



**Leaders of Tomorrow:  
Leading in Turbulent Times (inaugural workshop)  
Wednesday 11<sup>th</sup> April 2018  
The Rt Hon The Lord Mayor of London  
Alderman Charles Bowman**

Ladies and Gentlemen.

Welcome, one and all, to the Old Ballroom here at Mansion House.

Tracey, many thanks for working with us on this Leaders of Tomorrow workshop series. It is great to know we are in such safe hands.

You might all be wondering what we hope to achieve through the series of events that begins today.

Well, we want to provide you with the tools and the know-how to bring positive change to your organisations and to the financial and professional services sector more broadly.

Ten years after the global financial crisis, trust in our business and civic institutions remains low.

- The public remains unsure of the progress made by government-, sector- and company-led reforms.
- Negative stories about our financial and professional services sector still abound – often obscuring the great many benefits of the sector.

As the annual 'Trust Barometer' conducted by the PR company Edelman has revealed, public expectations of business are changing.

Consumers, employees and investors expect modern businesses to deliver more to society.

As future leaders, this presents you with an opportunity.

- An opportunity to get on the front foot.
- An opportunity to put trust at the centre of what you stand for.
- And an opportunity to help your organisations to demonstrate a long-term commitment to trustworthy business practices.

In the most recent Edelman Trust Barometer, the credibility of CEOs increased: the public wants to see leaders paving the way for change.

The Business of Trust programme, as most of you will know, seeks to support businesses across financial and professional services to act with integrity – to grow their positive social impact.

We want to create a legacy of better business, trusted by society.

One strand of our work so far has been to collect video interviews – so far, our interviewees include Sadiq Khan, Mark Carney, Nicola Sturgeon, and even the former All-Black rugby great, Sir John Kirwan.

These trust interviews will be online soon – so keep your iPads open!

We have also included a new category in the annual Dragon Awards for corporate community involvement: the Business of Trust Champion.

The award will recognise a business dedicated to corporate social responsibility – if this sounds like your company, the deadline is 30<sup>th</sup> July.

We all have a responsibility – or, rather, a duty – to communicate more effectively with our stakeholders, to share relevant and meaningful messages, and to demonstrate the good that our sector does.

However, we must also improve the ways that we operate – as individual businesses and as a sector.

Stakeholders are no longer just shareholders.

Value is no longer just financial.

That is why we have created this series for you – our first cohort of Leaders of Tomorrow.

You have been chosen by your CEOs or Chairs to be champions of change and ambassadors for the Business of Trust.

This reflects their trust in you – as the future of the financial and professional services.

The series is designed to support you to meet tomorrow's responsible business challenges.

And this morning, we have an esteemed panel to work with you.

We are joined by:

- Dame Colette Bowe, of the Banking Standards Board
- Amra Balic, of Blackrock
- David Schofield, of Aviva
- And Carolyn Clarke, of Care International

I would like to thank all of our panellists for giving us their time and expertise.

So, what do we want from today? What do we ask of you?

We want to support you to produce a diagnostic tool that will help you and your organisations to engage meaningfully with the trust agenda.

This tool will support organisations to understand the levels of trust in which they are held. It will also help them to identify where there are opportunities to do more.

But why should you be interested in this?

The evidence suggests that *purposeful* and *responsible* businesses achieve long-term sustainable growth, which is in turn linked to shareholder value.

From Uber to Facebook, we are constantly reminded of how critical trust is for business.

We want to inspire you to catalyse debate, engagement and responsibility at all levels of your organisation – and especially with your Board.

My gut feeling is that Board's struggle with the issue of trust. So I look forward to hearing how you engage them on this complex topic.

We have lots planned for future events in this series.

We will have smaller group sessions, in the form of intimate dinners led by inspirational CEOs who have shown strong personal leadership.

We will have an event on how financial and professional services can act responsibly in a digital world – and, in September, an event on how we embed the right culture in our organisations.

Across these events, we will continue to build on the resources that will be developed today.

Most importantly, we will be helping you to create the culture in which you want to live.

And I know that many of you are already involved in our City no. 3 breakfasts and mentoring schoolchildren – thank you all very much.

Unfortunately, I will have to slip out of this morning's session early...

... but I look forward to seeing the outputs in due course – and to seeing you all again at the final event in October, when we will invite your nominating CEOs to join us at the launch of the diagnostic tool that we develop.

Now, may I hand over to Tracey to introduce our panellists.

Thank you.

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