

credit insurance with Tom Bolt of Lloyd's of London as keynote speaker.

Despite being a relatively new entrant in the market, launching Equinox Global just last year, Holley has been vocal in this industry this year – most notably warning businesses that a shift in the past decade away from policy underwriting towards controlling risk by switching individual credit limits on and off has created a “moral hazard”, which threatens to return the industry to the turmoil it faced in 2008/09.

Antonio Horta-Osório
chief executive,
Lloyds Banking Group

In the testosterone-filled world of banking, any sign of weakness is usually pounced on, so the announcement that the head of Lloyds Banking Group Antonio Horta-Osório was taking enforced medical leave due to extreme fatigue came as a surprise even to those familiar with his former appetite for long hours. However, Horta-Osório has had his hands full since taking the helm in March, dealing with legacy issues such as the £3.2bn charge on payment protection insurance that has been queried by many analysts, despite Lloyds holding a substantial share of the payment protection insurance market before it stopped selling the product in July 2010.

David Hosein,
partner, OC&C Strategy
Consultants



OC&C has occupied an interesting position this year in that much of its work has been on the sale side for deals which have

subsequently not been done, according to David Hosein.

This has mostly come down to investors being subsequently outbid on deals, whether for purchasing a firm or attempting to sell one, after Hosein's firm has performed its advisory work.

Hosein expects to see fewer large transactional deals in 2012, and says his firm's work is shifting more towards advising clients of debt purchasers and debt collection agencies on operational improvements. Meanwhile the annual OC&C Index published in *Credit Today*, heading into its fifth year, continues to set the industry benchmark for assessing credit management firms.

Fiona Hoyle,
head of consumer finance,
Finance & Leasing
Association (FLA)

Fiona Hoyle's biggest achievement in 2011 has been the production of the Lending Code 2012. This is an overhaul of the 2006 code, and adds to the protection that FLA members give their customers, over and above what is required by law. The Lending Code will also include new standards for short-term credit.

Hoyle's work has led to changes for several different groups of borrowers. For example, her work on the Military Covenant has helped remove some of the challenges facing service personnel when taking out credit.

Behind the scenes, Hoyle has been heavily involved in debating the proposed changes to consumer credit regulation. Her efforts contributed to the government agreeing that more time was needed in which to consider the most appropriate approach for both lenders and consumers.

Gareth Hughes,
deputy chief executive,
Marston Group

Following on from his authorisation as a High Court enforcement officer in 2010, this year Gareth Hughes has overseen the formation of an independent advisory board, created to advise Marston Group's executive team. The firm also became the first to publish a client account confirmation

following an audit by Grant Thornton, and is now in discussions with the firm to create regular audits which it will commit to publishing on a quarterly basis.

In a nod to the difficulties enforcement agents face, the company has rolled out body-worn video cameras for field agents, while Hughes also took to the stage at this year's Debt Collection Awards to collect Marston's prize for enforcement team of the year – the third consecutive year the firm has picked up the accolade.

Lord Hunt
chairman, Lending
Standards Board



As if former MP David Hunt – better known as Lord Hunt of Wirral since 1997 – didn't have enough on his plate as chairman of the Lending Standards Board, he has recently taken on a similar role at the Press Complaints Commission. An advocate of self-regulation and a member of the All Party Parliamentary Group on Insurance and Financial Services, Hunt took over as chairman of the LSB at the end of March, just as the new edition of the Lending Code (which included increased protection for customers) was introduced.

Malcolm Hurlston,
chairman, Registry Trust

Recent research from the Registry Trust indicating that an increasing number of people are checking for county court judgments (CCJs) before doing business is a welcome development according to Malcolm Hurlston, who says that with credit becoming ever tighter, businesses should arm

