



**Pillar 3 Disclosures  
ICAP Energy Limited**

**31<sup>st</sup> March 2014**



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## **1. Introduction and Scope**

Pillar 3 Disclosure complements the minimum capital requirements (Pillar 1) and the supervisory review process (Pillar 2), in allowing market participants to assess the capital adequacy of a company through key pieces of information on capital, risk exposure and the risk assessment process. The purpose of this report is to meet Pillar 3 requirements laid out by the Financial Conduct Authority (the “FCA”) in the prudential standard BIPRU 11.

The scope of this document is to cover the disclosure requirements of the Capital Requirements Directive (CRD IV) for ICAP Energy Limited (“the Company”, “IEnL” or “the business”) which is a BIPRU limited activity firm as defined in the FCA Prudential Standards, and has been granted an investment firm consolidation waiver by the FCA. The Company must therefore comply with the requirements as per BIPRU 11.2.1. The Company is a subsidiary within the ICAP plc Group (“the Group” or “ICAP”).

## **2. Disclosure Policy**

Under BIPRU 11.3.5, a company may omit any of the required disclosures if the information is not material i.e. the information would be unlikely to change or influence the decision of a user relying on that information for the purposes of making an economic decision. No disclosures have been omitted on these grounds.

Under BIPRU 11.3.6, a company may omit one or more of the required disclosures if they would require the publication of any information regarded as proprietary or confidential i.e. information which could undermine a competitive position or breach an obligation of confidence between the Company and its customers. No disclosures have been omitted on these grounds.

In accordance with BIPRU 11.3.8 and BIPRU 11.3.10, the Company will publish this disclosure at least annually via the Group’s website.

These disclosures have been approved by the Company’s Directors.

## **3. Business Overview**

ICAP Energy Limited (IEnL) specialises in intermediary broking services for a wide range of commodity, shipping and financial products. IEnL undertakes name give-up (NGU) services and exchange trade business (ET). It has branches in both Singapore and Dubai.

IEnL brings together buyers and sellers and, where appropriate, assists in the negotiation of the price and other material terms of the transaction in return for a commission. Clients are invoiced on a monthly basis and IEnL carries the risk that a client may fail to pay a brokerage invoice.

IEnL is traditionally a wholesale broker servicing commodity consumers and producers, trading houses, banks and hedge funds. With a diverse customer base, IEnL does not have significant concentration risk. IEnL has also expanded its OTC swaps offering to include a number of financial derivatives, targeting primarily banks and market makers. IEnL does not have any retail clients.

#### **4. Group Governance**

IEnL's governance structure is driven via ICAP Group's governance structure and is headed by an appropriately experienced Board of directors which comprises a non-executive Chairman, the Group Chief Executive Officer, the Group Finance Director, the Group Executive Director Americas and four non-executive directors. All ICAP directors have a good understanding of ICAP's markets, the regions and regulatory frameworks in which it operates and its technology.

There are six committees of the Board which are pertinent to IEnL – the Audit Committee, Risk Committee, Nomination Committee and Remuneration Committee. All the committee members are independent non-executive directors. The Board satisfies itself that the chairman of the Audit Committee and the Risk Committee, and each committee collectively, has recent and relevant financial experience due to the senior positions they hold or have held in public companies, to enable each committee to function effectively and to discharge its responsibilities.

There are three executive committees – the Global Executive Management Group ("GEMG"), the Global Operating Committee ("GOC") and the Group Risk and Capital Committee ("GRACC"). These executive committees are mandated by and report to the Board. The executive committees operate under terms of reference approved by the Board and minutes of the meetings are circulated to the Board.

##### **ICAP Board of Directors**

The Board is responsible for providing leadership of the Group and for ensuring the Group has the appropriate people, financial resources and controls in place to deliver the long-term objectives, commercial strategy and risk management strategy set by the Board.

The roles of Chairman and Group Chief Executive Officer are clearly defined and distinctly separate. The Chairman is responsible for the leadership of the Board and for ensuring effective communication with shareholders, and the Group Chief Executive Officer is responsible for leading and managing the business, within the limits delegated to him by the Board.

The Board specifies policies and delegated authorities to which all members of the Group are required to adhere. Details of the principal matters reserved for the Board include the following:

- to approve the Group's long-term objectives, commercial strategy, budget and significant acquisitions, investments and disposals;
- to determine the Group's risk appetite and risk management strategy;
- to approve changes to capital structure;
- to approve the Group's financial statements and its interim management statements; and
- to approve the interim dividend and make a recommendation for the final dividend.

##### **Board Composition**

ICAP is headed by an appropriately experienced Board of eight members, comprising of a non-executive Chairman, three executive directors, (the Group Chief Executive Officer, the Group Executive Director, Americas and the Group Finance Director) and four independent non-executive directors.

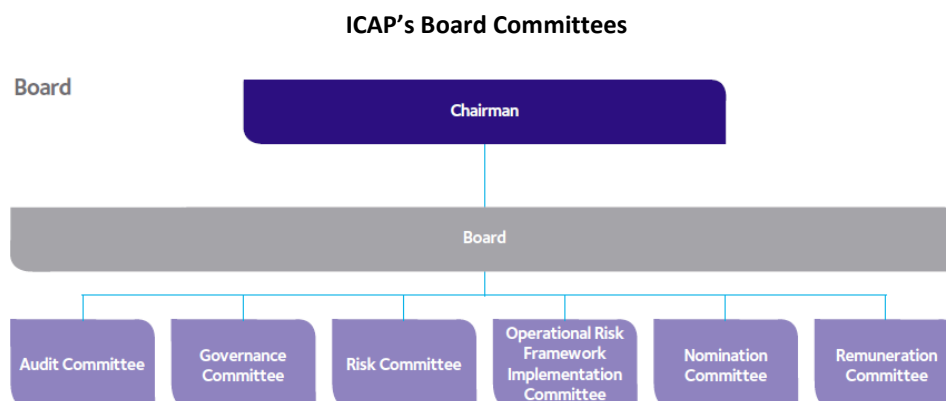
The independence of the non-executive directors is reviewed on an annual basis as part of the directors' evaluation process. This takes into account length of tenure, ability to provide objective challenge to management and any relationships that might be considered as a factor when determining independence. The Board has determined that all directors are independent against the criteria stated in the Code. All have shown independence of character and exercised independent judgement. The Operational Risk non-executive directors are members of the principal committees of the Board, these being Audit, Governance, Risk, Operational Risk Framework Implementation, Nomination and Remuneration. The Nomination Committee makes recommendations for appointments to the Audit and Risk Committees. The Board makes all other committee appointments.

##### **Compliance with the UK Corporate Governance Code**

The corporate governance statement sets out how the Company has applied the principles of the Code during the year ended 31 March 2014 and details ICAP's governance framework and its management practices, together with the directors' remuneration report. The Code can be found on the FRC's website at [www.frc.org.uk](http://www.frc.org.uk).

### Board Committees

There are six principal standing committees of the Board, led by the non-executive directors or the Chairman of the Board: the Audit Committee, the Risk Committee, the Operational Risk Framework Implementation Committee, the Remuneration Committee, the Governance Committee and the Nomination Committee.



#### Audit Committee (AC)

The Audit Committee members are all independent non-executive directors. The Audit Committee is responsible for the effective governance of the Group's financial reporting, including the adequacy of financial disclosures and both the external and internal audit functions. It is authorised by the Board to carry out any activity within its terms of reference, which are available to view on the Company's website at [www.icap.com](http://www.icap.com).

#### Governance Committee (GC)

The Governance Committee membership is made up of the Chairman of the Board, the senior independent director, the Group Chief Executive Officer and the Group Finance Director. The Chairman of the Board is chairman of the committee and the Global Chief Operating Officer and the Group General Counsel are attendees. The committee is responsible for the review of governance arrangements and to offer recommendations and make decisions in relation to all aspects of the governance environment of the Group and its principal subsidiaries and to ensure the Group's governance facilitates efficient, effective management that can deliver shareholders value over the longer term. It is authorised by the Board to carry out any activity within its terms of reference, which are available to view on the Company's website at [www.icap.com](http://www.icap.com).

#### Risk Committee (RC)

The Risk Committee members are independent non-executive directors and the committee is chaired by a Senior independent director. The committee is responsible for setting the overall risk strategy, risk appetite methodology and risk tolerance for the Group to ensure that the risk management function within the Group promotes the success of the Company within this framework. To ensure and reinforce the independence of the risk and compliance functions, the committee is responsible for approving the appointment and dismissal of the Global Chief Risk Officer and the Group Head of Compliance and for making recommendations to the Remuneration Committee regarding their compensation. The Risk Committee is authorised by the Board to carry out any activity within its terms of reference, which are available on the Company's website at [www.icap.com](http://www.icap.com).

#### Operational Risk Framework Implementation Committee

During the year the Board agreed that a committee, reporting to the Board, should be established to provide oversight of the operational risk areas identified as requiring improvement. The purpose of the committee is to ensure the effective implementation of an appropriate operational risk framework globally and to oversee the embedding of risk within the business and as an integral part of ICAP culture. The committee is appointed by the Board from the directors and senior managers of the Company and consists of the Chairman of the Board, a non-executive director, the Group Finance Director, the Group General Counsel, the Group Chief Operating Officer, the Global Head of Risk and the Chief Executive Officer, Global Broking. The chairman of the committee is the Chairman of the Board.

### Nomination Committee (NomCom)

The committee members are appointed by the Board and comprise largely of independent non-executive directors. The Chairman of the Board is the Chairman of the committee. The committee is responsible for reviewing the structure, size and composition of the Board and for identifying and nominating, for the approval of the Board, candidates to fill Board positions as and when they arise. As well as assessing the balance of skills, knowledge and experience on the Board, the committee gives consideration to succession planning for directors and other senior executives. The Nomination Committee operates within its terms of reference which are available on the Company's website at [www.icap.com](http://www.icap.com).

### Remuneration Committee (RemCom)

The committee members are appointed by the Board and comprise of independent non-executive directors. The chairman of the committee is appointed by the Board. The Remuneration Committee is authorised by the Board to review and approve proposals to ensure that ICAP's global salary and discretionary bonus plans, revenue-based bonus plans, long-term incentive plans, all other rewards and employee benefits support the business strategy of the Group. The committee's responsibility is the oversight of the remuneration strategy for the Group, to ensure that ICAP's approach to remuneration is aligned with the interests of employees and shareholders and to comply with current best practice and regulatory requirements. Full terms of reference can be found on the Company's website at [www.icap.com](http://www.icap.com).

### Executive Committees

There are three principal executive committees, mandated by and reporting to the Board, the GEMG, the GOC and the GRACC.



### Global Executive Management Group (GEMG)

The role of the GEMG is to propose commercial strategy to the Board, to oversee the performance of Group businesses and to set the commercial direction of these businesses. The committee is responsible for ensuring there is clear executive management accountability for all parts of ICAP's businesses, joint ventures and key investments and for generating an annual strategic plan and preparing a Group budget and forecast for recommendation to the Board. Members of the committee are: Group Chief Executive Officer (chairman), Group Executive Director (Americas), Group Finance Director, Chief Executive Officer (Global Broking), Chief Executive Officer (Asia Pacific, Global Broking), Chief Executive Officer (BrokerTec), Chief Executive Officer (EBS and Executive Chairman, Traiana), Managing Director and Chief Executive Officer of ICAP SEF, Group Chief Operating Officer, and Group General Counsel.

### Global Operating Committee (GOC)

This executive committee reviews and make recommendations to the Board and the GEMG in relation to all matters affecting the operations of the ICAP Group.

### Group Risk & Capital Committee (GRACC)

This executive committee considers all aspects of the control environment, risk profile and capital structure of the Group. The Group has a centralised approach to the provision of contingency funding for its trading entities. Through the GRACC, the Board regularly reviews the liquidity demands of the Group and the financial resources available to meet these demands. The GRACC ensures that the Group, in totality and by subsidiary, has sufficient liquidity available in order to provide constant access, even in periods of market turmoil, to an appropriate level of cash, other forms of marketable securities and committed funding lines to enable it to finance its ongoing operations, proposed acquisitions and other reasonable unanticipated events on cost-effective and attractive terms.

### *Regional Management*

At a regional level the Group has established operating and risk committees which lead the day to day management of the Group's business. These include representatives of the front office management, settlements, legal and compliance functions and regional finance. These committees are chaired by the Regional Chief Executive Officers, who are members of the GEMG. The operating committees include key members of the Boards of regulated entities.

### *Internal Audit*

Internal Audit is outsourced to KPMG LLP ("KPMG"). KPMG undertake the functions of internal audit, including the monitoring of progress made with regards to audit issue actions; and the regular review of ICAP's internal control system which is designed to manage, rather than eliminate the risk of failure to achieve business objectives.

## **5. Remuneration Policy**

The main principles of ICAP's remuneration policy are:

- ICAP's remuneration arrangements are overseen by the remuneration committee (the committee) whose chair and members are selected from among its non-executive directors, all of whom have the skills and experience to undertake this role. The committee is responsible for reviewing ICAP's remuneration policy and its own terms of reference annually.

The Global Executive Remuneration Committee (GERC) is responsible for supervising all remuneration arrangements below the level of the main Board, the GEMG, the heads of risk and compliance and all employees with total remuneration  $\geq$  £750,000 and/or a salary of £500,000. The GERC may further delegate certain authorities to divisional committees and/or members of the GEMG.

- ICAP's remuneration arrangements will be operated in accordance with the relevant regulatory codes and guidance in all the jurisdictions in which it operates, particularly that of the FCA, bearing in mind the nature, scale and particular characteristics of ICAP's business.
- ICAP's remuneration arrangements will be consistent with and promote effective risk management, will not encourage risk taking in excess of ICAP's approved risk appetite and will take account of current and future risks in the setting of variable remuneration.
- ICAP's remuneration arrangements will be clear and fully documented, will take into account the interests of shareholders, investors and other stakeholders and be consistent with and support ICAP's business strategy and corporate values. They will also be consistent with ICAP's financial condition and future prospects and need to maintain its capital base.
- ICAP's remuneration arrangements are structured so as to avoid conflicts of interest, both internally and those related to customers' interests.
- ICAP's remuneration arrangements take into account the need for consistency between funding and payment of bonuses and the timing and likelihood of ICAP receiving the revenue on which a bonus is based.
- ICAP's remuneration arrangements will have regard to levels of remuneration in the market and specifically ensure that the remuneration of staff in control functions is sufficient to attract and retain qualified and experienced staff, is in accordance with the achievement of objectives set for those staff, and is determined independently of, and is designed to avoid conflicts of interest with, the businesses they oversee (noting that seeking the views of the businesses they oversee is an appropriate part of the remuneration decision making process).
- ICAP's remuneration arrangements will ensure that variable remuneration is not paid through vehicles or by methods that facilitate the avoidance of any regulatory or other remuneration code which may apply to the firm.
- ICAP's remuneration arrangements will ensure that employees and management who are in receipt of deferred equity-based compensation are not permitted to undertake personal hedging strategies or take out insurance contracts that undermine the risk alignment of their contracts.
- The committee will review and approve periodic submissions of remuneration policy and practice as required by the FCA.

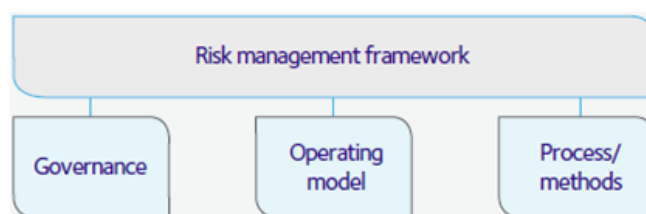
For further information regarding the Group's remuneration policy, see the information provided in the ICAP annual accounts available online [here](#).

## 6. Risk Framework

ICAP's risk management processes exist so that subsidiary's (IEnL's) risks are identified, assessed, measured, controlled and, where practical, mitigated across all functional risks the Group faces, both current and emerging. This is done within the Board approved risk appetite in a manner that is suitable for ICAP's business model and structure.

ICAP's risk framework is approved by the ICAP Board and aims to provide a globally consistent approach to the implementation of the Risk Management functional activities and its association to the three lines of defence model.

The risk framework is aggregated into three high level streams as displayed in the model below:



### 6.1. Governance and Senior Management Involvement

#### Three Lines of Defence

ICAP employs the Three Lines of Defence model for the risk management and control of its businesses as displayed below:



The Group has created an integrated control framework for the three independent control functions of Risk Management, Compliance and Internal Audit (which is outsourced to KPMG). Under this framework, these three functions will, where appropriate and on a planned basis, combine resources, skills and technical expertise in the conduct of monitoring, oversight and review work in order to provide enhanced assurance as to the effectiveness of the system of internal controls to the Governance Committees and the Board.

A key tenet of the three lines of defence model is that the senior management of the business lines, in particular those with the responsibility for overseeing the front, middle and back office functions, have full accountability for the management of the risks in their businesses. This is done within the limits and the control environment established by



the Group. All staff and managers are required to take a prudent approach to risk taking and to review regularly the effectiveness of their control environment.

## 6.2. Risk and Control Governance and Risk Management Processes

Risk Management is an independent function from the business which operates under a structure approved by the Board. This section is an overview of the structure and framework elements in place for the identification and mitigation of significant risks and control gaps. It also illustrates the separation between Risk Management and the business. The separation ensures independence as well as the direct reporting lines of the GCRO.

### 6.2.1. Operating model

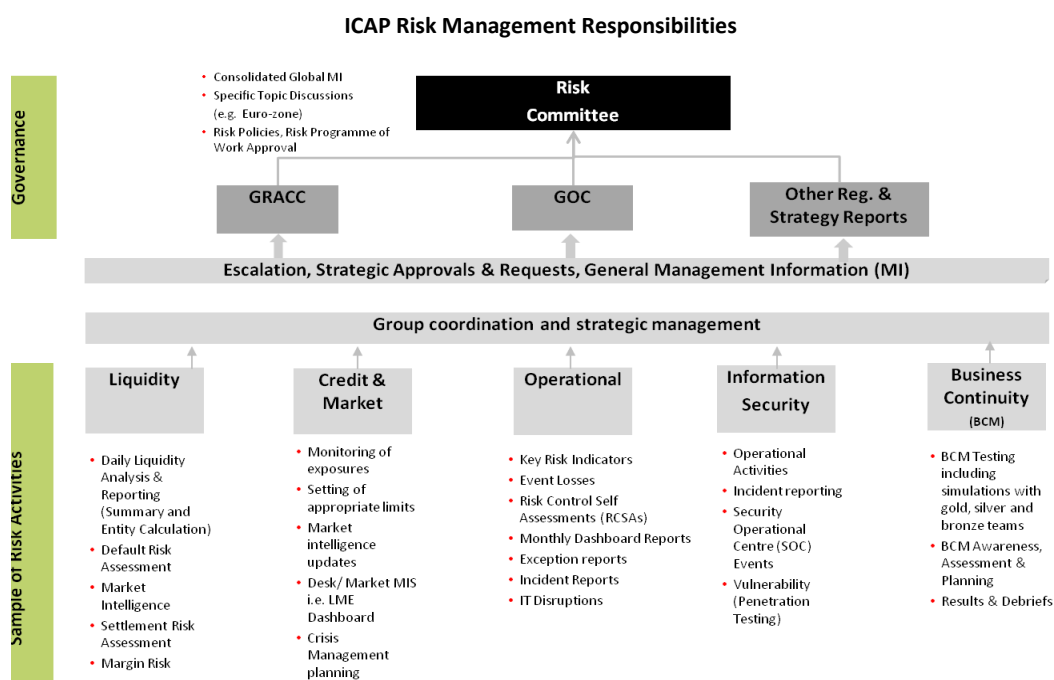
This subsection details the elements of the Operating Model; including the Organisational Structure, high level mandate, policies and systems in place.

#### Organisational Structure

Risk Management in ICAP is an independent control function. This gives it the freedom to ensure that the control environment is fit for purpose, identify and oversee the Group's key risks and facilitate mitigation of these risks as appropriate.

#### Mandate, Responsibilities and Competences

The responsibilities of the Risk Management function are summarised in the diagram below.



The GCRO is a member of the GRACC and GOC and has overall day-to-day accountability for the independent Group Risk Management function. Reporting to the GCRO, and working in the Group Risk Management function, are risk heads for Operational Risk, Credit and Market Risk, Head of Resilience (covering Business Continuity and Information Security) and Liquidity Risk. Also reporting to the GCRO are regional risk heads for the Americas, EMEA and APAC regions. Along with their teams, these individuals are responsible for establishing a Group-wide risk management framework. The risk-type teams liaise with businesses as part of the monitoring and management processes.

### *Policies, Procedures and Guidelines*

The Group has a framework of policies that dictate the minimum requirements and approach to managing its activities. Risk Management policies form a subset of this policy framework and has a range of Group wide policies and regional policies derived from these to cover the functional risk areas. These policies are reviewed annually and updated as required prior to sign off at the appropriate level.

### *Specialist Areas*

Two discrete specialist areas exist within the Risk Management function; Business Continuity Management and Information Security.

#### **6.2.2. Processes/methods**

Critical to the risk and control governance in ICAP, are methods employed in the identification and assessment of risks.

### *Risk Assessment*

Routine assessment of risk exposures is the responsibility of the Group's business heads, in line with the first line of defence. The risk team monitors qualitative and quantitative measures to ensure that the business risks remain within acceptable parameters and that controls are operating effectively.

The Risk Management function provides support to the businesses with a range of tools for the identification and assessment of risks, e.g. credit risk limits based on an internal scoring system, key risk indicators and management information packs are produced monthly.

Risk identification and assessment are key components of ICAP's risk framework, enabling the business to identify the significant risks to the achievement of its objectives. The framework seeks to identify all meaningful risk types, from all sources (people, activities, systems, and external) and the compensating controls across the organisation.

The assessment of the identified risks provides greater understanding of, and complements, risk-based decisions. The framework ensures that risks can be compared within and across categories. The annual Risk Control Self Assessments (RCSA's) form a key part of this process and are described more fully in the Operational Risk section below.

Risk reviews and assessments are also carried out in a combined effort with other assurance providers i.e. Compliance and Internal Audit, under the Integrated Assurance approach.

### *Integrated Assurance*

Integrated Assurance is a component of the Risk Management framework, providing an independent review of the various entities, businesses and infrastructure functions through co-ordination and co-operation between key governance functions (Risk Management, Compliance, and the IA function). These three functions, through the course of their respective assessment and evaluation approaches, define the key risks and requirements for associated coverage to ensure that internal controls are operating effectively. The reviews take a variety of forms – ranging from jointly performed review to coordinated timing of separate reviews, leveraging a specific team's review. Issues arising from these reviews are tracked in the same way as existing Internal Audit issues to ensure timely escalation and resolution.

### *Stress Testing and Scenario Analysis*

Stress testing and scenario analysis are cornerstones of Risk Management processes and are employed across all functional risk areas ranging from automated daily analysis to more discrete stress testing of components of the organisational activities.

Specifically for the ICAAP, the Group's management considers scenario analysis to provide the optimum methodology for assessing the required capital for the Group given the limitations around the applicability of investment bank or

commercial bank compatible stress testing logic and processes. This key differentiation necessitates the ICAAP scenario work to be more subjective in its foundations.

The table below outlines management’s view on the advantages of using a scenario analysis.

**Management’s View on the Advantages of Using Scenario Analysis**

Advantage
<ul style="list-style-type: none"> <li>• Direct linkage of capital to risk management process</li> </ul>
<ul style="list-style-type: none"> <li>• Promoting dialogue and challenge between Business and Risk</li> </ul>
<ul style="list-style-type: none"> <li>• Ownership of results by Business</li> </ul>
<ul style="list-style-type: none"> <li>• Create full transparency</li> </ul>
<ul style="list-style-type: none"> <li>• Enable predictions and better decision making</li> </ul>

**6.3 Recent improvements to the risk management framework**

ICAP began the Operational Risk Framework Implementation Programme (ORFIP) in 2013 to improve ICAP’s ability to identify, assess, monitor and manage its operational risk.

During 2013 advances were being made across a range of operational risk management areas, in particular Governance, RCSA’s and Key Risk Indicators (KRI’s). In addition, target states, interim milestones and associated 2014 roadmaps were agreed with, and owned by business areas, in particular:

- Advances made in Governance – all businesses hold regular Risk Committees
- Advances in RCSA production and KRI assembly

**7. Capital Resources**

The Company’s capital resources as at 31<sup>st</sup> March 2014 are summarised below:

	£000
Tier 1 Capital	<b>17,482</b>
Tier 2 Capital	<b>1,600</b>
Tier 3 Capital	-
Deductions from Tier 1 and Tier 2 Capital	-
<b>Total Capital after deductions</b>	<b>19,082</b>

## 8. Capital Adequacy

As at 31st March 2014, IEnL's capital requirement was £18.42 million detailed below:

Capital requirement	2014 (£000)	2013 (£000)
Total Pillar 1 (includes Fixed Overhead Requirement (FOR))	5,780	5,470
Total Pillar 2 (includes capital for set aside for risks identified)	18,420	17,720
Wind-down Cost	6,400	4,110
Capital Requirement (Greater of Pillar 1, 2 or wind-down)	18,420	17,720
Capital Resources	19,082	14,230
Current Surplus	662	(3,490)

### 8.1 The Internal Capital Adequacy Assessment Process (ICAAP)

The ICAAP document was developed by a team led by the COO for EMEA Broking working in conjunction with Group Risk, and has been subject to preliminary review by IEnL management and final sign off by its Board of Directors. Comments raised during this review process have been incorporated into the document.

The ICAAP document represents the firm's best efforts to describe the current state as well as the planned developments in the quantification of risks for the purpose of capital adequacy. Our approach is evolving as new information is gathered and new tools implemented.

The key structural elements of the ICAAP determined the high level process that was followed to produce the ICAAP document. The following diagram shows the four key structural elements and each of the main sub-sections and steps taken:

### ICAAP – Key Structural Elements and Processes



## 9. Risk Management

Applying the eight overarching risk categories, the extent of inherent risk arising from the business activities of IEnL can be summarised in the following table:

	Liquidity	Operational	Legal and Regulatory	Credit	Strategic	Market	Financial	Reputational
IEnL	✘	✓	✓	✓	✓	✘	✓	✓

✓ Inherent risk exists ✘ No inherent risk for this category

### 9.1 Risk Profile

Details of how the key risks manifest themselves in IEnL, the impact of them and how the risks are mitigated are described below:

#### 9.1.1 Liquidity Risk

##### **How Liquidity Risk materialises in the business**

All of the entity's earnings are from invoiced commission through NGU and agency (block future exchange trades) brokerage services (including trades generated from the Reset service for EEA customers, and trades which require SEF execution (introduced by IEnL to ICAP SEF (US) LLC), and consequently has no material liquidity risk other than from the non-collection of customer debt for invoiced services provided and general unexpected cash flows. Any liquidity risk which did arise would be reported and discussed at the ERCC.

##### **Mitigate & Control**

Consequently, no capital is required to be held by IEnL for Liquidity Risk.

#### 9.1.2 Operational Risk

##### **How Operational Risk materialises in the business**

- **Transaction/Order Origination, Arrangement & Execution Risk** - which arises in IEnL through human error, or in a combination with technology risks. These risks are reduced by processes such as voice confirmations via recorded lines, trade recaps and end of day trade recaps sent to clients.

- **Transaction / Order Capture, Processing & Settlement Risk** - due to a booking error or processing problem by brokers could result in a settlement instruction matching issue and potentially failed settlement for IEnL's clients. The key control for this risk is automated trade recaps and confirmations being sent out to clients for them to review and notify the front office of any discrepancies.
- **Technology and Infrastructure Risk** - arises in IEnL from the lack of availability of the key IT application, the introduction of a virus or system bug which impacts on client trade confirmations, or failure of the ICAP network. It must be recognised that whilst technology provides a key medium for broking in IEnL, the majority of business is still transacted via voice. As a result brokers could revert to broking over the phone and writing manual tickets should a technology outage occur.
- **Business Disruption Risk** - would affect the Group and would require IEnL to have a short period without trading. It is anticipated that relocation to the DR site would result in travel expenses with the relocation of staff and loss of revenue resulting from IEnL brokers being unable to trade. Key controls in place to mitigate this risk are a formal business continuity planning process within IEnL and across ICAP, and a recovery site which holds desks for a planned level of IEnL brokers which could be operated in a business continuity event.
- **Human Resource Risk** - is present in IEnL in that staff are a key asset to the entity and the loss of key staff members may result in a loss of client relationships, revenue as well as recruitment costs in hiring new brokers. However with current market conditions, management believe it would be likely that we could swiftly source a broker internally from other ICAP group companies to fill any broking position within IEnL. Key controls in place to prevent/ reduce the impact of this risk occurring are staggered contracts, remuneration reviews and succession planning.
- **Fraud/ Unauthorised Activity Risk** - could arise in IEnL if brokers colluded with traders to inflate brokerage for their personal gain. The key controls in place to prevent this scenario occurring are; automated brokerage calculation, system enforced segregation of duties ensuring that brokers cannot access brokerage rates in GUIBOS, and periodic system recertification to help ensure that this segregation of duties is not breached.

#### ***Mitigate & Control***

As part of the RCSA process undertaken throughout 2013 – early 2014, the control environment was assessed as adequate, which is consistent with the low number of internal risk events reported in IEnL

### **9.1.3 Legal & Compliance Risk**

#### ***How Legal & Compliance Risk materialises in the business***

##### **Legal Risk**

IEnL is subject to legal obligations in providing services for its clients, although this risk was not considered material within IEnL during the RCSA and scenario discussions with the business.

##### **Compliance Risk**

IEnL is regulated by the FCA and permitted to carry out the following activities (with limitations to certain investment types):

- Operating a MTF
- Making arrangements with a view to transactions in investments
- Dealing in investments as agent
- Arranging (bringing about) deals in investments
- Agreeing to carry on a regulated activity
- Advising on investments (except on Pension Transfers and Pension Opt Outs)

#### ***Mitigate & Control***

The management and mitigation of legal and compliance risk is the responsibility of business management who are supported by the Legal and Compliance functions. To further mitigate risk, IEnL is subject to the Compliance Risk

Management Framework and associated risk assessments; desk based reviews and automated surveillance practices adopted within the business.

#### 9.1.4 Credit Risk

##### ***How Credit Risk materialises in the business***

Credit risk for IEnL is the risk of non-payment of invoices in its NGU business.

##### ***Mitigate & Control***

All IEnL counterparts are pre-approved by both the Risk and Compliance departments. Counterparts are reviewed at least annually to ensure they remain acceptable trading counterparts with relevant individual trade exposures for IEnL.

#### 9.1.5 Strategic Risk

##### ***How Strategic Risk materialises in the business***

IEnL management identified two potential areas of focus in terms of strategic risk:

- First that the business could fail to respond to market changes in terms of customer requirements or preferences
- Secondly, the market environment could change e.g. regulatory change or increased competition, making the IEnL less attractive or obsolete

##### ***Mitigate & Control***

IEnL's strategy is reviewed annually, while any significant changes intra-year and SBIs (Significant Business Initiatives) go through a defined assessment process, where Risk is one of the categories for consideration. This is designed to ensure that there is full governance around the strategic risk which IEnL may decide to take on.

#### 9.1.6 Market Risk

##### ***How Market Risk materialises in the business***

IEnL does not take active market risk in the pursuit of any of its business.

##### ***Mitigate & Control***

Not applicable.

#### 9.1.7 Financial Risk

##### ***How Financial Risk materialises in the business***

ICAP plc manages Financial Risk at Group level as per the below summary:

##### ***Interest Rate Risk***

The Group external debt financing includes both fixed and floating rate interest rates. The Group holds significant holdings of cash, held for various commercial requirements, which may earn interest income at fixed or floating rates.

Movements in interest rates can increase or reduce the Group's interest cost and similarly reduce or increase interest income. The risk of a reduction in the interest income earned on cash balances is not considered a risk of loss.

##### ***Currency Risk***

The Group presents its consolidated financial statements in GBP and conducts business in a number of other currencies, principally, in US dollar and the Euro. This can give rise to the risk of loss through exposure to movements in currency exchange rates in a variety of ways.

Risk arising from items of income or expense arising in a currency other than a Group entity's local reporting currency is a transactional exposure. Risks arising from profits arising in currencies other than sterling or from assets or liabilities denominated in currencies other than sterling are translational risks.

***Mitigate & Control***

Group manages its interest rate exposure through a combination of sterling and US dollar debt drawn on fixed and floating rate terms. The Group's objective is to minimise interest costs and the impact of interest volatility on the Group's consolidated income statement. In addition to debt, the Group's treasury policies also permit the use of derivatives including interest rate swaps, interest rate options, forward rate agreements and cross currency swaps to meet these objectives.

In order to mitigate currency risk, the Group's policy is to hedge transactional but not translational income statement currency risk. Subsidiaries are required to hedge material transactional exposures into their functional currency. In practice this means that the Group's principal UK subsidiaries, with sterling functional currency, hedge net US dollar and Euro income into sterling. The level of hedging and the adherence to the policy is monitored as a standing agenda item at every meeting of the GRACC.

**9.1.8 Reputational Risk**

***How Reputational Risk materialises in the business***

As the leading broker in various markets, IEnL's reputation is key to its success, and is recognised as a key contributing factor to future success.

***Mitigate & Control***

Reputational risk is a second order risk, resulting from the other risk types, and is therefore not scenario tested. The key potential risks to IEnL are broker errors, fraud and regulatory issues.



## ***10. Non-Applicable Disclosure Requirements***

The following disclosures specified under BIPRU 11.5 are not applicable to the Group:

BIPRU 11.5.5 – ICAP does not engage with retail clients as per the FCA’s definition.

BIPRU 11.5.6 – ICAP does not have a principal trading book.

BIPRU 11.5.10 – ICAP uses the simplified method of calculating risk weights.

BIPRU 11.5.11 – The Group uses the simplified method of calculating risk weights, not the IRB approach.

BIPRU 11.5.13 – The Group does not use a VaR model to calculate its Market Risk Capital.

BIPRU 11.5.14 – Not applicable to ICAP as requirement has been deleted.

BIPRU 11.5.15 – The Group does not have a non-trading book exposure to equities.

BIPRU 11.5.17 – ICAP does not securitise its assets.

BIPRU 11.5.18 – The Group’s Remuneration Disclosure Statement is included in the annual report and is published on the ICAP website [here](#).

BIPRU 11.5.19 – This item represents guidance and is not a disclosure requirement.

BIPRU 11.5.21 – This item represents guidance and is not a disclosure requirement.

BIPRU 11.6.1 – 11.6.6 concerning IRB is not applicable to the Group.