

# Hawko

# Hawksford

Issue 13 | Winter 2016

# BRIGHT SPARKS

Thinking  
**beyond**  
tomorrow



THE ENTREPRENEUR ISSUE

---

# Welcome to Hawk-i



In this issue we look at entrepreneurs and the dynamic they bring to the wealth industry and financial services sector.

**Mike Powell**  
Director and  
Interim CEO (June - Oct)

T: +44 1534 740204  
E: michael.powell@hawksford.com



**“The dynamic and innovative nature of the start-up industry complements Hawksford’s thinking beyond tomorrow ethos.”**

*Michael Powell*

Entrepreneurship is not new. In the most conventional sense, it applies to those designing and starting a new business or venture. We are seeing that entrepreneurship extends far beyond the start-up business idea. It is shown at every stage of business lifecycle decisions and wealth arrangements, as both new and more experienced business leaders seek to create efficiencies, value and wealth.

The ‘new wealthy’ are increasingly engaged with using the fruits of their success to help others. With this interest in socially responsible investments, there is a marked appetite to incorporate long term philanthropic objectives into wealth planning. Private client experts Steve Carr and Sarah Cobden explore this further in this edition.

We know that business people are thinking in a more global context than ever before. While our physical borders no longer bind us when it comes to our business aspirations and wealth, it is important that entrepreneurs are awake to the potential

and pitfalls of different regions. COO of Hawksford Singapore, Jacqueline Low, explains why Singapore is a thriving region for the entrepreneur while David Titcombe, COO of our Cayman Islands business, outlines some exciting developments making the region more attractive to enterprising clients.

Experienced business owners and family businesses have the deep industry knowledge to spot opportunity and often the capital to make that opportunity become a reality. Director Daniel Hainsworth looks at how an entrepreneur’s network of trusted advisers can help them to achieve success.

The dynamic and innovative nature of the start-up industry complements Hawksford’s thinking beyond tomorrow ethos. Through our dedicated private client, corporate and funds teams we have the skills and market knowledge to anticipate developments and respond to opportunity, most importantly we help our clients to shape their futures.

# Entrepreneurialism...

...takes centre stage during the **year of the monkey.**



Singapore's government promotes economic vibrancy and encourages entrepreneurialism through reliable public infrastructure and business-friendly policies. Over the years, the sizzling start-up scene has welcomed a flurry of incoming start-ups from all over the world, whilst a host of interesting home grown brands have sprung up. Today, Singapore is home to a thriving community of entrepreneurs, techies, start-ups, venture capitalists, incubators and accelerators.

According to the Doing Business 2016 Report by the World Bank, Singapore is consistently ranked as the easiest place in the world to do business. This shows Singapore's business friendly commitment even amidst the challenging global economic conditions.

Just last year, the city leapt seven places to number 10 in US business analytics company Compass' international report on the world's best start-up ecosystems, beating leading financial hubs such as Paris, Toronto and Sydney. As part of its Smart Nation vision, Singapore has begun rallying industries, research institutes, government agencies, as well as the man in the street in the co-creation of forward-looking solutions to boost inventiveness and innovation.

In 2016, we have seen a significant upsurge in the number of international entrepreneurs who are looking outside of their home nations to set up their companies. Hawksford Singapore's Q3 2016 Company Formations Report demonstrates that the number of internationally owned companies represented 44% of all business formations during the quarter. This trend, which was first reported in Q1 2016, shows that international business owners have strong confidence in Singapore, which is ranked as number 11 on

the Global Entrepreneurship Index 2016, as a commercial launch pad for their ventures and investments.

2016 is the year of the monkey in Chinese Zodiac. The most significant character trait of someone born under the sign of the monkey is ambition, a complementary trait amongst entrepreneurs. This parallel is interesting given the obvious signs of the success of entrepreneurialism in the Asian economies this year.

We work with many clients whose ambition and foresight has been instrumental in them successfully launching new business ventures, and we are very proud to support our clients through the growth and development of their company.

For example, we have a client involved in the research and development of visual communication platforms. They started their business in Singapore in 2012 and since then it has grown and expanded so successfully they have gone on to acquire existing training companies to provide training services for their products and services.

We have also built a strong relationship with a client in the commodities, fuel and heavy machinery industries. In 2010 the client made the decision to move the business from Japan in order to take advantage of Singapore's business friendly environment and good tax rates. They have since grown rapidly and have expanded to the logistics sector through the acquisition of an existing business in Singapore.

Earlier this year, Hawksford was a sponsor of the Indonesia Start-up Insights 2016. The event

**"Singapore is home to a thriving community of entrepreneurs, techies, start-ups, venture capitalists, incubators and accelerators."**

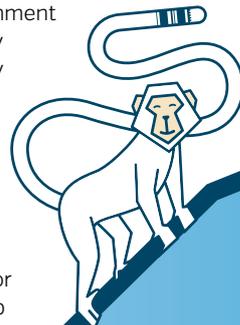
gives start-ups, investors, enthusiasts or individuals looking for start-up partners the opportunity to gain exposure. We were delighted to be involved in such an exciting event showcasing some of the brightest entrepreneurial talent.

We work with many such successful and innovative clients who have leveraged the pro-business rules and incentives that the Singapore government avails to businesses, subject to them meeting eligibility. Besides being pro-business, Singapore offers many personal bonuses, including friendly tax rates, both corporate and private, all offered from a great location with easy travel routes.



**Jacqueline Low**  
COO, Asia

T: +65 6222 7445  
E: [jacqueline.low@hawksford.sg](mailto:jacqueline.low@hawksford.sg)



# Entrepreneurs; a natural desire to control?

Protectors can help entrepreneurs retain an element of control of their estate, says Michael Powell, Director.

**Most entrepreneurs will attribute their success to many reasons, including hard work and luck. However, an ability to control much about their lives will almost certainly be cited as a major supporting factor.**

It is unsurprising that when entrepreneurs are being advised to establish offshore structures to hold existing assets until a projected sale or the proceeds of a successful sale are received, they want to first understand how they can retain some control when they have transferred legal ownership to the trustees.

This article will consider some of the ways in which a prospective settlor might be persuaded that they do not need to give up *de facto* control of their assets. A pragmatic balance can generally be found between retention of control whilst ensuring the validity of the trustees

relationship should it come under attack, for example in circumstances of divorce or bankruptcy.

## Private Trust Company

Starting with the trustees, consideration could be given to establishing a Private Trust Company (PTC). The composition of the board of the PTC could be composed of a blend of persons (subject to any tax considerations) in whom the settlor has faith and/or who have the appropriate qualifications to work with the professional service provider. The shares in the PTC could be held by a purpose trust or a foundation, allowing the settlor to retain control over the composition of the board.

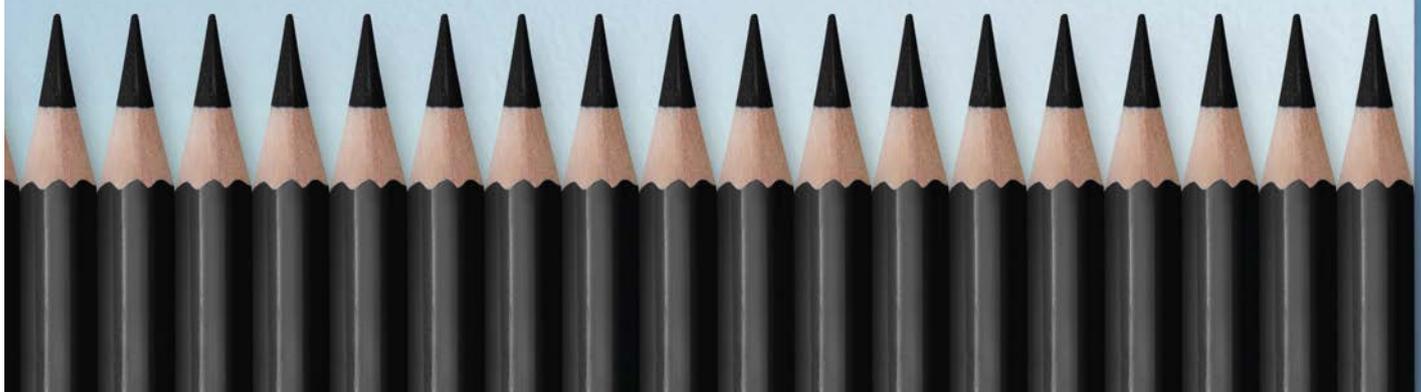
Once the settlor has decided who the trustees will be, consideration may be given to drafting a bespoke trust instrument to accommodate the settlor's wish to retain control of those matters of most concern. The settlor may decide that they would like to reserve certain powers within the trust deed including, for example, the power to hire and fire the trustees, and most commonly proactive involvement in investment decisions.

At its broadest, the settlor could reserve the power to revoke the trust. Whilst this power might be very reassuring, it will nevertheless be crucial to take advice in the jurisdiction of the settlor's residence to ensure that a potential claim against the trust funds whether, for example, in the case of divorce or bankruptcy, is unlikely to be successful and also to ensure that any argument that the trust was a sham could be rejected.

## Protector comfort

In many cases, settlors feel comforted by the inclusion of protectorship provisions. Sometimes such provisions are incorporated, but a protector is not actually appointed at the outset, on the basis that the settlor feels satisfactorily comforted by the knowledge that they could appoint a protector in due course if required. In other circumstances a protector, often a trusted friend of the settlor, is appointed at the outset.

Care should be taken to ensure that the protector fully understands the nature of their duties and potential liabilities. For example, where the protector is simply





**Mike Powell**  
Director and  
Interim CEO (June - Oct)

T: +44 (0) 1534 740204  
E: michael.powell@hawksford.com



## Case study

Hawksford is working with a non-resident Indian entrepreneur and his advisers who are seeking the establishment of an offshore structure to hold shares in a Singapore holding company which will in turn invest into India.

The settlor wants to retain control over the trustee actions so far as practically possible and without compromising the essential validity of the trust.

The agreed structure is likely to comprise:

- a PTC [the board will comprise representatives of Hawksford and of the settlor's choice once any tax considerations have been taken into account];
- a bespoke drafted trust with specific provisions in relation to investment management;

- an investment committee, which will comprise experts in the settlor's principal fields of investment interest, and;
- a protector or protectorship committee to represent the family interests.

When combined with a growing relationship between the settlor, his family and the trustees - and in the context of the terms of his letter of wishes - the trustees and settlor both anticipate that the combination of all these factors should provide a solid foundation for a successful fiduciary relationship.

asked to consent to certain trustee actions, in particular distributions of capital, their consent is unlikely to be fiduciary in nature. Whereas other more onerous or proactive protector responsibilities may be deemed to be equivalent to that of a trustee's fiduciary powers.

In these circumstances the protector should receive independent legal advice to ensure that they fully understand the actual and potential implications of their role and are adequately protected either by the terms of the trust or by professional indemnity insurance. There are rare circumstances where the protector has been subject to claims that they have not carried out their role in an appropriately fiduciary manner.

The protector can play a valuable role providing for appropriate checks and balances in a family structure, particularly a complex one where there is a family business. They also provide an element of security, act as a sounding board for the family or for the trustees on strategic issues and are a point of contact for the beneficiaries. Sometimes they will work within the terms of a family protocol where all principal parties, including the

trustees, are joined in agreeing their role in managing a family's wealth.

### Specialist advisers

Many trusts comprise 'investment director provisions' and an investment committee may be established. These structures are considered very helpful by settlors who may, for example, populate the committee with representatives that are expert in the various areas in which the trust fund is likely to invest. There may well be cost implications that would have to be justified.

In one sense, the settlor may not seek out trustees that are capable of flexible and lateral thinking. In another sense this very ability is often reassuring to settlors, who like to think that their trustees are not bound by the bureaucracy of a large international institution.

If the trust is discretionary in nature, the settlor will be asked to execute a letter of wishes. Whilst not binding, it is highly persuasive on the trustees and a valued indication as to how the settlor is requesting them to carry out their role.

If they do not have responsibility for investment policy and strategic decisions because these rest with an investment director, trustees must be certain that they are comfortable with having divested themselves of what is traditionally one of their core responsibilities.

### Working together

There are a significant number of ways in which an entrepreneurial settlor who wishes to retain an element of control within a trustee relationship can achieve this, so long as the settlor understands the full nature of a trustee relationship. It is possible for a combination of the trust documentation, choice of trustee's protectorship, and an investment committee combined with an increased day-to-day understanding of how a settlor's mind works, to collectively provide a happy compromise which allows the trustees to carry out their role, albeit within the expectations of successful entrepreneurs.

# Building a trusted network for entrepreneurs

Entrepreneurs know that in order to be successful they need the power of a trusted team that will add genuine value to their business whether to guide, steer, evolve or realise their business aspirations.

Entrepreneurs come with varying degrees of experience and contacts. Most are time poor, and realistic that they are not always the person best placed to provide the day-to-day management required. This makes them quick to seek out partners like Hawksford to organise the various aspects of their enterprise and plug the gaps in their own skills, experience and expertise in order to translate their business idea into a viable and successful product or service.

---

## Entrepreneurialism and collaboration

---

Working with entrepreneurial clients can be extremely rewarding and a great challenge. We work closely with entrepreneurs, providing strategic and tactical support throughout the entire lifecycle of their many ventures.

Right from inception, a client may present us with a raw business idea that we will then hone to help to determine the best approaches and viability of the idea. We work together with entrepreneurial clients to manage various aspects of turning a great idea into a marketable, and potentially, sellable business. We can be involved with negotiations on behalf of our clients and constantly work with other professionals to provide a clear and smooth route to success.

By conducting in depth research and leveraging our extensive network of contacts in the intermediary and business worlds, clients rely on us to provide important and trusted information so they will be in a position to make well-informed

decisions about their fledgling or growing business.

Our corporate team's robust structuring experience means that we can create bespoke special purpose vehicles (SPVs) that work seamlessly across borders to support clients' growth and expansion ambitions.

Regulation has played a significant role in the quality of advice that entrepreneurs can access, creating a safe and transparent environment. When they engage a provider in a jurisdiction of substance and robust regulation, clients know that their service provider has a duty to provide the skills and expertise that will help them to realise their business aspirations, while meeting the global standards important for their business and reputation.

---

## From light bulb moments to IPO and trade sale

---

Hawksford has built a strong relationship working with a client who was a well-established business leader, now entrepreneur, in his chosen sector.

Spotting a niche in the market, the client came up with a game changing business idea and with our assistance was able to secure funding to launch the product. As a trusted partner, Hawksford has played an instrumental role in helping the client to commercialise the product, taking it right through to a successful and lucrative private trade sale.

As part of our remit, we facilitated a multitude of vital elements for the client.

Using our networks and resources we secured and provided governance around intellectual property rights, and managed the technology and associated infrastructure. Our team also sourced various forms of financing, including traditional and peer-to-peer lending facilities, in order to go quickly to market.

Using the client's profits from the sale of their original business venture, we also created a successful real estate portfolio that has helped to pay for the research and development of new product ideas.

In another case, we were approached by an intermediary to collaborate with their client who had built up a series of successful business ventures.

Our private client team supported the client on their wealth structuring requirements, while the corporate team worked with the intermediaries and other advisers to help the client decide when was the best time to consider exit via either trade, private sale or an Initial Public Offering (IPO).

Having been closely involved in conversations surrounding the lifecycle of the client's structures, the client appointed us as an extension of their team and we guided them from the initial structuring, right through to the eventual successful public offering on one of the world's major stock exchanges.

Hawksford's technical skills ensured that the most granular mechanics, which are of paramount importance when considering an IPO, were watertight. Our corporate team was able to create the structure and ultimately offer our listing services to achieve a hugely profitable exit to this venture.



**Daniel Hainsworth**  
Director, Corporate



T: +44 1534 740179

E: [daniel.hainsworth@hawksford.com](mailto:daniel.hainsworth@hawksford.com)

## Partner for growth

As a company, we are accustomed to working with a team of professionals that facilitate the various elements that will contribute to the client's ultimate business success.

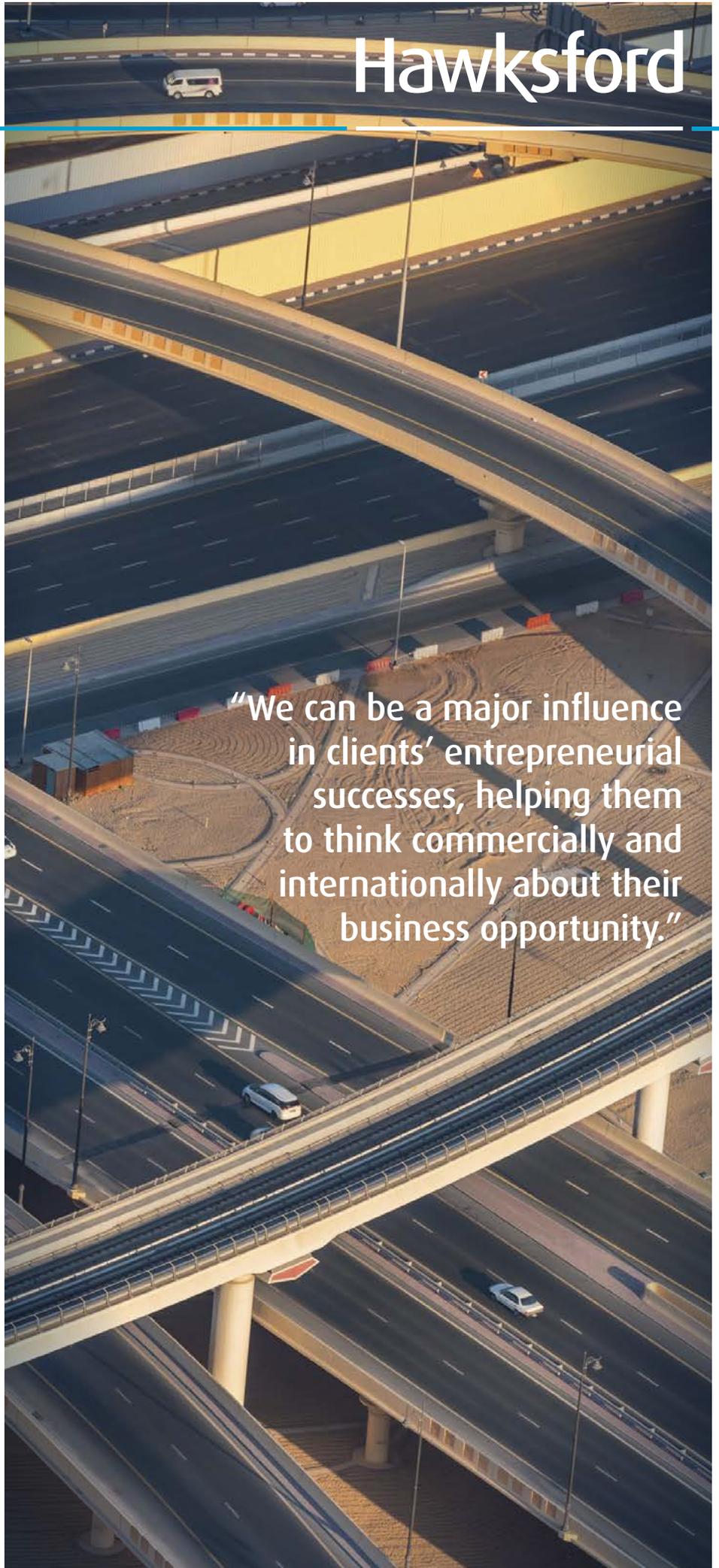
An independent company led by a dynamic group of directors, Hawksford has an entrepreneurial spirit running through the business. We encourage staff to think of the bigger and longer term picture when it comes to offering structuring solutions and working with clients.

Our skill set is broad; the team is an eclectic mix of hugely talented individuals with sector specialisms including trust professionals and directors, fund administrators, lawyers, accountants, chartered secretaries and surveyors.

We speak the same language as entrepreneurs in other ways too. We have significant expertise and existing clients in the industries of digital, media, oil and gas, transportation, retail and finance – industries ripe with new ideas and growth.

We can be a major influence in clients' entrepreneurial successes, helping them to think commercially and internationally about their business opportunity. Drawing on our extensive global network and commercial know-how, we are motivated by adding significant value to our clients' bottom line and helping to facilitate an idea into a successful business activity, whilst providing flexible and pragmatic structuring to achieve their aspirations.

**"We can be a major influence in clients' entrepreneurial successes, helping them to think commercially and internationally about their business opportunity."**



# Philanthropy and the *socially conscious* of new generation wealth

## A new generation of wealthy is carving out a socially conscious path in wealth management - Director Steve Carr and Associate Director Sarah Cobden explain.

There are profound differences in how today's young wealthy individuals and entrepreneurial figures approach their wealth management, with many of them showing a keenness to integrate their social conscience within their financial affairs.

The techniques, skills and approaches that were once common in the wealth management industry have evolved to meet and anticipate the fresh and innovative ways that a new generation of wealthy and entrepreneurial individuals manage their wealth.

### Ethical evolution

Young wealthy individuals, whether they have acquired their wealth or generated their own, are a product of the modern, connected world.

Whereas previous generations played their cards close to their chest and there was much greater secrecy around wealth, investments and structuring, the climate today is starkly different.

Global regulations that are now in place mean that transparency is the norm, complementing the more socially minded approach that we are seeing younger generations show when it comes to every

aspect of their life, including their wealth.

The world has also changed. More than ever, the public demands that wealthy individuals and corporations demonstrate their social conscience. Facebook founder Mark Zuckerberg's decision to set up innovative new structures for social giving has been widely reported, as has Harry Potter author JK Rowling who dropped off Forbes' billionaires list because she has given a vast proportion of her wealth to charity.

One of the defining attributes of entrepreneurs and young wealthy individuals is that they are proactive and committed to using their wealth to make a difference. Entrepreneurs and the new generation of affluent individuals are often driven by their passions, rather than the sole aim of making money.

### Wealth creation

Today, the rise of technology has transformed the ways that individuals can become successful. With limited resources, an Internet connection and very little capital, pioneering businesses can be launched from a bedroom. Famously Larry Page and Sergey Brin founded global search engine Google in a garage in California. It's now worth nearly \$500 billion. Entrepreneurial courses are now included on University curriculums, underscoring how attitudes towards employment and wealth have developed.

Traditionally, it may have taken a long time to build up significant wealth. Technology has made the business world a much smaller place, which has greatly increased the opportunity for success and how quickly it can be achieved on a major scale.

### Collaboration

Collaboration is a key marker in how entrepreneurs work with a willingness to share ideas and work alongside other industry professionals. E-communities, where people use online platforms to share ideas, have become a common way for younger generations to create and refine concepts and offer one another support.

For years the start-up culture seemed to be focused on the activities of businesses based in Silicon Valley. However, tech and start-up communities have now spread across the globe, based in cities throughout Europe, Asia, North America, South America, Africa and Asia.

### Creativity with control

For individuals who have built their wealth on their own steam, they want to be sure that their advisers will respect their personal beliefs. Today, some prefer to retain an element of control in their investment decisions and social responsibility features heavily in their wealth management choices.

With vast amounts of information at their fingertips, the new generation of wealthy are able to educate themselves on the tools and strategies available and want to be certain that their portfolio represents their social beliefs. They want to be able to retain some authority over their wealth and be sure that their professional advisers will implement their clear financial objectives and desire to make a genuine difference.

“More than ever, the public demands that wealthy individuals and corporations demonstrate their social conscience.”

## Foundations and PTCs

The wealth management industry is adapting to accommodate the evolving requirements and expectations of the wealthy. There are now a range of suitable structures available to meet the need for creativity and control that some entrepreneurs demand.

Foundations, introduced in Jersey in 2009, are starting to come into their own and we have seen a recent surge in interest. Private Trust Companies are also popular vehicles. Often created with a specific purpose in mind, foundations are perfect tools for ensuring clients retain oversight of their wealth and investments. They ensure the original objective of the structure remains at the forefront of decision making.

A foundation, for example, can be set up to invest into specific areas or themes, such as waste management, sustainability or another area that is aligned to the client's social concerns and passions. For example, Hawksford provide personal trustees for the Eric Young Charitable Trust. Through the formation and careful administration of the philanthropic structure over a large portfolio of mixed investments, income is generated to fund the Eric Young Orchid Foundation, the world's premier foundation dedicated to orchids.

We also manage a multi-million pound trust which is funded by royalties received from distributors in specific geographic areas for a medical treatment created by the settlor of the trust. The majority of funds received are utilised to sponsor a wide variety of medical related charities and scientific medical research. Our

involvement ranges from managing the trust assets, researching appropriate charitable beneficiaries, and visiting worldwide projects in order to monitor progress.

We have considerable experience in working with a varied client base and their advisers across a diverse range of charity and philanthropy interests. These structures, which have proven popular with international clients, allow for greater flexibility of their financial affairs, without jeopardising the integrity of the structure.

## Philanthropic future

The new generation of wealthy and entrepreneurs recognise the opportunity to leave a legacy and to use their wealth for creating social benefit. Whilst there are clear tax advantages in using these structures to direct their wealth towards social enterprises, entrepreneurs today are more driven by the opportunity to make a genuine difference and be taken seriously as a philanthropist.

According to the latest EY Family business philanthropy report, nearly 44% of family business owners and managers actively engage in social impact investing\*. In 2015 Mark Zuckerberg announced plans to donate 99 per cent of his Facebook shares to the cause of human advancement, representing roughly \$45 billion at the business' current valuation.

It is expected that there will be more interest in structures for philanthropic purposes in the near future. It is an exciting prospect to work with a more socially aware generation that is motivated by the desire to invest their wealth wisely and is an active participant in the process.



**Steve Carr**  
Director, Private Client

T: +44 1534 740273  
E: [steve.carr@hawksford.com](mailto:steve.carr@hawksford.com)



**Sarah Cobden**  
Associate Director,  
Private Client

T: +44 1534 740206  
E: [sarah.cobden@hawksford.com](mailto:sarah.cobden@hawksford.com)

\*EY Family Business Center of Excellence: Family business philanthropy report 2016 <http://www.ey.com>

# Thinking beyond borders | Creative Cayman Islands



**David Titcombe**  
COO, Cayman Islands



T: +1 345 916 9901  
E: david.titcombe@hawksford.ky

**Island economies can be more fragile than those of larger countries, with one or two industries often creating the majority of wealth. Over time those key industries mature and islanders constantly try and diversify their economies. But it takes foresight and effort to reinvent oneself; finding new niches in today's complex world is not easy.**

The Cayman Islands were once an uninhabited layover for ships to resupply with turtles as food for the voyage ahead. From that humble beginning, a small settlement began a hard life of sea related trades. The 1960s brought tourism and shortly after, banking and finance, and Cayman launched into the 21st century with a tourism industry and a financial engine that makes its per capita GDP the envy of far bigger economies.

But nothing stands still. The foundations that Cayman's finance industry was built on – tax, hedge and banking – have evolved significantly from the early days. So the canny Caymanians have cleverly diversified their economy.

Enter Cayman Enterprise City, Cayman's first Special Economic Zone (SEZ) aimed at attracting diverse international investment. The SEZ has an alternative licensing regime, with incentives for entities that want a physical presence in the Islands from which to conduct international business.

The following types of businesses are specifically authorised to operate from the SEZ:

- **Internet and Technology**
- **Media, Marketing and Film**
- **Biotechnology, Life Sciences, environmental and green technology**
- **Commodities, Derivatives and investment management**
- **The Maritime Industry**

A broad swathe of economic activity is encompassed within the SEZ mandate and while those activities could have been conducted in Cayman before the SEZ, now a single fee allows companies to avoid the myriad fees, duties and administrative complexities they would otherwise have faced.

Prior to the advent of the SEZ, few industries in the designated categories existed in the Cayman Islands so, rather than breaking apart existing business,

the SEZ is developing a whole new sphere of economic activity that Cayman would never otherwise have seen.

Companies are using the SEZ to provide a robust and competitive physical presence in a tax neutral jurisdiction, and making the most of the fiscal benefits this brings.

Hawksford established its presence in Cayman, and the Americas, in 2015. With an established footprint in the UK, Middle East and Asia, Hawksford was looking for a jurisdiction with the reputation, credibility, products and appeal to complement the demands of our global client base. The jurisdiction's commitment to innovative projects, like the SEZ, is a significant attraction to like-minded entrepreneurial businesses such as Hawksford.

I look forward to seeing the future visionaries of companies akin to the likes of Facebook, Amazon, Netflix and Google, planting their corporate feet firmly in the golden sand of the Cayman Islands' SEZ.

## SEZ benefits include:

- Exemption from elements of the Immigration Law, the Business Licensing Law, the Customs Law and other legislation
- Fast-track, long term work permits and residence visas, granted in 5 days
- Zero import duty
- Zero income, corporate, sales, or capital taxes
- Exemption from most government fees and duties
- Fast-track set-up of operations
- Minimal government regulation
- 100% foreign ownership permitted

## Entrepreneurialism, the wealth market and today's approach

In each edition of Hawk-i, we ask one of our up and coming team members to share their thoughts on the theme. Here, Jersey based Senior Fund Administrator Amelia Jeanne, explains what entrepreneurialism means to her.

In essence, entrepreneurialism is about moving forward or enhancing an idea or product. Through careful planning and implementation, entrepreneurs can solve problems, create efficiencies and generate new ideas that strike a chord with the wider world.

Successful entrepreneurialism can also create significant wealth, both for the company and the individuals behind the innovation, however, it is important to ensure there is an appropriate risk/reward balance.

### Charting new markets

Entrepreneurial businesses within the wealth market are constantly looking at ways to grow their geographical footprint, to attract new business, and offer potential clients a service that may not already be available in their marketplace.

An area of development for this is illustrated by Jersey's Alternative Investment Funds (AIFs) and Alternative Investment Fund Managers Directive (AIFMD). On 19 July 2016, the European Securities and Markets Authority (ESMA) advised there are no significant obstacles impeding the application of an AIFMD passport to Jersey to market and manage funds throughout the European Union. Jersey's funds services businesses are in a beneficial position and with the granting of this recommendation, Jersey's robust infrastructure and strong regulatory framework will be a real draw for European entrepreneurs today and in the future.

### Partners in innovation

Against the uncertainty in the market today, the Channel Islands are still regarded as a key player in providing investment worldwide. We continue to see growth in the range of different investment vehicles requested by intermediaries.

I consider Hawksford to be an entrepreneurially minded business because it aligns its attributes and offering to its clients' needs. The team I work with have the skills and experience to be able to provide a flexible and innovative approach. It is important to anticipate and adapt in order to meet the evolving requirements of clients and their advisers.



**Amelia Jeanne**  
Senior Fund Administrator

T: +44 1534 740139  
E: [amelia.jeanne@hawksford.com](mailto:amelia.jeanne@hawksford.com)



# Hawksford. Leading the way.

Hawksford is an international and award-winning corporate, private client and funds business. Through our three core service pillars – corporate, private client and funds – we are experts in a wide range of administration and structuring solutions. We invest in state of the art technology to ensure our processes and systems allow us to offer flexible and consistent client service across our international offices.

## Proudly recognised as...



▲ Shortlisted for Trust Company of the Year and Julian Hayden - Trustee of the Year



▲ Director Steve Carr shortlisted for Trustee of the year for the Citywealth Future Leaders Awards 2016



◀ Named in ePrivate Client's Top 25 Trust Companies for 2016



▲ STEP Platinum Employer Partner accredited

Hawksford Singapore announced as a Grand Finalist in eight categories of the HRM Awards 2016 in Asia ▶



▲ Shortlisted for Trust Company of the year



## Contact details

For further details on any of the content of this issue, or if you would like to contribute to future issues, please contact:

**Cherith Fothergill**  
Head of Marketing

**T:** +44 1534 740264  
**E:** cherith.fothergill@hawksford.com

### Hong Kong

[www.guidemehongkong.com](http://www.guidemehongkong.com)

Hawksford (HK) Limited, Level 8  
Admiralty Centre Tower II, 18 Harcourt Road  
Admiralty, Hong Kong

**T:** +852 8100 5661  
**E:** leanne.ho@hawksford.hk

### Jersey

[www.hawksford.com](http://www.hawksford.com)

Hawksford  
Hawksford House, 15 Esplanade  
St Helier, Jersey JE1 1RB

**T:** +44 1534 740000  
**E:** michael.powell@hawksford.com

### Singapore

[www.guidemesingapore.com](http://www.guidemesingapore.com)

Hawksford Singapore Pte Ltd  
16 Raffles Quay #33-02  
Hong Leong Building  
Singapore 048581

**T:** +65 6222 7445  
**E:** jacqueline.low@hawksford.sg

### Cayman Islands

[www.hawksford.ky](http://www.hawksford.ky)

Hawksford  
Sussex House, 128 Elgin Avenue  
George Town, Grand Cayman, Cayman Islands

**T:** +1 345 916 9901  
**E:** david.titcombe@hawksford.ky

### United Arab Emirates

[www.hawksford.ae](http://www.hawksford.ae)

Hawksford  
PO Box 340505, Unit 1307, JBC 5  
Jumeirah Lakes Towers, Dubai  
United Arab Emirates

**T:** +971 44 203 375  
**E:** james.howe@hawksford.com

# Hawksford

[www.hawksford.com](http://www.hawksford.com)

Jersey | British Virgin Islands | Cayman Islands | Hong Kong | New Zealand | Singapore | United Arab Emirates

Hawksford comprises a number of companies operating in multiple jurisdictions; for further information regarding these entities, and their regulated status, please visit [www.hawksford.com/regulatory-information](http://www.hawksford.com/regulatory-information).