7	92.6
National Grid	816.9	-6.0	889.2	748.7
Pennon Group	747.0	-12.8	812.4	684.2
Severn Trent	2054.0	-24.0	2091.0	1770.0
United Utilities	823.0	-11.8	873.6	682.4

GENERAL INDUSTRIALS

	Price	Chg	High	Low
RPC Group	792.6	0.6	834.8	632.2
Smith (DS)	332.5	3.7	538.9	292.2
Smiths Group	1495.0	10.5	1801.0	1279.5
Smurfit Kappa Gro	2284.0	4.0	3292.0	1934.0
Vesuvius	512.5	4.5	662.0	473.2

GENERAL RETAILERS

	Price	Chg	High	Low
Auto Trader Group	598.2	1.8	600.4	388.5
B&M European Valu	344.0	-0.8	426.3	278.6
Card Factory	191.4	-2.2	212.4	162.6
Dixons Carphone	124.1	0.1	200.1	113.9
Dunelm Group	906.0	-11.5	928.5	482.8
Inchcape	614.5	-1.0	799.0	486.6
JD Sports Fashion	621.0	-0.4	635.6	318.5
Just Eat	596.0	6.4	883.4	533.8
Kingfisher	212.9	3.5	318.1	205.4

MAIN CHANGES UK 350

Risers		%
Just Group	51.5	10.8
Amigo Holdings	285.5	10.7
Contour Global	213.5	5.7
Ocado Group	1165.0	4.7
TBC Bank Group	1642.0	3.8
Antofagasta	834.4	3.7
Ted Baker	1346.0	3.6
Kaz Minerals	538.8	3.6
Syncona Limited NP	243.0	3.4
Kier Group	161.1	3.4

Fallers		%
Woodford Patient C	59.0	-6.1
Ferguson	5100.0	-4.6
Indivior	44.2	-3.6
Galliford Try	655.0	-3.3
Fresnillo	789.8	-2.7
AJ Bell	400.0	-2.4
Next	5578.0	-2.4
FirstGroup	102.9	-2.4
Metro Bank	626.5	-2.3
Ent. One Di	394.6	-2.1

	Price	Chg	High	Low
Marks & Spencer G	220.5	0.0	300.8	220.0
Next	5578.0	-138.0	6202.0	3991.0
Pets at Home Grou	182.3	4.6	187.3	110.0
Saga	41.2	0.1	138.7	40.0
Sports Direct Int	293.2	1.0	436.1	233.2
Ted Baker	1346.0	47.0	2444.0	1291.0
Vivo Energy	138.4	-0.6	160.0	96.0
WH Smith	2012.0	6.0	2186.0	1697.0

HEALTH CARE EQUIPMETN & S.

	Price	Chg	High	Low
Assura	64.0	0.1	64.5	52.4
Convatec Group	141.2	0.2	239.0	118.6
Mediclinic Intern	308.8	-3.3	565.4	301.3
NMC Health	2268.0	68.0	4120.0	2192.0
Smith & Nephew	1689.0	-4.0	1699.0	1258.0

HHOLD GDS & HOME CONSTR.

	Price	Chg	High	Low
Barratt Developme	564.4	-0.6	625.8	434.0
Bellway	2825.0	8.0	3409.0	2419.0
Berkeley Group Ho	3567.0	1.0	4321.0	3226.0
Bovis Homes Group	1018.0	4.0	1273.5	828.0
Countryside Prope	300.0	4.2	372.6	270.0
Crest Nicholson H	357.8	-0.6	446.2	296.4
McCarthy & Stone	137.7	3.0	142.4	97.5
Persimmon	2045.0	4.0	2880.0	1859.5
Reckitt Benckiser	6394.0	-1.0	7155.0	5593.0
Redrow	566.0	3.0	674.6	460.8
Taylor Wimpey	157.3	-0.2	192.3	129.3

INDUSTRIAL ENGINEERING

	Price	Chg	High	Low
Bodycote	784.5	-4.5	1055.0	676.0
Hill & Smith Hold	1198.0	-3.0	1523.0	902.5
IMI	966.2	5.4	1242.0	870.0
Melrose Industrie	172.8	2.1	240.5	146.3
RHI Magnesita N.V	4636.0	56.0	5085.0	3318.0
Rotork	302.0	4.2	361.4	235.7
Spirax-Sarco Engi	8760.0	200.0	8870.0	5900.0
Weir Group	1511.0	29.5	2200.0	1240.0

INDUSTRIAL METALS & MINING

	Price	Chg	High	Low
Evraz	649.0	16.0	669.0	442.1
Ferrexpo	251.8	3.5	301.3	143.5

INDUSTRIAL TRANSPORTATION

	Price	Chg	High	Low
BBA Aviation	264.8	1.4	350.0	207.0
Clarkson	2440.0	0.0	2900.0	1878.0
Fisher (James) &	2020.0	-10.0	2260.0	1600.0
Royal Mail	202.2	6.3	512.4	194.5
Stobart Group Ltd	103.6	-1.8	266.5	102.2

NON LIFE INSURANCE

	Price	Chg	High	Low
Admiral Group	2089.0	-1.0	2281.0	1870.0
Beazley	561.5	-4.5	599.0	492.6
Direct Line Insur	325.4	-2.6	366.5	304.9
Hastings Group Ho	180.8	-1.1	274.2	174.0
Hiscox Limited (D	1674.0	-13.0	1711.0	1418.0
Lancashire Holdin	709.0	-5.5	717.5	530.0
RSA Insurance Gro	570.6	0.4	681.8	496.6
Sabre Insurance G	255.5	2.0	294.0	249.0

LIFE INSURANCE

	Price	Chg	High	Low
Aviva	417.9	0.9	517.0	364.6
Just Group	51.5	5.0	143.9	44.6
Legal & General G	269.9	-0.1	291.2	223.7
Phoenix Group Hol	703.6	9.4	724.8	544.0
Prudential	1635.5	11.5	1866.5	1340.0
St James's Place	1056.5	12.0	1240.5	914.0

MEDIA

	Price	Chg	High	Low
4Imprint Group	2600.0	-20.0	2700.0	1715.0
Ascential	382.2	1.8	465.0	337.2
Bloomsbury Publis	231.0	-2.0	254.0	190.5
Centaur Media	48.5	0.5	56.5	34.7
Entertainment One	394.6	-8.4	483.4	331.8
Euromoney Institu	1292.0	-2.0	1446.0	1132.0
Gocompare.com Gro	83.0	-0.3	139.0	64.6
Haynes Publishing	227.0	9.0	246.0	160.0
Huntsworth	103.5	1.5	139.0	81.0
Informa	795.0	3.4	859.0	605.8
ITE Group	75.9	-0.3	90.0	56.3
ITV	110.0	1.5	180.4	105.2
Moneysupermarket	383.5	2.0	384.2	264.0
Pearson	809.6	10.0	1027.5	769.2
Reach	75.0	-2.3	83.2	54.6
Relx plc	1878.0	6.0	1887.5	1491.5
Rightmove	585.0	5.0	585.8	420.9
STV Group	364.0	0.0	458.0	318.0
Tarsus Group	432.0	1.0	433.0	243.0
WPP	998.4	10.0	1301.0	800.4

MINING

	Price	Chg	High	Low
Acacia Mining	169.1	-0.9	256.6	96.1
Anglo American	2009.5	35.7	2226.0	1464.6
Antofagasta	834.4	29.4	1098.5	727.2
BHP Group	1852.0	27.8	1944.2	1490.6
Centamin (DI)	99.0	-0.5	136.2	79.8
Fresnillo	789.8	-22.2	1216.0	724.8
Glencore	265.0	4.1	398.5	254.7
Hochschild Mining	166.6	-3.5	208.4	149.1
Kaz Minerals	538.8	18.8	1012.5	436.7
Polymetal Interna	874.4	-5.4	894.0	597.2
Rio Tinto	4587.0	68.5	4776.0	3486.0

MOBILE TELECOMS

	Price	Chg	High	Low
Inmarsat	540.0	-1.0	632.2	362.8
Vodafone Group	130.4	0.5	191.0	123.3

OIL & GAS PRODUCERS

	Price	Chg	High	Low
BP	555.5	3.7	598.3	485.9
Cairn Energy	149.2	-1.0	258.8	140.0
Energean Oil & Ga	806.0	-13.0	846.0	493.5
Premier Oil	74.5	-1.0	143.6	55.6
Royal Dutch Shell	2541.5	18.5	2694.5	2213.0
Royal Dutch Shell	2550.0	19.5	2780.5	2227.0
Tullow Oil	205.2	3.6	266.3	165.2

OIL EQUIPMENT & SERVICES

	Price	Chg	High	Low
Hunting	523.5	5.0	849.0	453.6
Petrofac Ltd.	427.4	9.1	663.4	381.5
Wood Group (John)	405.7	3.0	796.4	389.9

PERSONAL GOODS

	Price	Chg	High	Low
Burberry Group	1780.0	-2.0	2325.0	1623.5
PZ Cussons	200.0	-1.5	244.0	178.6

PHARMACEUTICALS & BIOTECH

	Price	Chg	High	Low
AstraZeneca	6104.0	76.0	6525.0	5182.0
BTG	833.5	-1.5	853.0	475.0
Dechra Pharmaceut	2804.0	46.0	3168.0	2014.0
Genus	2648.0	-2.0	2992.0	2098.0
GlaxoSmithKline	1577.0	11.8	1621.6	1418.0
Hikma Pharmaceuti	1613.5	6.0	2025.0	1376.0
Indivior	44.2	-1.7	494.5	30.1

REAL ESTATE INVEST. & SERV.

	Price	Chg	High	Low
BMO Commercial Pr	119.8	0.0	155.0	117.0
Capital & Countie	217.3	2.3	303.2	213.1
CLS Holdings	223.0	0.5	255.0	195.4
Daejan Holdings	5600.0	-20.0	6400.0	5500.0
Grainger	246.0	-2.0	291.0	205.8
NewRiver REIT	193.4	-3.6	290.0	192.7
Safestore Holding	643.5	8.5	658.5	499.4
Savills	874.0	4.5	949.5	678.5
St. Modwen Proper	430.0	4.0	441.5	365.0
UK Commercial Pro	90.0	0.0	92.7	81.0

REAL ESTATE INVEST. TRUSTS

	Price	Chg	High	Low
Big Yellow Group	1031.0	6.0	1062.0	852.5
British Land Comp	540.8	3.4	692.0	523.0
Civitas Social Ho	80.0	-0.5	114.0	79.5
Derwent London	3272.0	26.0	3328.0	2761.0
Great Portland Es	713.8	8.6	773.6	652.3
Hammerson	280.5	3.7	547.6	266.9
Intu Properties	88.2	1.6	201.5	84.9
Land Securities G	849.2	-0.2	965.1	791.8
LondonMetric Prop	206.4	-1.0	209.2	172.7
Primary Health Pr	136.8	0.4	137.8	106.4
SEGRO	716.0	0.6	719.0	585.2
Shaftesbury	825.0	-2.0	960.0	809.0
Tritax Big Box Re	151.8	1.0	155.7	129.0
Unite Group	954.0	-0.5	973.5	797.5
Workspace Group	865.0	-2.5	1151.0	789.5

SOFTWARE & COMPUTER SERV.

	Price	Chg	High	Low
Avast	314.2	1.0	319.4	208.2
Aveva Group	3866.0	-32.0	3910.0	2284.0
Computacenter	1285.0	18.0	1620.0	952.0
FDM Group (Holdin	970.0	20.0	1128.0	734.0
Funding Circle Ho	259.5	5.5	440.0	221.5
Micro Focus Inter	1978.8	39.8	2491.6	1427.2
Playtech	427.9	7.9	811.0	361.8
Sage Group	758.0	3.4	772.0	525.6
Softcat	945.5	15.5	967.0	565.0

SUPPORT SERVICES

	Price	Chg	High	Low
Sophos Group	398.9	-1.9	639.0	298.2
Aggreko	799.6	14.4	882.0	641.8
Ashtead Group	1950.0	-4.0	2438.0	1586.5
BCA Marketplace	192.0	1.4	242.0	178.5
Bunzl	2155.0	-24.0	2551.0	2059.0
Capita	107.9	1.3	169.1	102.3
DCC	6916.0	60.0	7390.0	5555.0
Diploma	1527.0	-8.0	1634.0	1150.0
Electrocomponents	624.2	3.2	761.6	480.0
Equiniti Group	220.0	0.2	266.0	186.2
Essentra	405.0	1.8	507.0	325.4
Experian	2405.0	5.0	2423.9	1728.5
Ferguson	5100.0	-248.0	6556.0	4749.0
G4S	216.7	2.0	282.0	175.9
Grafton Group Uni	884.0	6.0	937.0	630.0
Hays	152.7	0.4	212.0	135.7
Homeserve	1257.0	-6.0	1275.0	849.0
Howden Joinery Gr	503.6	0.6	539.0	416.4
Intertek Group	5460.0	28.0	6014.0	4387.0
Pagegroup	511.5	7.0	623.5	432.2
Rentokil Initial	380.8	2.3	391.1	284.8
Robert Walters	664.0	7.0	475.0	814.0
Serco Group	132.7	2.3	136.5	84.1
SIG	133.5	0.4	153.0	102.2
Travis Perkins	1296.5	6.5	1465.0	970.0
Spirent Communica	152.0	-1.4	166.2	112.8

TOBACCO

	Price	Chg	High	Low
British American	3020.0	6.0	4222.5	2375.0
Imperial Brands	2040.5	-32.5	2987.5	1871.0

TRAVEL & LEISURE

	Price	Chg	High	Low
888 Holdings	157.3	0.8	293.2	129.3
Carnival	4008.0	80.0	5000.0	3659.0
Cineworld Group	295.0	2.3	323.6	245.0
Compass Group	1858.0	13.5	1867.5	1483.0
Domino's Pizza Gr	239.6	0.4	385.6	224.4
easyJet	924.4	14.4	1796.0	854.8
EI Group	205.0	1.4	224.8	143.0
FirstGroup	102.9	-2.5	116.6	79.3
Flutter Entertain	5892.0	32.0	8595.0	5525.0
Go-Ahead Group	2010.0	-2.0	2080.0	1388.0
Greene King	655.0	-1.2	704.4	472.8
GVC Holdings	628.2	-3.6	1170.0	507.5
InterContinental	5210.0	-5.0	5255.0	3958.4
International Con	468.6	1.8	726.6	449.1
Merlin Entertainm	374.4	0.5	410.5	307.1
Millennium & Copt	680.0	5.0	680.0	436.0
Mitchells & Butle	289.0	-2.0	293.0	238.0
National Express	396.2	1.0	433.2	361.4
Rank Group	158.4	-0.6	194.0	135.0
Restaurant Group	130.1	1.0	222.1	111.9
Stagecoach Group	130.9	0.7	177.0	115.5
TUI AG Reg Shs (D	759.8	16.6	1764.5	698.0
Wetherspoon (J.D.	1384.0	0.0	1398.0	1066.0
Whitbread	4768.0	48.0	5114.0	3883.0
William Hill	145.5	2.4	312.6	132.3
Wizz Air Holdings	3550.0	16.0	3797.0	2329.0

AIM 50

	Price	Chg	High	Low
Abcam	1465.0	5.0	1539.0	1017.0
Advanced Medical	324.0	-6.0	370.0	260.0
Alliance Pharma	76.8	-2.1	102.0	60.0
ASOS	3334.0	84.0	6834.0	2128.0
Blue Prism Group	1905.0	-2.0	2575.0	1040.0
Camellia	10650.0	50.0	12000.0	9100.0
CareTech Holding	369.0	-6.0	406.0	325.0
Central Asia Meta	222.0	7.0	288.0	203.0
Clinigen Group	1035.0	21.0	1069.0	721.0
CVS Group	649.0	20.0	1163.0	395.0
Dart Group	905.0	0.5	1017.0	740.0
Diversified Gas &	107.5	-2.0	134.0	94.0
Draper Esprit	474.0	0.0	645.0	458.0
Eland Oil & Gas	125.2	-1.0	137.5	97.0
EMIS Group	1178.0	4.0	1206.0	860.0
Fevertree Drinks	2659.0	9.0	3956.0	2131.0
First Derivatives	3425.0	25.0	4680.0	2050.0
Frontier Developm	1064.0	6.0	1780.0	740.0
Gamma Communicati	1095.0	20.0	1195.0	688.0
GB Group	580.0	-1.0	631.0	410.5
Gooch & Housego	1100.0	7.5	1880.0	954.0
Hurricane Energy	55.0	-1.4	60.8	39.0
Iomart Group	350.0	-2.5	475.0	308.0
IQE	75.0	0.1	116.1	56.3
James Halstead	520.0	-8.0	532.0	367.0
Johnson Service G	161.2	2.6	162.0	113.6
Keywords Studios	1661.0	28.0	2065.0	900.0
Learning Technolo	86.5	0.8	166.5	62.2
M&C Saatchi	360.0	13.0	394.0	270.0
M. P. Evans Group	680.0	-2.0	800.0	637.0
Majestic Wine	283.0	1.0	485.0	219.0
Midwich Group	593.0	5.0	685.0	491.5
Mortgage Advice B	590.0	0.0	720.0	490.0
Next Fifteen Comm	593.0	10.0	600.0	455.0
Nichols	1755.0	-20.0	1840.0	1240.0
Numis Corporation	255.0	-1.0	438.5	221.5
Polar Capital Hol	562.0	0.0	732.0	448.0
Purplebricks Grou	108.6	0.0	356.4	90.0
Redde	97.9	3.4	196.0	90.0
Renew Holdings	416.0	-1.0	436.5	333.0
RWS Holdings	605.0	-13.0	628.0	389.5
Scapa Group	183.0	19.4	473.4	157.0
Secure Income Rei	403.0	3.0	414.0	371.0
Serica Energy	127.4	3.6	142.0	57.4
Smart Metering Sy	487.4	2.0	778.0	480.0
Staffline Group	244.0	-5.0	1340.0	240.0
Telford Homes	308.0	4.5	445.0	267.0
Thorpe (F.W.)	318.0	0.0	340.0	248.0
Watkin Jones	210.0	1.5	232.5	192.2
Young & Co's Brew	1755.0	-10.0	1885.0	1322.5
Young & Co's Brew	1110.0	-5.0	1325.0	1030.0

WebfinancialGroup
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EU SHARES

	Price	Chg	High	Low
AB INBEV	75.70	0.23	91.14	56.32
ADIDAS N	264.85	4.85	265.40	178.30
AIR LIQUIDE	116.10	-0.80	119.10	101.85
AIRBUS BR	121.06	0.14	124.00	77.50
ALLIANZ	203.75	2.40	216.20	170.38
AMADEUS IT GRP BR-A	71.36	-0.04	82.20	58.06
ASML HLDG	175.00	1.20	189.50	130.12
AXA	22.42	0.02	23.90	18.40
BANCO SANTANDER	4.04	0.07	4.82	3.80
BASF N	61.59	0.60	88.89	57.26
BAYER N	52.97	-0.26	101.40	52.00
BBVA	5.07	0.15	6.44	4.48
BMW	62.30	-0.13	87.72	61.31
BNP PARIBAS BR-A	41.48	0.67	56.94	38.14
CRH PLC	0.00	0.00	34.87	26.53
DAIMLER N	47.69	0.36	63.53	44.54
DANONE	72.60	0.34	72.96	59.72
DEUTSCHE POST N	27.35	0.34	33.11	23.43
DEUTSCHE TELEKOM N	15.33	0.01	15.88	13.09
ENEL N	5.83	-0.06	5.94	4.22
ENGIE	13.10	-0.12	14.28	11.31
ENI N	14.00	0.04	16.71	13.39
ESSILORLUXOTT	106.80	-0.20	129.55	95.50
FRESENIUS	45.86	-0.15	71.10	38.50
IBERDROLA	8.82	-0.06	8.91	5.81
INDITEX	25.43	0.35	30.30	21.85
ING GROUP	10.07	0.22	13.28	9.09
INTESA SANPAOLO N	1.85	0.01	2.66	1.80
KERING	481.75	2.15	539.80	351.70
KON AH DEL BR	20.37	-0.06	24.01	18.60
L'OREAL	245.20	0.10	246.40	182.00
LINDE	175.10	1.40	0.00	0.00
LVMH	358.20	1.15	360.45	242.30
MUENCHENER RUECKV N	220.60	1.80	224.00	175.00
NOKIA	4.38	-0.06	5.76	4.17
ORANGE	13.77	0.04	15.25	13.15
ROYPHILIPS	36.04	0.61	40.01	29.05
SAFRAN	123.30	0.95	130.00	97.08
SANOFI	77.30	-1.02	80.44	65.64
SAP I	113.80	2.44	117.02	84.02
SCHNEIDER EL	74.02	0.86	78.66	57.54
SIEMENS N	104.08	0.40	121.40	90.90
SOCIETE GENERALE	22.27	0.17	35.06	21.45
TELEFONICA	7.46	-0.01	8.06	6.59
TOTAL	48.25	0.46	55.39	44.23
UNILEVER CERT	53.83	-0.31	54.90	45.12
VINCI	90.54	0.26	90.84	69.98
VIVENDI	24.55	0.11	26.69	20.40
VOLKSWAGEN VZ I	142.28	0.66	165.88	131.02

COMMODITIES

Gold	1340.65	5.15
Silver	14.91	-0.05
Brent Crude	63.29	1.62
Krugerrand	1362.80	5.15
Palladium	1347.00	12.00
Platinum	803.00	-4.00
Tin Cash Official	19105.00	520.00
Lead Cash Official	1945.00	-108.50
Zinc Cash Official	2620.00	15.00
Copper Cash Official	5803.00	-33.00
Aluminium Cash Official	1742.00	-10.00
Nickel Cash Official	11705.00	-130.00
Aluminium Alloy Cash Official	1240.50	-40.50
Cocoa Futures	2474.00	49.00
Coffee 'C' Futures	98.08	-2.87
Feed Wheat Futures	151.25	1.05
Soybeans Futures Continuation Contract	860.00	-3.60

CREDIT & RATES

BoE IR Overnight	0.750	0.00
BoE IR 7 days	0.750	0.00
BoE IR 1 month	0.750	0.00
BoE IR 3 months	0.750	0.00
BoE IR 6 months	0.750	0.00
LIBOR Euro - overnight	-0.472	0.00
LIBOR Euro - 12 months	-0.225	0.00
LIBOR USD - overnight	2.352	0.00
LIBOR USD - 12 months	2.346	0.00
Halifax mortgage rate	3.990	0.00
Euro Base Rate	0.000	0.00
Finance house base rate	1.000	0.00
US Fed funds	1.91	0.00
US long bond yield	2.62	0.05
Euro Euribor	-0.391	0.00
The vix index	15.94	-0.36
The baltic dry index	1138.00	-33.00
Markit iBoxx EUR	239.83	-0.61
Markit iBoxx GBP	343.71	0.28
Markit iBoxx USD	252.95	0.77

WORLD INDICES

	Price	Chg	%chg
FTSE 100	7375.54	43.60	0.59
FTSE 250	19309.60	77.21	0.40
FTSE All-Share	4030.56	22.41	0.56
FTSE AIM All-Share	943.38	4.95	0.53
S&P 500	2886.73	13.39	0.47
Dow Jones I.A.	26062.68	78.74	0.30
Nasdaq Composite	7823.17	81.07	1.05
Xetra DAX	12045.38	92.24	0.77
CAC 40	5382.50	18.45	0.34
Swiss Market Index	9749.13	66.84	0.69
ISEQ Overall Index	6201.08	22.69	0.37
FTSEurofirst 300	1489.16	3.63	0.24
Hang Seng	27578.64	613.36	2.27
Shanghai Composite	2852.13	24.33	0.86
STI Index	3192.04	29.99	0.95
ASX All Ordinaries	6525.20	58.80	0.91

US SHARES

	Price	Chg	High	Low
3M	168.29	1.68	219.75	159.32
ABBOTT LABORATOR	81.27	0.53	81.50	60.32
ADOBE	280.34	2.18	291.71	204.95
ALPHAB NON VTG-C	1080.38	14.34	1289.27	970.11
ALPHABET-A	1082.76	14.39	1296.98	977.66
AMAZON.COM	1860.63	56.60	2050.50	1307.00
AMERICAN EXPRESS	122.66	1.55	123.45	89.05
APPLE	192.58	2.43	233.47	142.00
AT&T	31.93	-0.56	34.53	26.80
BANK OF AMERICA	28.07	0.54	31.91	22.66
BERKSHIRE HATH RG-B	207.16	1.35	224.07	184.75
BOEING CO	353.80	0.10	446.01	292.47
CATERPILLAR	125.74	1.28	159.37	112.06
CHEVRON	122.29	0.81	128.55	100.22
CISCO SYSTEMS	56.42	0.49	57.53	40.25
CITIGROUP	67.12	1.43	75.24	48.42
COCA-COLA CO	51.38	-0.11	52.19	42.96
COMCAST-A	41.29	-0.19	43.96	30.99
DOW	51.62	0.32	0.00	0.00
EXXON MOBIL	74.91	0.33	87.36	64.65
FACEBOOK-A	174.82	1.47	218.62	123.02
GOLDMAN SACHS GR	194.12	4.31	245.08	151.70
HOME DEPOT	198.05	0.75	215.43	158.09
HONEYWELL INTL	171.28	-0.98	174.34	123.48
IBM	134.74	1.43	154.36	105.94
INTEL	46.80	0.77	59.59	42.36
JOHNSON & JOHNSO	139.02	0.47	148.99	120.11
JPMORGAN CHASE	110.34	1.18	119.24	91.11
MASTERCARD RG-A	266.10	0.30	269.85	171.89
MCDONALD'S	201.30	-4.18	206.39	153.13
MEDTRONIC	97.75	0.64	100.15	81.66
MERCK	82.48	0.02	83.85	59.80
MICROSOFT	132.60	1.20	134.08	93.96
NETFLIX	352.01	-8.86	423.21	231.23
NIKE -B-	82.58	-0.83	90.00	66.53
ORACLE	54.01	0.75	55.53	42.40
PAYPAL HOLDINGS	115.62	1.60	117.35	74.66
PEPSICO	118.61	0.56	119.74	101.06
PEPSICO	133.59	0.12	134.71	100.33
PFIZER	43.07	0.15	46.47	35.73
PROCTER&GAMBLE	108.72	-0.05	109.38	75.39
TRAVELERS COS	149.32	-0.21	150.02	111.08
TWITTER	37.64	-0.29	47.79	26.19
UNITEDHEALTH GRO	248.14	1.37	287.94	208.07
UTD TECHS	128.01	-4.14	144.40	100.48
VERIZON COMM	56.15	-1.09	61.58	47.13
VISA RG-A	170.82	0.77	172.02	121.60
WALGREENS BOOTS	52.29	0.32	86.31	49.31
WALMART	107.52	1.46	107.78	82.37
WALT DISNEY	137.07	-0.97	142.37	100.35
WELLS FARGO	46.27	0.64	59.53	43.02

FORUM

EDITED BY RACHEL CUNLIFFE

Enough of Brexit, time for a Tory vision of modern Britain

THERESA May's premiership is almost over – but there is just time for one last undignified squabble.

The Prime Minister reportedly hopes to spend a few billion on her key domestic priorities, in an attempt to add some black ink to the sea of red in her political ledger.

But Philip Hammond is insisting on keeping his Brexit war chest locked tight.

It feels like the May premiership in miniature: the domestic agenda sacrificed, one last time, on the altar of Brexit. But that isn't quite right.

The truth is that May never really had a domestic agenda to start with. The vision set out in her first speech on the steps of Number 10 – about building a country that worked for everyone – was hugely inspiring. But there was never a convincing sense of how to actually get there.

It was notable, when the Prime Minister gave her resignation speech in Downing Street, that the section on her domestic accomplishments contained few signature achievements beyond getting the deficit down and keeping employment growing – both impressive, but built on the foundations laid by David Cameron and George Osborne.

Even if she had won a landslide in 2017, May's manifesto contained precious few policies that voters were actually keen on – and these were mostly Cameron's leftovers from 2015, which his successor didn't want to talk about.

Will the same fate befall the next leader in line?

It is obvious that Brexit will dominate the new premiership: even in the best-case scenario, in which the EU finally sees sense on the backstop and a withdrawal agreement is passed, there will still be years of tortuous negotiation ahead.

And politically, the rise of the Brexit Party means that if Brexit isn't delivered, there won't be much of a Tory party left to lead – something on which all the candidates agree.

But while delivering Brexit may be necessary, it is not sufficient. The domestic policy vacuum has left voters with no clear idea of how the Tories propose to make their lives better, of what the party stands for beyond sound finances and not being Jeremy Corbyn's Labour.

Those on the left, meanwhile, insist that they are the ones making the intellectual running – even though most of their proposals are reheated 1970s leftovers, pulled out of the policy deep-freeze.

That is why what happened yesterday is so encouraging.

Yes, it was the official start of the Tory leadership race. But it was also the day that we at the Centre for Policy Studies published a new book, Britain Beyond Brexit.

Edited and assembled by George Freeman MP, it contains essays from almost 40 Conservative MPs setting out their policy ideas for the future – including several of those now contesting the party's leadership, such as Dominic Raab, Sajid Javid, and Matt Hancock.

There's not remotely enough room to share the full contents of the book – whose 380 pages feature everything from Penny Mordaunt on how Britain can make more of its soft power assets, to Nicky Morgan on the nature of capital, to Tom Tugendhat on the return of the nation state, to Jesse Norman on how to tame the tech giants.

Robert Colvile

Sticking to the status quo is not an option – voters are crying out for change

There are pieces on helping coastal communities, making the public sector more entrepreneurial, reviving local manufacturing, 21st-century feminism, early-years education, reviving estates, reforming taxation, caring for the elderly, and far more.

As you'd expect, not all of the pieces agree with each other, or indeed with what we have argued for as a think tank. But that's the entire point.

If those of us on the centre-right believe in competition, then we have to believe in competition of ideas: putting forward a range of proposals and letting the best win through. Indeed, the contributors have been drawn by Freeman from across the Tory spectrum: left and right, north and south, urban and rural, Leave and Remain.

I'm not pretending that, on its own, this book will fix the Tories' problems. Far more is needed, in particular on issues such as home ownership, which has been a major focus of our own in-house.

But if there's one thing we've learned recently, it's that both politically and practically, sticking to the status quo is not an option: voters are crying out for change, and it's incumbent on everyone in politics to deliver their best suggestions for what it should look like.

In her foreword to the book, Ruth Davidson, leader of the Scottish Conservatives, warns that, distracted by Brexit, her party has "failed to focus on the massive challenges that face our society in a fast-changing world. Unless the Conservatives start to focus on that bigger picture, we could well find ourselves out of power for a generation."

More importantly, they will have failed to do what every political party should: come up with concrete ideas to make voters' lives better.

Robert Colvile is director of the Centre for Policy Studies. For more on Britain Beyond Brexit, see cps.org.uk/britainbeyondbrexit

Don't believe the hype, Apple is no better at privacy than any other tech company

APPLE, much loved by its users, is jumping on the privacy bandwagon. Announcing the launch of its service "sign in with Apple" last week, this single sign-on promises to protect your privacy.

It all sounds great, until you take a closer look at what privacy actually means to Apple.

This single sign-on service protects some aspects of users' identities from app developers, namely your email. This means that the people who make the apps you use will be able to collect much less data than they have previously.

The key word here is "less", as they are still able to collect and share your data. We know this because Apple's privacy policy, like most digital and social media privacy policies, says that it "and its affiliates may share this personal information with each other".

Other tech giants, like Facebook and Google, have a similar record of claiming to care about privacy while in practice showing little regard for it. But Apple's misleading claims are unique for a few reasons.

First, Apple works as a kind of walled garden. In terms of privacy, this means that instead of making money from targeted advertising, it profits from the sale of high-end products to its tribe of loyal users – so it doesn't have to sell data like Facebook and Google do. Yet Apple still shares data across its many product teams and services – and with any other affiliates it chooses.

Apple's new single sign-on service effectively puts up a wall between users' email addresses and app developers – probably in response to recent claims that the average iPhone has something like 5,400 trackers collecting user data per day – but it still collects data.

Second, Apple's definition of personal information is really narrow. This is important. By defining it as any "data that can be used to identify or contact a single person", Apple is free to collect and use other kinds of data, not covered by this definition, that are personal and hugely valuable.

Zoetanya Sujon

This data can be used to generate personality profiles, including your political affiliations and voting behaviour. It can be used by Apple and its affiliates to develop and personalise products, services, content, and advertising.

Third, Apple's privacy policy straight-up tells us that the company can collect information about other people, a well-known tactic most closely associated with Facebook's shadow profiles, whereby a company collects information and creates profiles for people who have never joined its social network using affiliates' data. If you ask me, information about who I know is personal, even if it's not used to contact me.

In short, Apple's new single sign-on service is not about privacy but about differentiating its brand in a crowded market increasingly marked by headlines about data intrusions, social media leaks, and corporate surveillance.

Apple does this branding really well, but watch out. Typically, single sign-on services mean that companies can more easily share your data across sites, apps, and in this case, across the Apple platform – as well as its affiliates' sites and services.

Apple's new promise to protect users' privacy as a fundamental human right is just that: a promise. A promise that will better serve its branding purposes than its users.

Dr Zoetanya Sujon is programme director of communications and media at the London College of Communication, UAL.

LETTERS
TO THE EDITOR

Table tennis

[Re: Is Britain overreacting to the idea that the NHS might be 'on the table' in US trade negotiations?]

The NHS is already underfunded and parasitized, under attack by hungry private sharks. As it stands, 7.3 per cent of funding for clinical services is in private hands. Virgin holds 400 contracts; huge pathology contracts are being served up; imaging, pharmacy, commissioning and business planning are increasingly in private hands; "referral management systems" and data management are run by Optum, Capita, and the like; and poorly regulated, privately owned health apps are mushrooming. These are parasites feeding off the NHS host. A US trade deal could escalate all this, enveloping and sucking the lifeblood from the NHS. Enforced upward drug pricing would be damaging, while the Investment Court System would hear the challenges of corporate interests, beyond the reach of domestic law. The government must declare the NHS a public service outside of commercial exploitation – as in Scotland, France and Germany. And the US must keep its hands off it.

Dr Tony O'Sullivan, co-chair, Keep Our NHS Public

The NHS will always provide a universal service free at the point of access. These concepts would never be part of a trade negotiation and it is disingenuous scare-mongering to suggest otherwise. American companies already supply goods and services to the English NHS, but total outsourcing costs account for less than 10 per cent of English NHS expenditure, and in Wales and Scotland the governments have opted not to outsource for services. Their freedom to choose not to could not be removed by a trade deal. Trade negotiations are a means to reduce tariff and non-tariff barriers. Nice guidelines do keep the prices of drugs and medical devices cost-effective in the UK, and this is contentious for the US pharma industry which believes it pulls down global prices, but the US has not demanded changes to price controls in previous trade deals with smaller countries. It is rational to expect that America would show the same pragmatism in a negotiation with the UK.

Lauren McEvatt, managing director, Morpeth Consulting

BEST OF TWITTER

I'm fed up of politicians trying to evade scrutiny of their views by hiding behind "matters of conscience". Because as long as you're in a position to change the law, it's not just a matter of conscience, is it? It's a decision you are taking which directly affects someone's life

@BarristerSecret

Jeremy Hunt to "abolish illiteracy". Sadly he doesn't pronounce it correctly.

@ShippersUnbound

Alright, we've had the drugs round of the Tory leadership contest, when are we moving on to the gross sex stuff stage, that's usually the really good one

@youngvulgarian

"It was a gentle spanking with the full text of the Treaty of Lisbon and I did not enjoy it"

@JakeTW91

WE WANT TO HEAR YOUR VIEWS › E: theforum@cityam.com COMMENT AT: cityam.com/forum : @cityam

Business leaders take note: No one knows what you actually do

James Olley

IN AN age when the leader of the free world promotes himself as the CEO-in-chief and the New Establishment leaders of Silicon Valley appear like celebrities in the public consciousness, it would be reasonable to assume that society understands the role of those who lead business.

On the contrary: over half of UK workers admit to understanding not at all or only slightly what a CEO does.

According to new research commissioned by Montfort Communications and carried out by Opinium, a majority of workers believe, for example, that CEOs only work an average of 42 hours a week, and that their main role is to attend to administrative tasks and sit in meetings.

This presents a worrying perception gap between workforce and leadership at a time when society's attitudes towards authority have fundamentally changed.

Part of that gap is down to communication – in fact, workers in the survey cite communications skills as one of the chief characteristics they want from a CEO, along with interpersonal skills and vision. Surprisingly, few workers believed that their CEO had these qualities.

Surely the CEO doesn't need to worry about that? What matters is delivery: results, profits, growth.

This is what has always mattered, and of course it still does today. Yet it is clear that the workforce wants more. The research backs up a trend that is increasingly making the front pages: there is a perception that CEOs are not contributing to society beyond wealth creation.

And workers want that to change: 60 per cent of those surveyed believe that CEOs have a duty to contribute to society beyond merely in a financial way, and half would like to see bosses take a stance on social issues.

It appears that gone is the time when a CEO could be content to inhabit the boardroom and the corridors of power, occasionally stepping forward to give a profile interview to a Sunday newspaper. CEOs are now public figures in a way that they have never been before, and held to a higher expectation like other leaders in the public sphere, be they politicians or football managers.

Since the financial crisis a decade ago, business leaders have been moved out of the comfort of the "pink pages" and into everyday public consciousness. As a result, society wants more from them. It wants to understand them better; their motivations, aspirations, and personalities.

> **CEOs may need to be braver in public life, demonstrating the contribution they make to society**

This, coupled with the changing workforce dynamic, means that the issue of leadership reputation matters more than ever before.

Communication strategy has become a key boardroom issue in the past decade, seen as vital to an organisational licence to operate.

But the pressure on leadership reputation requires a new approach – cultural and behavioural. It requires an engagement strategy that connects the workforce – and broader society – with business leaders to deliver positive outcomes.

Business is overwhelmingly a force for good. Without successful businesses, led by conscientious CEOs, the economy would grind to a halt. But CEOs cannot and must not be complacent. We live in fractious and often febrile times. The need to build consensus is ever greater, and CEOs have a valuable role to play in that.

Too often, society's view of CEOs is shaped by the negative – failure makes the headlines, whereas everyday success and decency rarely does. Those few who behave badly tarnish the reputation of the many who do good, leading to a sense that the best thing a CEO can do is keep their head below the parapet.

But what this research shows is that CEOs may need to be braver in public life, sharing their vision, and demonstrating the contribution they make to their workforce and beyond.

Perhaps if they can do this, society will have a better appreciation of what they actually do, and that can only be a good thing.

James Olley is from Montfort Communications.

DEBATE

Are candidates' drug histories relevant in the Conservative leadership contest?

YES

EDWARD DAVIES

The Centre for Social Justice was founded on the premise that we are not defined by our worst mistakes, that everyone deserves another chance, and nothing should hold you back from reaching your potential.

Whether you are leaving prison or running for Prime Minister, the same principle applies. As such, Michael Gove's admission of cocaine use shouldn't be a barrier to his, or anybody else's, aspirations.

But that does not mean that it doesn't matter. Drugs consistently wreak havoc in our poorest communities, not simply through their use and addiction, but through the violence and crime that underpins the trade.

That impact is rarely felt by cocaine's more middle-class users, but it is felt daily in the estates and backstreets of Britain. The chattering classes' blindness to this has too often reduced the drug debate to questions of legalisation. But drug use blights our poorest communities – and so while it shouldn't hold anybody back, it would be quite wrong to say that it is irrelevant.

Edward Davies is director of policy at the Centre for Social Justice.

NO

FREDDIE JORDAN

The fact that some leadership contenders tried recreational drugs in their youth is unsurprising and irrelevant. While the drugs consumed varied, what unifies them is that all were taken decades ago – when these characters occupied different worlds and bore different responsibilities.

According to YouGov, one in nine Britons admits to having tried cocaine alone. These candidates are simply unexceptional. Frankly, a Prime Minister who is inquisitive, has experimented and made mistakes early is preferable to an immutable drone so obsessed with a lifetime in governance as to grow unimaginative and unempathetic – the last person who could lift us out of the Brexit quagmire.

Debating the candidates' pasts is a distraction from their present qualities and intentions. If Michael Gove has now learnt the lesson of hypocrisy, does it matter how he did it?

When Theresa May said that the naughtiest thing she'd done was run through a field of wheat, she was mocked for being vapid and boring. Be careful what you wish for.

Freddie Jordan is a freelance writer.

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OFFICE POLITICS

The business lesson from Good Omens

How the Four Horsemen of the Apocalypse can help you with crisis communications

Chris Calland

IF YOU know your biblical stories or are simply enjoying the joint BBC-Amazon TV adaptation of Terry Pratchett and Neil Gaiman's Good Omens, then you will be familiar with the Four Horsemen of the Apocalypse: Pestilence, War, Famine, and Death.

But rather than heralding the end of the world, how could this quartet of characters help businesses with managing reputational risks?

The answer is that the Four Horsemen are a good mnemonic for knowing how to anticipate and deal with the types of crisis that an organisation can face.

Take the first Horseman, Pestilence. Think of that as anything that could go viral – for example, an outbreak of food poisoning or a communicable disease, which could well happen to large campus-based organisations, or those located in extreme environments. Alternatively, it could be a computer virus, or the rapid spread of false information online.

Interestingly, in Good Omens, Pestilence is renamed Pollution – a reminder of the potential for and salience of environmental crises.

Essentially, Pestilence represents something that you might not have much control over and will be playing catch-up on. So you need to have the right protocols and teams in place that can be activated quickly in order to make the right decisions.

The second Horseman is War. Many organisations nowadays face the threat of cyber or even terrorist attacks. Businesses can also come up against protests and disruption from pressure groups.

That type of action is not just a communications issue, but an operational one. So organisations need to have holistic crisis plans in place.

For example, if your property is targeted, do front-of-house staff know to alert the press office? If all landlines and emails go down, do you have a way of contacting relevant teams? Are there protocols in place for how to handle the media door-stepping you?

Appropriately enough for the War analogy, the military provides a good point of reference. Armies not only plan for multiple eventualities, but they rehearse. There are two reasons for this: first, you get to stress-test your plans, and second you build organisational muscle memory so that when it happens for real, it's familiar and you're not thrown off course.

So if you're an organisation for which the threat of some sort of attack is real, you need to do likewise – plan, but then rehearse.

The third Horseman is Famine. By that I mean a lack of resources. Organisations should ask themselves honestly, "what are the things that we could run out of?"

Be it products, spare parts, electricity, water, parking spaces, entry passes for events, or on-call staff, businesses should plan accordingly.

The fourth and final Horseman is, of course, Death.

This could be due to an industrial accident, but it could also be the death of a founder or leader of an organisation. Even if their passing was expected, it can raise questions about succession planning.

And even if the person who has died had already left the organisation, it can still focus the media's attention on you. Have you thought about what you would say (and to whom) when that happens?

Critical to all these instances of crisis management is having the right people involved. In all the risk-assessing, planning and rehearsing, you need to include the people who would actually be the ones making decisions in a real-world crisis.

If you don't, then you (and they) won't be properly prepared.

And make no mistake, if you employ people and sell things, one day at least one of the Four Horsemen will pay you a visit.

So be ready for them.

Chris Calland is head of crisis and issues at Ogilvy UK.

If you employ people and sell things, one day at least one of the Four Horsemen will pay you a visit

LISTEN ON THE GO

Audible
Free

Have you put off reading Good Omens for years, only to now be furiously reading through it in order to watch the adaptation with David Tennant and Michael Sheen? You might have an easier time listening to the audiobook instead. Your first book is free from Audible, so download it and listen during your commute.

COFFEE BREAK

SUDOKU

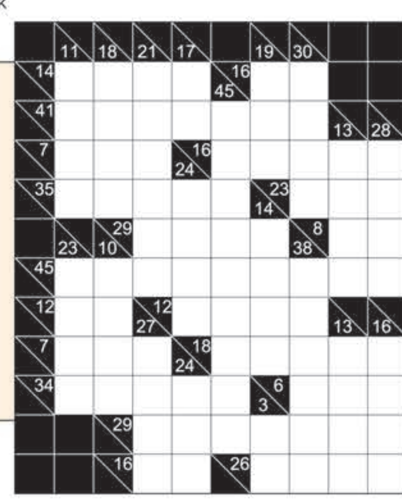
Place the numbers from 1 to 9 in each empty cell so that each row, each column and each 3x3 block contains all the numbers from 1 to 9 to solve this tricky Sudoku puzzle.

				8				
7	3	8					1	
2	5		7			8		
		4	9	2		7		
9	6						4	3
		2		5	6	1		
		3			1		7	8
	9					5	2	4
				9				

KAKURO

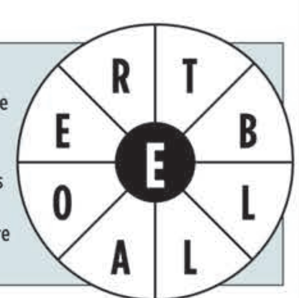
Fill the grid so that each block adds up to the total in the box above or to the left of it.

You can only use the digits 1-9 and you must not use the same digit twice in a block. The same digit may occur more than once in a row or column, but it must be in a separate block.

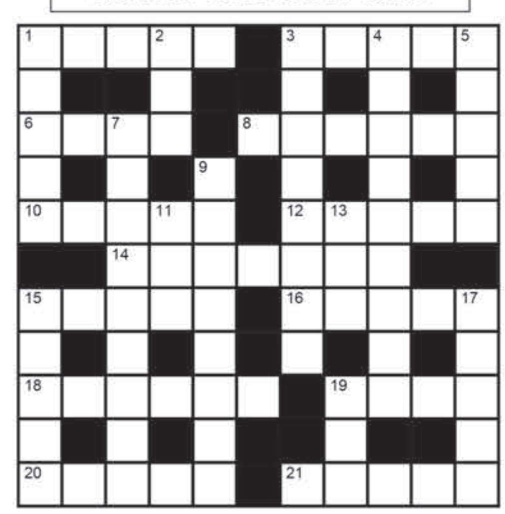


WORDWHEEL

Using only the letters in the Wordwheel, you have ten minutes to find as many words as possible, none of which may be plurals, foreign words or proper nouns. Each word must be of three letters or more, all must contain the central letter and letters can only be used once in every word. There is at least one nine-letter word in the wheel.



QUICK CROSSWORD



ACROSS

1 Grass border along a road (5)
3 Shout of approval (5)
6 Obligation to pay or do something (4)
8 Domesticating (6)
10 Mayonnaise seasoned with garlic (5)
12 Offensively malodorous (5)
14 Bellicose, militant (7)
15 Hinged lifting tool (5)
16 Detect some circumstance or entity automatically (5)
18 Vessel for generating steam under pressure in a ship, etc (6)
19 Netting (4)
20 In advance (5)
21 Hebrew prophet and lawgiver, brother of Aaron (5)

DOWN

1 Distilled Russian spirit (5)
2 Bowel (3)
3 Type of crustacean (8)
4 Continued survival (9)
5 Inflexible (5)
7 Unpolished grains of cereal (5,4)
9 Velocity of a plane (8)
11 Fail to keep up with another (3)
13 Augment (3)
15 Bone in the leg (5)
17 Attitude, beliefs (5)
19 Bovine sound (3)

LAST ISSUE'S SOLUTIONS

QUICK CROSSWORD

E	X	H	U	M	E	■	R	O	M	E
D	■	E	■	O	■	■	■	R	■	N
D	O	L	L	O	P	■	B	A	I	T
Y	■	P	A	R	A	G	O	N	■	I
■	■	■	M	■	U	■	A	G	A	R
A	■	E	P	I	C	U	R	E	■	E
F	A	I	R	■	I	■	D	■	■	■
R	■	T	E	S	T	B	E	D	■	A
A	C	H	Y	■	Y	A	R	R	O	W
I	■	E	■	■	■	L	■	A	■	R
D	A	R	E	■	M	I	D	W	A	Y

KAKURO

9	8	3	■	1	2	■	5	1
8	7	1	6	5	9	4	3	2
■	■	2	7	■	8	9	6	4
3	9	■	9	3	7	5	8	■
2	5	3	4	1	■	7	1	3
4	7	9	8	■	7	8	9	6
1	6	8	■	4	5	6	2	1
■	2	4	3	1	6	■	4	2
9	8	7	5	■	8	1	■	■
8	4	5	1	7	9	3	2	6
7	1	■	2	9	■	6	9	8

SUDOKU

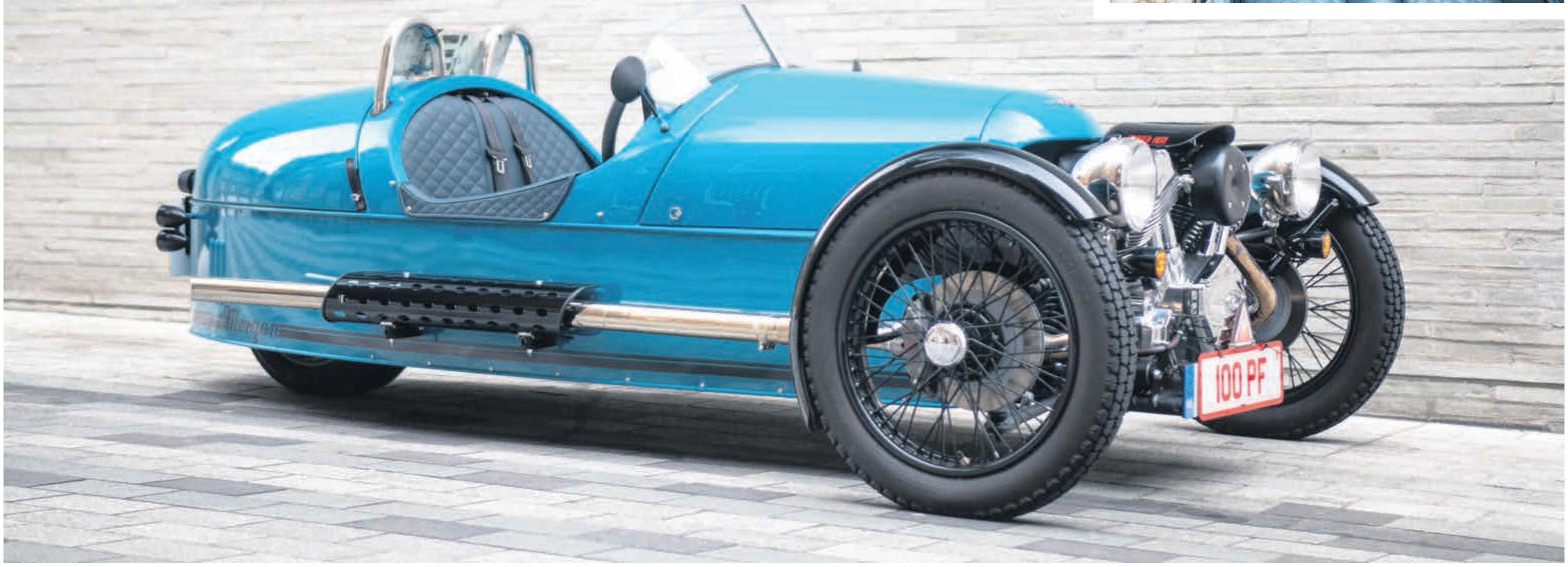
1	4	2	5	6	7	3	8	9
5	6	3	4	9	8	1	7	2
9	8	7	1	3	2	6	5	4
3	1	5	8	4	9	2	6	7
6	9	4	2	7	1	5	3	8
7	2	8	3	5	6	4	9	1
2	5	9	6	8	4	7	1	3
8	3	1	7	2	5	9	4	6
4	7	6	9	1	3	8	2	5

WORDWHEEL

The nine-letter word was SUBMARINE

MOTORING

BY MOTORINGRESEARCH.COM FOR CITY A.M.



THREE STYLE

The Morgan 3-Wheeler is a quirky classic you can buy new. **Ethan Jupp** tries it in London traffic.

When faced with the pandemonium of driving in London, there's something to be said for doing so in a car with a sense of humour, something that puts a smile on your face. File under: arguments in favour of trundling around in a silly supercar – or indeed a Morgan 3-Wheeler. From our experience, the latter will get you just as much attention. We think it's a candidate for the coolest London commuter car and, weirdly, one that's pretty well-suited to the job.

The 3-Wheeler is something of a time traveller. It first appeared 110 years ago, and the new version wears every bit of that history. Although it was discontinued in the 1950s, a reborn 3-Wheeler was introduced by Morgan in 2012 with an S&S motorcycle engine, a 'bomb-release' starter button, near-infinite scope for customisation and enough personality to make a Lamborghini Aventador seem boring. Seven years on, the 3-Wheeler is still going strong.

Standing next to it, I really did wonder whether I'd be safe piloting this little device around central London. From the driver's seat, you can actually reach out and touch the Tarmac. How many cars offer that level of exposure? Obviously, there's no roof, and your view ahead is a steampunk concoction of engine, motorcycle wheels and suspension assembly, along with a very rudimentary windscreen.

Get comfy – and that is possible by the way – follow the starting procedure, and up trumps the V-twin engine, parping into life and making its presence known via side-mounted exhausts. Calling them side-exit, though, implies there's any bodywork for them to exit from. It goes without saying there's not much in the way of practicality or creature comforts.

MORGAN 3 WHEELER

PRICE:	£39,486-£40,074
0-62MPH:	6.7 SECS
TOP SPEED:	115MPH
CO2 G/KM:	187-215G/KM
MPG COMBINED:	30.3-34.9MPG

THE VERDICT

DESIGN	★★★★★
PERFORMANCE	★★★☆☆
PRACTICALITY	★☆☆☆☆
VALUE	★★★★☆

Exiting the idyllic Kensington mews where dealer London Morgan is based, the learning curve begins. The five-speed Mazda transmission feels reassuringly conventional, but the throttle is a bit 'on or off', as is the clutch, and the brakes also need acclimatising to. The steering is heavy at low speeds, yet full of feel. Familiarity with the 3 Wheeler's quirky controls is only a city block away.

With just over 70hp, the 3 Wheeler won't be winning any drag races. That said, given it only weighs 583kg, it's no slouch: 62mph arrives in seven seconds, on the way to a top speed of 115mph. That sounds mildly terrifying, to be honest, but speed isn't what the little Mog is about.

It's actually uncannily suited to flitting around London. Once you've got used to double-deckers towering over you (even taxis tower over you), you begin to appreciate the 3-Wheeler's wieldy dynamics, diminutive dimensions and feisty character. Its slight footprint in combination with its lovability make it the ideal weapon for carving up central London's congested roadways and, indeed, finding a parking space once you arrive.

Gaps that simply wouldn't exist for a normal car can be easy pickings in the Mog. Then, while a supercar will be waiting hours to be let out of a side-turning, the car is waved out with a smile and a thumbs-up. I've never driven anything that yields so much love from the public – yes, even in London.

How do you pick rivals for the 3-Wheeler? As the most basic sports car, perhaps something like a Mazda MX-5? As a car to get you attention, only an Aventador comes close (although it won't always be favourable attention). And as a London commuter, well, we suppose a BMW i3 would have the advantage of being zero-emissions and slight-of-size. What a shame Morgan cancelled production of the electric EV3 3-Wheeler... for now, at least.

Car courtesy of London Morgan (020 7244 7323). Ethan Jupp writes for Motoring Research.

NOT CONVINCED? CHECK OUT THESE ALTERNATIVES...

MAZDA MX-5

PRICE:	£19,230
0-62MPH:	8.3-6.5 SECS
TOP SPEED:	126-133MPH
CO2 G/KM:	138-156G/KM
MPG COMBINED:	44-40MPG

THE VERDICT:

DESIGN	★★★★☆
PERFORMANCE	★★★☆☆
PRACTICALITY	★★☆☆☆
VALUE	★★★★☆

LAMBORGHINI AVENTADOR S

PRICE:	£291,660
0-62MPH:	2.9 SECS
TOP SPEED:	217MPH
CO2 G/KM:	370G/KM
MPG COMBINED:	17MPG

THE VERDICT:

DESIGN	★★★★★
PERFORMANCE	★★★★★
PRACTICALITY	★★☆☆☆
VALUE	★★★☆☆

BMW i3

PRICE:	£34,445
0-62MPH:	7.2-6.8 SECS
TOP SPEED:	93-99MPH
CO2 G/KM:	N/A G/KM
MPG COMBINED:	N/A MPG

THE VERDICT:

DESIGN	★★★☆☆
PERFORMANCE	★★☆☆☆
PRACTICALITY	★★★★☆
VALUE	★★★★☆

CRYPTO A.M.

Our series on AI, Blockchain, Cryptoassets, DLT and Tokenisation

PARTNER CONTENT

CITY A.M.'S CRYPTO INSIDER

JAMES BOWATER

Today's edition marks the end of Crypto AM's first year as a weekly feature in City AM and to celebrate, I'm very pleased to confirm that the Second Edition of Crypto AM's Keynote, Panel & Networking Event will be taking place on Tuesday, 25th June at London's Smith & Wollensky restaurant with the theme Blockchain & Digital Assets in Action. I will be hosting with Keynote Speakers Naeem Aslam, Chief Market Analyst of ThinkMarkets and Daniel Doll-Steinberg, Co-Founder of the Atari Token. On the panel will be representatives of Nodal Labs, CDAX, Craft Coin Company and Wirex. It's free to attend but by application. Please email me your interest at CryptoInsider@cityam.com

Since last week's Crypto AM, Bitcoin (BTC) has seen somewhat of a price dip and, at the time of writing, is trading at US$7,995.40; Ethereum (ETH) is at US$244.77; Ripple (XRP) is at US$0.4003; Binance (BNB) is at US$31.62 and Cardano (ADA) is at US$0.08349. Overall Market Cap is at US$254.28bn (data source: www.CryptoCompare.com)

All eyes are on London as London Tech Week 2019 started yesterday with many business leaders, from around the world, descending on the Capital at a time when, despite the uncertainty of Brexit, London is fast becoming the fintech centre of the world. As reported in City AM by Emily Nicole, the UK is now home to over 70 tech unicorns and London has more fintech unicorns than the previous world leading city San Francisco.

My old friend Charlie Muirhead and his business partner Tabitha Goldstaub opened their CogX AI Conference in London's Kings Cross and I took advantage of the livestream to attend the first day yesterday virtually. Tabitha worked closely with the Mayor of London's Office leading the team that wrote a report analysing the AI ecosystem in London and was subsequently named Head of the UK Government's AI Council. Mayor Sadiq Khan opened the conference reassuring the community that London is open for business and for investment irrespective of the Brexit outcome underlining that there are over 750 AI companies in London.

Tomorrow I will be attending the CryptoCompare Digital Asset Summit - City AM readers can register to attend by scanning the QR code on the page opposite; 50 tickets will be discounted by 50% by entering CRYPTOAM in the discount code box. It's is a one day event being held at the historic Old Billingsgate in the City of London and has a great lineup of speakers including Andreas Antonopoulos, Thomas Lee (Fundstrat), Gabor Gubacs (Van Eck) and Ted Lin (Binance).

Finally Crypto AM contributors Wirex (www.wirexapp.com) have announced their Wirex Token (WXT) which will be launched on the 26th June through OKEx. Visit the website to download the Whitepaper and if you are verified Wirex user you will be able to access the pre-sale from the 13th June.

LONDON RINGS THE BELL FOR THE DIGITAL ASSET REVOLUTION

Designed by Phill Snelling, Bowater Media

The recent crypto-winter has seen a flurry of different European countries rushing to triumphantly pronounce their regulatory approach to digital/tokenised assets. Some doing so in an attempt to bring basic order (or even good conduct) to the dangerous but creative maelstrom of the frothy ICO era, and some as a genuine attempt to give their country an early advantage in this emerging space.

Notable examples being Malta, Switzerland, Estonia, Slovenia, Gibraltar and France to name but a few.

But what about the UK I hear you ask? Well the good news is that great things are afoot, but not yet necessarily fuelled by any new regulatory measures. (Which on the bright side also means we haven't faced any negative knee-jerk-reaction regulations.)

There have been two (barely publicised in my view) announcements which recently caught my eye. First there was the $20M investment in February led by the London Stock Exchange Group into Nivaura.com, alongside some serious financial and legal industry players such as Santander and Aegon's venture funds, the legal capital and firepower of legal firms Linklaters, Orrick, and Allen & Overy, and leading blockchain and crypto investor Digital Currency Group and Middlegame Ventures. Nivaura is a regulated financial technology company who have created an end to end, full financial product lifecycle solution. For the rest of us that means it enables their customers to issue and custody their own assets (bypassing traditional custodians), and Nivaura are initially focussing on debt, equity and structured notes. The second announcement was in April by 2030.io that their TokenFactory team had successfully completed a groundbreaking test as part of the UK Financial Conduct Authority's (FCA) Sandbox 4 cohort, where they tokenised and issued 2030's own equity, using Nivaura's technology to enable custodianship, and London Stock Exchange's Turquoise platform to issue settlement instructions. Ground breaking stuff from one of the most respected global financial regulators and stock exchanges, working with great Fintech industry innovators right here in London.

The FCA's CryptoAsset Taskforce are currently compiling the results of their consultations which ended early April, and are definitely not trivial as they also need to contemplate what a withdrawal from the EU might mean to any regulation. But the Sandbox work undoubtedly means a much better informed regulator, and also provides a great example of how the FCA has helped key players undertake pioneering work in the sector without changing existing regulations. Let's hope the results build on that and provide as encouraging a step forwards as the sandboxes.

But these are only a few examples. There are many more establishing regulated exchanges and platforms, and we should bear in mind the potential of the sheer volume of high calibre fintech tal-

Crypto A.M. shines its Spotlight on BTCNYEX.COM

Early on in the digital currency space no one had any idea just how far Bitcoin and digital payments would evolve, but the need for crypto exchanges has always existed. Thomas William Pillsworth V, as English as it sounds, was an early American mover in the Bitcoin space, who launched a mining operation in upstate New York.

Thomas knew there was a need for fully regulated exchanges in the space in order for institutions to take Bitcoin seriously, but due to the arrival of the Bitlicense from the NYSDFS in 2014, he had to sit on the sidelines with his exchange idea.

BTCNYEX's focus then shifted across to Bitcoin mining instead of a running an exchange, and moved its operation into an industrial park in Plattsburgh NY. The city was perfect for mining with exceptionally cheap electricity, however it was soon to become the first city in the US to ban Bitcoin mining activity.

Circling back in 2018, the time felt right to launch BTCNYEX LLC, a Delaware Corp, and work began to launch a crypto dark pool for institutional traders, with planned offices in New York and London. Dark pools are essentially private exchanges reserved exclusively for block trading securities among institutional investors. 60% of all trades now take place on the OTC market, but the emergence of dark pool trading is also a growing sector; going from non existent levels in 2014, to 5% in 2017, to nearly 8% volume in 2019. According to research from Tabb Group, dark pool stock trading has seen a marked increase of 38.6% in April, higher than any levels seen in over a year. We anticipate that crypto dark pool trading will also continue to rise in popularity, and project BTCNYEX to handle $10 Billion worth of cryptocurrency dark pool trades on a monthly basis.

> "We anticipate that crypto dark pool trading will also continue to rise in popularity"

Thomas William Pillsworth V, President of BTCNYEX.com

BTCNYEX Exchange offers market access, smart order routing (SOR), and algorithmic trade execution, within its institutional grade dark pool. The platform also allows solution providers to differentiate themselves in value-added areas, such as transaction cost analysis (TCA) capabilities, risk management, compliance and reporting, and integration with post-trade service providers.

BTCNYEX currently has a live STO offering – ST20 token (BNYX) - created in partnership with Polymath. BNYX ST-20 token is an extension of Ethereum's ERC-20 token, and introduces the ability to restrict the transfer of blockchain tokens. ERC-20 tokens do not have any transfer restrictions and therefore can be freely traded by anyone. This is fine for so-called utility tokens, but when dealing with securities, however, all securities holders must be KYC/AML verified. There are also many additional restrictions on the distribution and trading of securities, particularly in the US. Polymath's ST-20 token is the solution to this problem. It allows security token issuers to maintain regulatory compliance through transfer restrictions, and prevents these tokens from ending up in the wrong hands.

E: CryptoInsider@cityam.com @CityAm_Crypto In association with CryptoCompare

ent in London and the U.K., combined with the record breaking 2018 levels of venture capital and private equity into Fintech. Recent figures show how resilient the Fintech sector has been so far despite Brexit concerns. The February report by Innovate Finance (the UK's leading Fintech association) shows record levels of Fintech investment, with the U.K. attracting some $3.3Bn – almost five times more than it's nearest European rival Germany who came in at a mere $716M. And seeing major institutions leading venture rounds and investments into companies like Nivaura and 2030 tells you the tide is rising in the sector.

London also has some traditionally strong asset classes such as real estate, a thriving asset management industry, and is one of the leading European private equity and venture capital markets. The potential of tokenising less liquid assets combined with the institutional appeal of our major capital markets can unlock new opportunities for liquidity. Nikhil Rathi, CEO of LSEG said on the Nivaura announcement: "The investment strengthens our existing relationship with Nivaura and underlines the Group's partnership approach in innovating to support our clients in accessing global investment pools." According to Tomer Sofinzon, CEO of 2030, "There is a brilliant group of pioneers working with the major institutions and regulators to professionalise tokenisation in order to unlock value in a whole range

> **UK attracts $3.3bn of fintech investment almost five times more than Germany**

of assets, from existing shares to new issuance, bonds, real estate, IP, fine art and many more. London is the place where the tokenisation industry gets serious on an international scale, and we are all doing our part to make sure that the message is heard loud and clear."

It is too early to tell who will be the winners in the sector and there is much to do, not least on buy-side education but early signs are that these game changing examples are chiming well with investors and will help ensure the U.K. is well placed to thrive in the sector.

Eric Van der Kleij, CEO of Frontier Network London in conversation with James Bowater. Web: https://frontiernetwork.com Twitter @Ericvanderkleij

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CRYPTOCOMPARE MARKET VIEW

SEC Takes Action Against $100 million Kik ICO

The Securities and Exchange Commission (SEC) has announced it is suing messaging app Kik for operating an illegal securities offering. Kik raised $100 million by issuing its KIN token in November 2017 through an ICO, of which $55 million came from US investors. The SEC lawsuit alleges that Kik's messaging app was failing and that one member of Kik's board of directors even described the plan to raise capital with an ICO as a "hail Mary pass".

Last week bitcoin and the majority of cryptoassets corrected between -5% and -15% after May was the best month for the crypto markets since the heady heights of 2017. Bitcoin fell from $8,500 and has thrice tested and held above the $7,500 support level. At the time of writing bitcoin is trading at $7,742 and ethereum at $237. The MVIS CryptoCompare Digital Assets 10 Index - which tracks the top 10 cryptoassets by market cap - has fallen -12.85% in the last 7 days.

More details of Facebook's 'GlobalCoin' have emerged and the whitepaper is expected on June 18th. A senior executive let slip that 'GlobalCoin' will involve the creation of an independent foundation to govern the network. It's reported that nodes will pay a whopping $10 million licensing fee to participate. The cryptocurrency itself will be pegged to a basket of currencies rather than a single one like the U.S. dollar.

Bitcoin from the infamous and unsolved 2016 Bitfinex hack, where the exchange lost $60 million, has begun moving. 170 BTC ($1.37 million) was sent to an unknown wallet after lying dormant for three years. Bitfinex recently offered the hackers the ability to anonymously return the stolen bitcoin, however, a Bitfinex spokesperson said the exchange is unconnected with this latest development.

The CryptoCompare Digital Asset Summit will take place tomorrow at Old Billingsgate, London. With keynote speaker Andreas M. Antonopoulos, the summit will feature panels from some of the key companies in the industry including Coinbase, Binance, Nasdaq and VanEck.

CRYPTO A.M. INDUSTRY VOICES

Security tokens will change the world – we just don't know how

When ARPAnet – an early version of the internet – transmitted its first message in 1969, the two computers involved were the size of a small house. At around the same time, Richard Santulli of NetJets was pioneering a way for businesses to purchase shares in an aircraft, and thus fractional ownership was born.

Today, internet communications are transmitted between devices the size of your thumbnail and security tokens are increasing the divisibility of fractional ownership, which is no longer the preserve of millionaires. Now, investors with as little as £5k can play.

With jet planes and ski chalets, assets are fractionalised into 4-16 parts. With digital securities, art, movies, music royalties and countless other assets are ripe for fractionalising to hundreds or even thousands of investors.

Not only does this lower the minimum cheque size, opening up markets to a vast new pool of investors, but it brings liquidity to traditionally illiquid assets. A museum would struggle to find a wealthy benefactor to acquire a £30m Picasso that's just gone on the market. Split the cost between 1,000 investors, however, and now you can sell shares of a masterpiece for £30k. It's an attractive proposition.

This all sounds very exciting, but if digital securities are this panacea, why is there currently no liquidity on secondary markets for tokenised assets, and why are the only assets we're seeing fractionalised being real estate?

To answer that, we have to return to 1969 again and ARPAnet. If you could have squeezed computers the size of a small home into every home back then, the world would have been distinctly unimpressed with the rudimentary web, because there were no web pages to browse. Websites, together with HTTP, URLs, and HTML wouldn't come along for another 20 years when Tim-Berners Lee created the modern internet as we know it.

In keeping with ever-shortening tech cycles, the security token revolution shouldn't take nearly as long to foment. Right now, we might be stuck in the ARPAnet era, when the web's only use case was as a cold war alert system, but as the infrastructure is built out, and digital securities gain their TCP/IP, HTML and all the rest, we'll witness innovations we could never have imagined.

In the future, we may see digital securities enabling fractional ownership in sports stars, moon bases, or even entire asteroids packed with precious metals. But in there here and now, there's value to be derived from the tangible benefits that security tokens provide including automated compliance, tracking and transferring ownership, and increasing clearing and settlement speeds.

The real innovation at present is in the liquidity digitised securities can bring, which will swiftly lead to smaller units and more investors participating. Right now, liquidity is binary: public markets are liquid but it's expensive to raise capital, while private markets offer cheaper capital but no liquidity. Private stocks and securities will be tokenised first. Everything else will follow, with tokenised bonds dwarfing equities. There's £90T held globally in debt and financial instruments, and yet only 26% of all bonds are traded electronically. Information asymmetry, inefficient pricing and expensive transactional costs are rampant. Tokenisation can remedy much of that.

At AmaZix, we're focused on helping the security token industry reach its Netscape browser point, while lowering the costs of capital so that a global pool of investors can experience fractional ownership. Tomorrow, we can only guess at what innovations will emerge from the realm of digital securities to shape the future of finance. But we look forward to finding out.

Alastair Band, Founder of Verum Ventures alastair@verum.ventures

BLOCKCHAIN ROOKIES

CRYPTO-ANCHORS AND THEIR ROLE FOR BLOCKCHAIN

Jon Walsh, Associate Partner Blockchain Rookies

When Blockchain is being used in supply chains globally, we can trust that the product the consumer is receiving is genuine and authentic right? Well not really. Blockchain is simply the database that is tracking the supply chain from manufacturer to retailer or dispenser. Physical products being on the Blockchain alone, don't make them any more authentic than if they are not recorded on a decentralised, distributed and immutable ledger. We need an additional tool to ensure that the actual product at the start of the supply chain journey is the same one at the end. So how do we do that? One solution is called crypto anchors.

A crypto anchor is a unique tamper-proof physical element which be embedded into products, or parts of products, and recorded to the blockchain. This could take the form of a tiny computer or ink dot or an edible shade of magnetic ink which can be used to dye a pill from the pharma industry. The anchor can be easily detected or verified during an audit.

Crypto-anchors can be considered as extremely secure as they are embedded in the product and cannot be removed or modified once added to the product.

Any bad actors in a supply chain will be immediately caught out for any dilution or switching of authentic products for less than genuine products.

Whether this be for high end whiskies, organic cotton, olive oil, wagyu beef or the pharma industry, Crypto-anchors are coming and will be able to give both the actors in the supply chain trust in the product they are handling, and the end consumer faith that they are getting what they paid for.

Get in touch with us info@blockchainrookies.com / Twitter @igetblockchain

SPORT

BEACH BUOYED

Classic venue can help under-fire US Open chiefs turn the tide, writes **Michael Searles**

THE US Open returns to Pebble Beach this week for the third time since the turn of the century and organisers the United States Golf Association will be hoping it is not another Major cast in criticism.

USGA officials have always been keen to make the US Open the toughest, most challenging tournament in golf, but time and again have been accused of getting the balance wrong.

The iconic Pebble Beach, celebrating its centenary, appears to be a chance at redemption. But the organisers have a precedent of not learning from their mistakes.

Last year at Shinnecock Hills was just as much of a disaster as it had been at the same venue in 2004. Dry greens and poorly positioned pins left players frustrated, with Phil Mickelson even putting a moving ball on the fast greens. The 48-year-old has already taken a swipe at organisers ahead of this year's event, saying: "I've played, what, 29 US Opens. A hundred per cent of the time, they have messed it up if it doesn't rain."

The 2015 edition at Chambers Bay suffered a similar fate with greens that were more brown than green due to the dried out grass, while Merion in 2013 was tinkered with almost beyond recognition. In 2017 the problems were overcompensated, with fairways at Erin Hills too forgiving as Brooks Koepka romped to victory on 16 under par.

BOYCOTT

The criticism has been fierce and unrelenting this decade, to the point where players have even mooted the idea of boycotting the US Open. As a result, this year is the first since 2004 in which USGA chief executive Mike Davis has stepped aside from course set-up duties, promoting John Bodenhamer, who has been responsible for the organiser's amateur championship courses since 2011.

How much of a difference it will make, with Davis overseeing operations, and Bodenhamer insisting it's "imperative for us to keep our DNA of being tough, stern and challenging", will only be known come Thursday's tee-off.

Rory McIlroy won his first Major at the US Open back in 2011 but, after struggling in recent years with multiple scores over par, he says this year's tournament is a chance for the USGA to redeem themselves.

"They're trying to do as good a job as they can. I think they'll admit they've made a couple of mistakes over the last couple of years. Everyone does," said the Northern Irishman, who won the Canadian Open on Sunday. "We should give them the chance to redeem themselves. If they can't redeem themselves at Pebble Beach, there could be a problem."

BACK TO BASICS

For favourite Koepka, who is going in search of a third successive US Open title, there is little issue with recent set-ups, but this year's other Major winner, Tiger Woods, has also levied some criticism at the organisers.

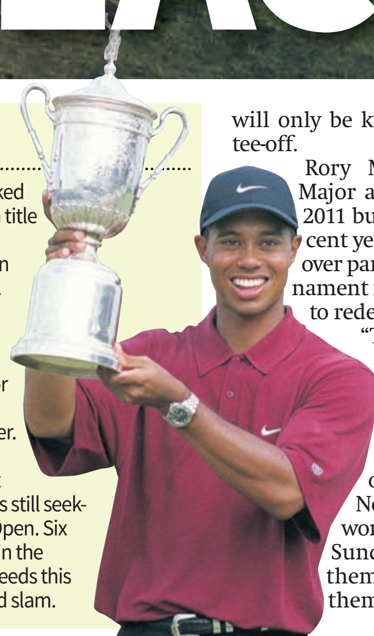
Woods won his first US Open at Pebble Beach in 2000 with a record 15-shot win and has suggested that the USGA need to get back to the basics.

"I thought it was just narrow fairways, hit it in the fairway or hack out, move on," he said.

"Now there's chipping areas around the greens, less rough, graduated rough. They try to make the Open strategically different. I just like it when there's high rough and narrow fairways, and 'go get it, boys'."

In the USGA's favour is the illustrious history of Pebble Beach, which is hosting its sixth US Open. While organisers have tried to innovate, perhaps this year it is time to simply look to the past.

> If they can't redeem themselves at Pebble Beach then there could be a problem



OMENS

Tiger Woods streaked to his first US Open title at Pebble Beach in 2000, winning by an obsecene 15 shots. **Graeme McDowell** held off Woods among others to win when the Major returned to the course 10 years later. **Phil Mickelson** is a five-time winner at Pebble Beach but is still seeking an elusive US Open. Six times a runner-up in the event, Mickelson needs this for the career grand slam.

Try and try again: rugby about to go 11 months a year

Michael Searles on the imminent changes to the game's calendar

WHEN Saracens fought back to beat Exeter Chiefs to the Premiership crown 10 days ago it marked not only the end of a hugely successful season for Mark McCall's side but also the end of an era for rugby.

From next season, the game's new calendar will see players in action for a total of 11 months a year over the next four seasons, with the Premiership final, which was already considered late in the year when running into June, being pushed back until the penultimate or final weekend of that month.

It comes under plans outlined by the Rugby Football Union (RFU), which will see the Premiership season start on 20 October this year, to minimise overlap with the Rugby World Cup. For the following three years it will begin a week later in September than currently.

With the final in Japan not until 2 November, players involved are still set to miss the opening rounds of the season, while next year's Premiership final will take place on 20 June.

This means that next season's showpiece event at Twickenham will coincide with Euro 2020 football, Royal Ascot and the build-up to Wimbledon as it ventures further into summer.

The RFU has also committed England to two-Test tours in years after the World Cup, starting with a trip to Japan next summer.

Games will be played throughout July, although there is a commitment to not selecting those who featured heavily at the World Cup.

In 2021, the British and Irish Lions will play their first of eight matches just a week after the Premiership final on 26 June, despite calls from Warren Gatland – expected to be confirmed this week as head coach again – for the team to have longer together in the wake of 2017's New Zealand tour.

It means the players will have just three weeks together before the three-Test series against the Springboks at the end of July, and will hand the advantage to Irish, Scottish and Welsh players from the Pro14, which has committed to bring forward its final in Lions years.

Gatland's Lions tour in 2021 – one reason that the calendar is filling up

With 2022 summer internationals scheduled for July and World Cup warm-up matches planned for August 2023, it means just four months over the next four years will not feature any domestic or international rugby: August 2020, 2021 and 2022, and July 2023.

In a bid to temper concerns over player welfare, new laws will also be introduced to limit playing time, as well as allocating guaranteed in-season rest periods.

Players will be limited to 30 80-minute appearances each season, down from 32, while there will also be a limit of 35 match involvements, classed as any appearance lasting more than 20 minutes.

Those who are a part of the England set-up will get a mandatory week off during the season if they have played more than 65 per cent of the autumn internationals or Six Nations games, down from 80 per cent. There will also be a minimum of 10 weeks off, five of which must involve resting away from the club, but overall, little let-up.

TABLE-TOPPERS Ireland solidify position with win over Gibraltar

Ireland moved five points clear at the top of their Euro 2020 qualifying group last night with a scrappy 2-0 win over Gibraltar. Joseph Chipolina's first-half own-goal and Robbie Brady's late header ensured Mick McCarthy's side moved onto 10 points from their opening four Group D matches. "The main thing was the result," said Ireland striker Callum Robinson. "Now we can look forward to September's games."

SPORT DIGEST

CANADA UP AND RUNNING BUT JAPAN DRAW A BLANK

Canada got their Women's World Cup campaign off to a winning start with a narrow 1-0 victory over Cameroon last night. Kadeisha Buchanan's header from a corner on the stroke of half-time proved the difference between the teams as Cameroon failed to muster a shot on target in Montpellier. Earlier, world No37 side Argentina produced a shock, holding 2011 winners Japan to a 0-0 draw in Group D to earn a first ever point at a World Cup.

FERRARI GIVEN DEADLINE FOR VETTEL APPEAL

Ferrari have been given until Thursday to submit evidence to overturn Sebastian Vettel's five-second penalty which saw him surrender Sunday's Canadian Grand Prix to Lewis Hamilton. Vettel was furious after being penalised for returning to the track in an "unsafe manner" during a battle with Hamilton. Ferrari intend to appeal but will have to submit new evidence to Formula One's governing body FIA.

BUTTLER TO BE ASSESSED AFTER BRUISING HIS HIP

Jos Buttler is expected to be fit for England's World Cup match against West Indies on Friday, despite suffering a bruised hip. The wicket-keeper injured himself during England's 106-run win over Bangladesh on Saturday, but a team spokesman said he was "responding well" to treatment and will be assessed later this week.

SEMENYA PICKED BY SOUTH AFRICA FOR QATAR SQUAD

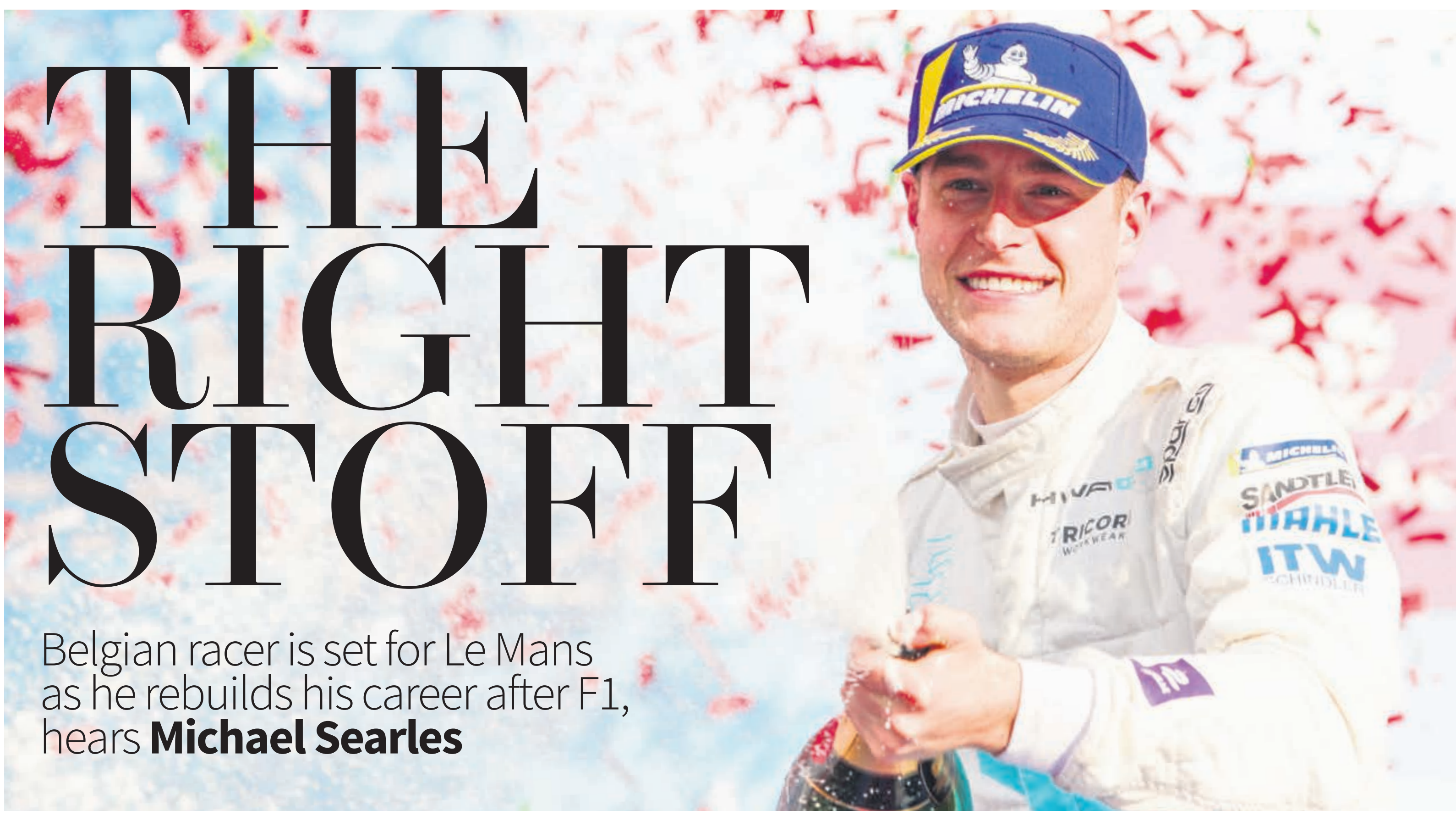
Caster Semenya has been named in South Africa's preliminary squad for the World Championships in Qatar later this year. The Olympic 800m champion is currently available for the competition in Doha after she appealed to Switzerland's Federal Supreme Court against an International Association of Athletics Federations ruling restricting testosterone levels in female runners. However, the IAAF says it will seek a "swift reversal" of the court's decision.

RAIN LEAVES PROTEAS IN PRECARIOUS POSITION

South Africa face an uphill battle to qualify for the semi-finals of the World Cup after yesterday's match against West Indies was rained off. The Proteas, who lost their opening three games, reached 29-2 in 7.3 overs before rain arrived in Southampton. Both sides received one point for the stalemate but South Africa captain Faf du Plessis conceded his side were in "a bad position" which was "our own fault" with five group games left.

THE RIGHT STOFF

Belgian racer is set for Le Mans as he rebuilds his career after F1, hears **Michael Searles**



UPON joining McLaren's junior driver programme in 2013 Stoffel Vandoorne moved a step closer to achieving the dream of every young racing driver: becoming a Formula One world champion.

When he was installed as McLaren's test driver in 2016 and then Fernando Alonso's team-mate in 2017, it seemed that perhaps the hardest part of the journey, where so many other thousands fail, had been navigated. He was not only on the grid, but at one of the sport's iconic teams.

But it was a fairytale that quickly descended into a nightmare.

"The two years I raced for McLaren were probably, for the team, the two worst years they have had in history," Vandoorne tells *City A.M.*

"I was at the wrong place at the wrong time, but on the other hand, they gave me the opportunity to race in Formula One, they supported me a lot during my junior career.

"Nearly everything was perfect. I won nearly all the championships before F1, McLaren were on the way up before I joined, it looked like everything was going in the right direction, but it didn't turn out that way."

CALL TIME

The team were plagued by performance and reliability issues during the Belgian's time there, and a change from Honda to Renault engines in the 2018 season exposed technical and aerodynamic problems with the car that could no longer be blamed on the power unit. The lack of progress was enough to make former world champion Alonso call time on F1, but Vandoorne was not kept on either.

In his first season the Belgian tallied 13 points, just four fewer than Alonso, but in 2018 he was further adrift with 12 compared to the Spaniard's 50.

It was a tough first taste of F1, but the cause of the team's failure rested more with the management than the drivers.

"During my time at McLaren there was a lot of change," the 27-year-old says. "When the team doesn't perform, the management always changes and that's been the case over the past couple of years. It's just part of the business. People get turned around, especially in times where results aren't coming."

The departure of Ron Dennis at the end of 2016 signified the start of huge change for the team, with the long-serving Dennis replaced by current chief executive Zak Brown.

Last season Brown blamed a lack of communication between senior figures for the team's shortcomings and has this year appointed a number of high-profile new personnel, including James Key as technical director, Gil de Ferran as sporting director and Pat Fry as head of engineering.

LEARNING CURVE

Results are not expected to be instant, and McLaren's farcical failure to even qualify for the Indy500 last month, scuppering Alonso's latest attempts to claim motor racing's Triple Crown, suggest that there are still some underlying issues within the set-up.

Vandoorne has moved on to pastures new, although he has not given up on his Formula One dream yet.

"I would have preferred to have a chance in better circumstances, and yes, in a way I would like to have a second chance" he says. "But Formula One is not a specific target, I don't want to return at any cost. If an opportunity comes up, I'll evaluate it, but I don't think there are many opportunities that will give me a better position than the one I have now."

Vandoorne is currently racing for German outfit HWA in Formula E and all but guaranteed to keep his seat when the team morphs into Mercedes next season.

He is also eyeing up the possibility of competing in the World Endurance Championship simultaneously as he bounces back from his F1 stint.

While that remains merely an idea, this week he is due to make his debut in the Le Mans 24 hours, the series' most notorious race.

Vandoorne is replacing Jenson Button at SMP Racing and last month had his first foray into the series with a six-hour endurance race at Spa, where his team finished third.

"Spa was the first time I jumped in the car, so it was a big learning curve before Le Mans," he says.

> The two years I raced for McLaren... I was at the wrong place at the wrong time

"It will be a huge experience. It's a very long week – almost two weeks – and exhausting. A lot of people say come race day they are tired, so my priority is to make sure I don't have too much on my plate."

His team are aiming for another podium finish as a realistic target, with the two Toyotas, one of which will be driven by Alonso, "in a league of their own".

It will round off a year of new challenges for Vandoorne, who describes a Formula E car as "very different to anything you grow up with" and will this weekend race a sports car with two team-mates.

Just as McLaren have began building for the future with new management and drivers, Vandoorne is also getting his career back on track.

drinkaware.co.uk for the facts

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