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## Watson Wyatt Data Services approach to surveying Financial Services Sector

# Financial Services Sector survey coverage

## **USA:**

- Health, Annuity and Life Insurance survey
- Property & Casualty Insurance
- Financial Institutions survey
- Consumer Finance
- Commercial real estate

## **Mexico:**

- Insurance Survey

## **EMEA region**

**Financial Services Sector Survey in 7 Western European countries:  
France, Germany, Ireland, Italy, Portugal, Spain, UK**

**Banking surveys in 8 countries:  
Bahrain, Greece, Hungary, Ireland, Kazakhstan, Spain, UAE, UK**

## **China:**

- Financial Services Sector survey
- Banking survey
- Insurance survey

## **Hong-Kong:**

- Banking Survey

## **Singapore:**

- Insurance Survey

## **Australia:**

- Banking and Finance sector Survey

# Why Watson Wyatt

## Our experience in the sector in EMEA

- Extensive library of financial services sector benchmark job descriptions
- 430 participants in the Financial Services Sector across 12 EMEA reports:
  - *7 countries covered by the FSSE surveys: France, Germany, Ireland, Italy, Portugal, Spain, UK*
  - *Banking surveys run in 8 EMEA countries: Bahrain, Greece, Hungary, Ireland, Kazakhstan, Spain, UAE and the UK*
- Strong relationship with major worldwide and European players in the sector (Fortis Group, AIG, Ace-Ina, Citi, Zurich FS, GE Money Bank, Société Générale..)
- A European team of dedicated consultants to the sector
- Recent reward assignments using WWDS market data with Allianz, Arab Banking Corporation, American Express, Axa, Barclays, Citi, GE Money Bank, HSBC, HBOS, Saudi Aramco, Société Générale, Raiffeisen, Royal Bank of Scotland, Zurich FS

# Our experience in the sector in EMEA

## Extensive library of sector specific job descriptions

JOB TITLE	FAMILY	JOB TYPICALLY FOUND IN SUBSECTOR (1)
HEAD OF BRANCH NETWORK	BRANCH NETWORK	RETAIL BANKING
REGIONAL MANAGEMENT	BRANCH NETWORK	RETAIL BANKING
BRANCH MANAGEMENT	BRANCH NETWORK	RETAIL BANKING
HEAD TELLER/ TELLER	BRANCH NETWORK	RETAIL BANKING
BRANCH CUSTOMER/PRIVATE CLIENTS EXECUTIVE	BRANCH NETWORK	RETAIL BANKING
BRANCH BACK-OFFICE OPERATIONS	BRANCH NETWORK	RETAIL BANKING
BRANCH NETWORK CO-ORDINATOR	BRANCH NETWORK	RETAIL BANKING
CASH SERVICES	BRANCH NETWORK	RETAIL BANKING
HEAD OF ACTUARIAL	ACTUARIAL	INSURANCE
ACTUARY	ACTUARIAL	INSURANCE
ACTUARIAL SUPPORT	ACTUARIAL	INSURANCE
HEAD OF ASSET MANAGEMENT (FINANCING SERVICES)	ASSET FINANCE	ASSET FINANCE/ FINANCING SVC
ASSET MANAGEMENT	ASSET FINANCE	ASSET FINANCE/ FINANCING SVC
EQUIPMENT ANALYSIS	ASSET FINANCE	ASSET FINANCE/ FINANCING SVC
RE-MARKETING	ASSET FINANCE	ASSET FINANCE/ FINANCING SVC
CREDIT MANAGEMENT	CREDIT AND LENDING	ASSET FINANCE/ FINANCING SVC
CREDIT/UNDERWRITING ANALYSIS	CREDIT AND LENDING	ASSET FINANCE/ FINANCING SVC
CREDIT COLLECTION	CREDIT AND LENDING	ASSET FINANCE/ FINANCING SVC
LITIGATION	CREDIT AND LENDING	ASSET FINANCE/ FINANCING SVC
CREDIT ADMINISTRATION	CREDIT AND LENDING	ASSET FINANCE/ FINANCING SVC
HEAD OF CORPORATE BANKING	CORPORATE BANKING	CORPORATE BANKING
CORPORATE ACCOUNT/RELATIONSHIP MANAGER/ EXECUTIVE	CORPORATE BANKING	CORPORATE BANKING
EXPORT & TRADE FINANCE MANAGER/ EXECUTIVE	INTERNATIONAL BANKING	CORPORATE BANKING

**Extensive library of sector specific job descriptions**

# Our experience in the sector in EMEA

## Extensive library of sector benchmark job descriptions

### Job Family: Private Banking/Relationship Management

#### PB0000 HEAD OF PRIVATE BANKING

Senior manager responsible for leading and managing private clients' investment portfolios – may also be involved in corporate fund management. Portfolio sizes will vary significantly; investments will cover all instruments and may be managed on a discretionary or advisory basis. Reports to the Chief Executive or, if Private Banking is a smaller division, to Head of Investment or equivalent position.

##### LEVEL A (SM) - Global Grade 18

**Head of Private Banking**, usually a director/main board member in an organization **where the division is a key business area**. Jobholders will have substantial experience of working with private clients, as well as functional experience in investment and management, gained in other parts of the organisation, or other financial institutions. The jobholder may retain a few long standing personal clients. The majority of time will be spent on managing and resourcing the department, monitoring performance and marketing. May also be in charge of product development.

##### LEVEL B (SM) - Global Grade 17

**Head of Private Banking for a smaller Private Banking division**, managing team of Private Banking managers. Will have a number of personal clients as well as long standing and clients of key importance. Will spend time managing the department, monitoring managers' performance and meeting with clients. Will influence marketing and product development.

##### LEVEL C (SM) - Global Grade 16

**Head of Private Banking in a small department**, with a small team of Private Banking executives. Will personally advise a number of important clients. Will spend time managing the department, monitoring managers' performance and meeting with clients.

#### PB1000 PRIVATE BANKING MANAGER/ RELATIONSHIP MANAGER

Responsible for managing the relationship with high net worth individuals and/or institutional clients, advising them and offering the full range of private banking services within the bank's policies and procedures.

##### LEVEL A (MM) - Global Grade 15

**Team Leader**, reporting to the Head of Private Banking responsible for a small team of Private Clients managers. Will guide and develop private clients' executives, advising on their performance and matching with clients. Will personally advise important clients and drive business expansion within target groups.

##### LEVEL B (MM) - Global Grade 13

**Senior Private Clients Executive**, reporting to the Team Leader. Will have own clients and manage portfolios within policy.

##### LEVEL C (PRO) - Global Grade 11

**Private Clients Executive**, reporting to the Team Leader and working under close supervision. Will be an articulate, numerate graduate, able to relate to clients, with 1-2 year's relevant experience.

Ensuring comparability of roles in different sized organisations

Showing the full career ladder

# Our experience in the sector

## How do we survey the Financial Services sector?

Investment  
Banking

Fund Administration

Corporate  
Banking

Insurance

Retail Banking

Consumer Credit

Asset  
Finance

Real Estate

Factoring

# Our experience in the sector

## The subsectors we cover and the most typical functions

*Back-Office*

*Corporate Banking*

*Credit & Lending*

*Branch network*

*....*

*Leasing And Asset-based Finance Sales Manager*

*Asset Analysis & valuation*

*e-marketing*

*Fleet Management...*

Corporate Banking

Retail Banking

Asset Finance

Real Estate

*Origination & development*

*Structured Finance*

*RE Portfolio management...*

Investment

Banking

Fund Administration

Insurance

Consumer Credit

*Credit & lending Risk*

*Sales ...*

Factoring

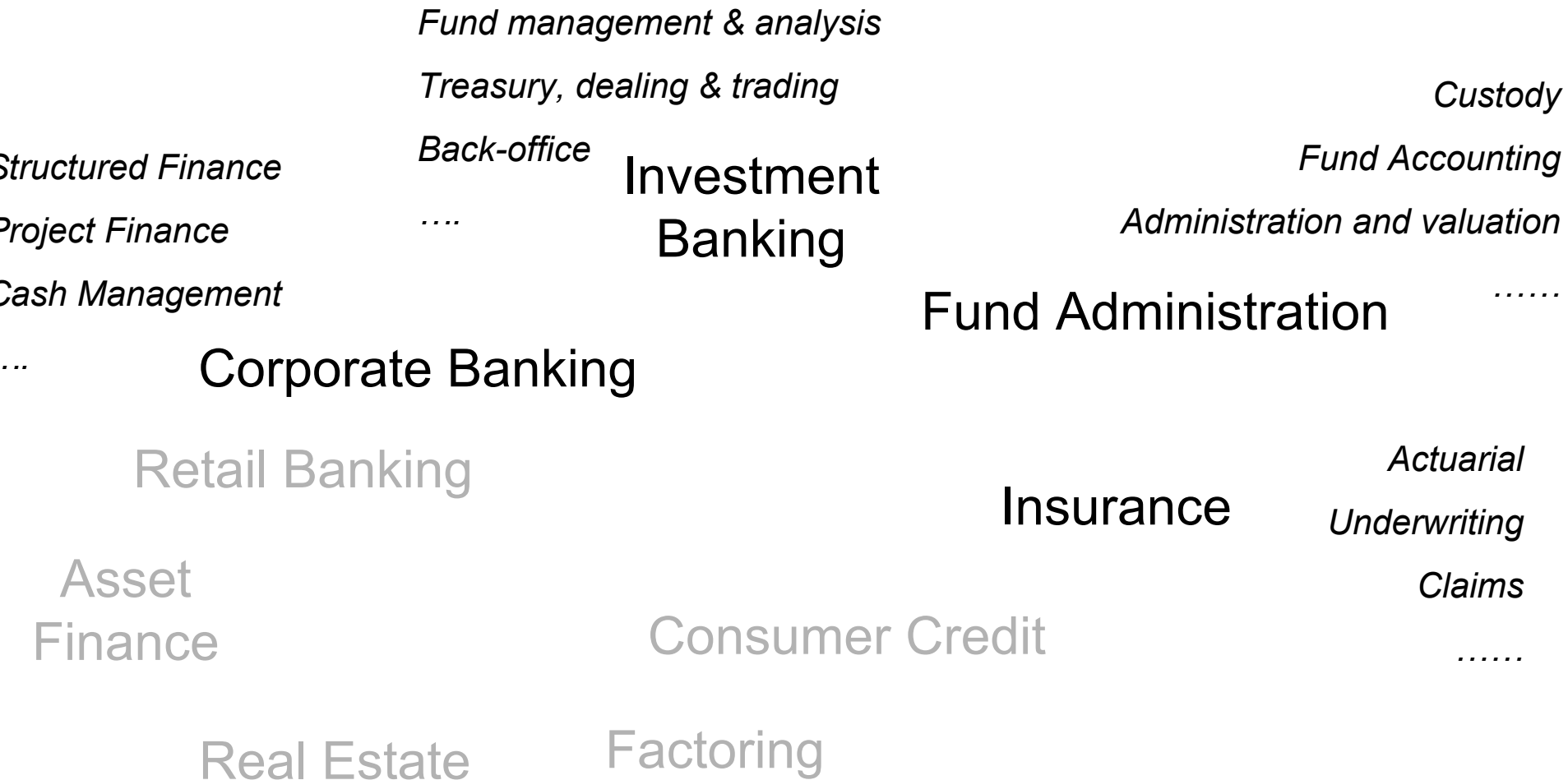
*Credit & Lending*

*Financing Services Client support*

*Client Auditing...*

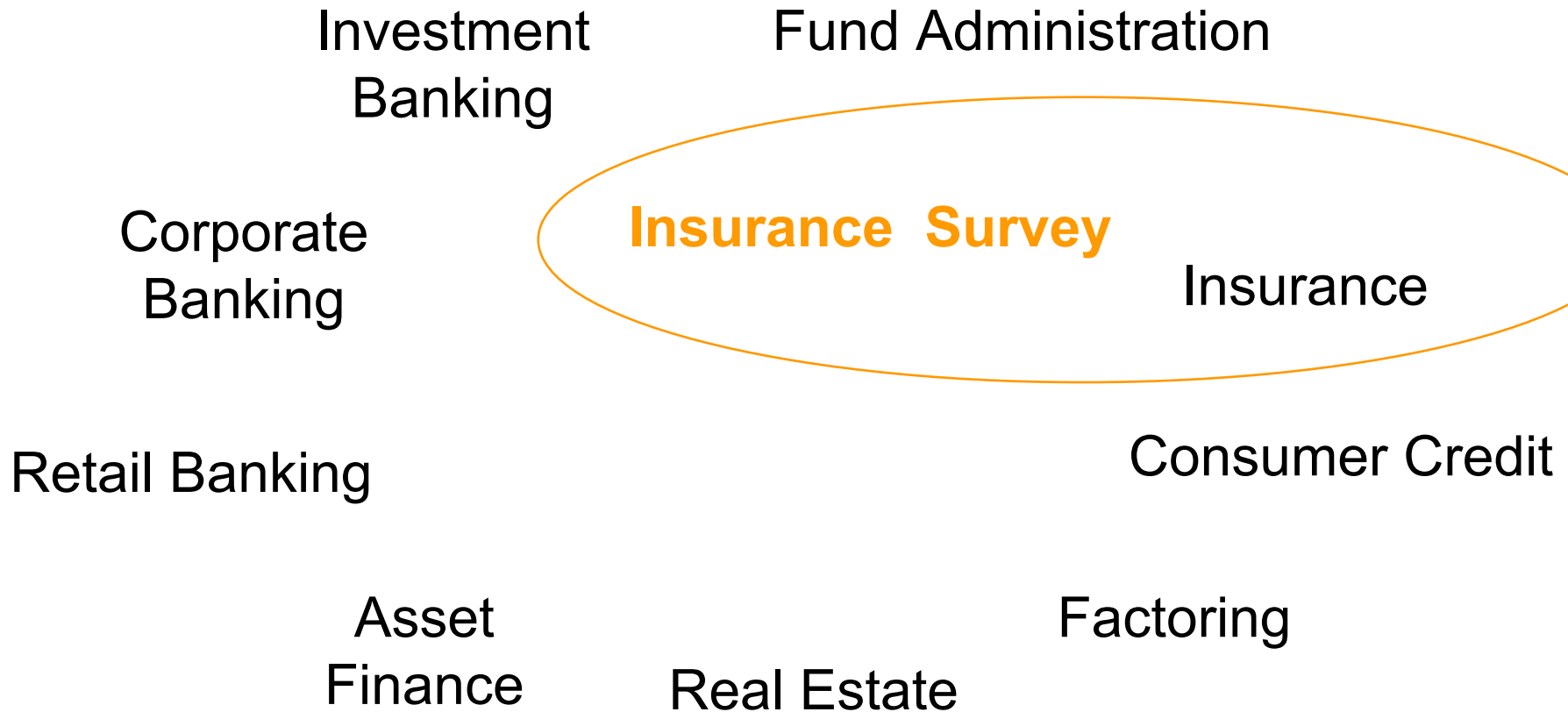
# Our experience in the sector

## The subsectors we cover and the most typical functions

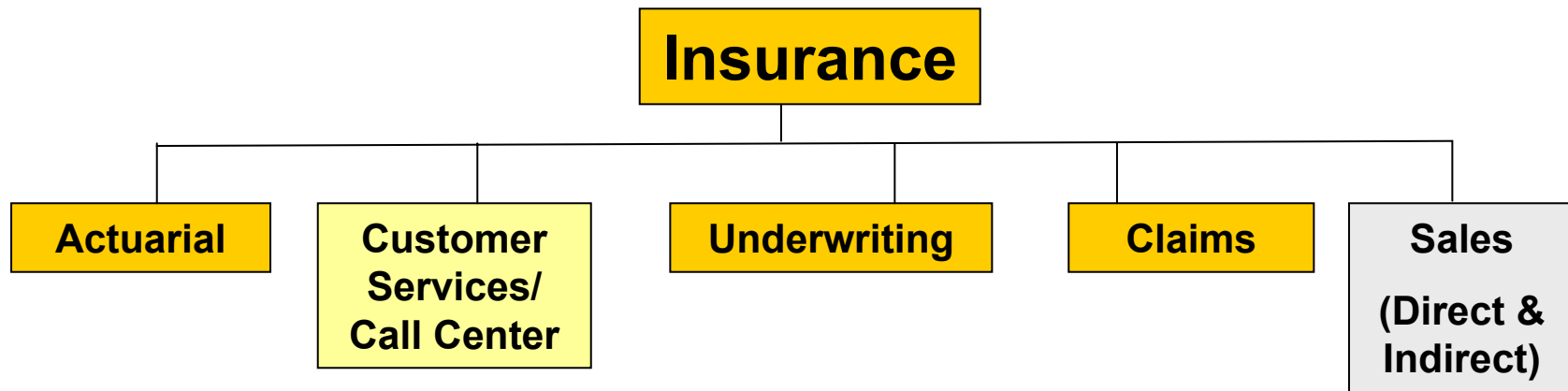




# How do we survey the Insurance sector?

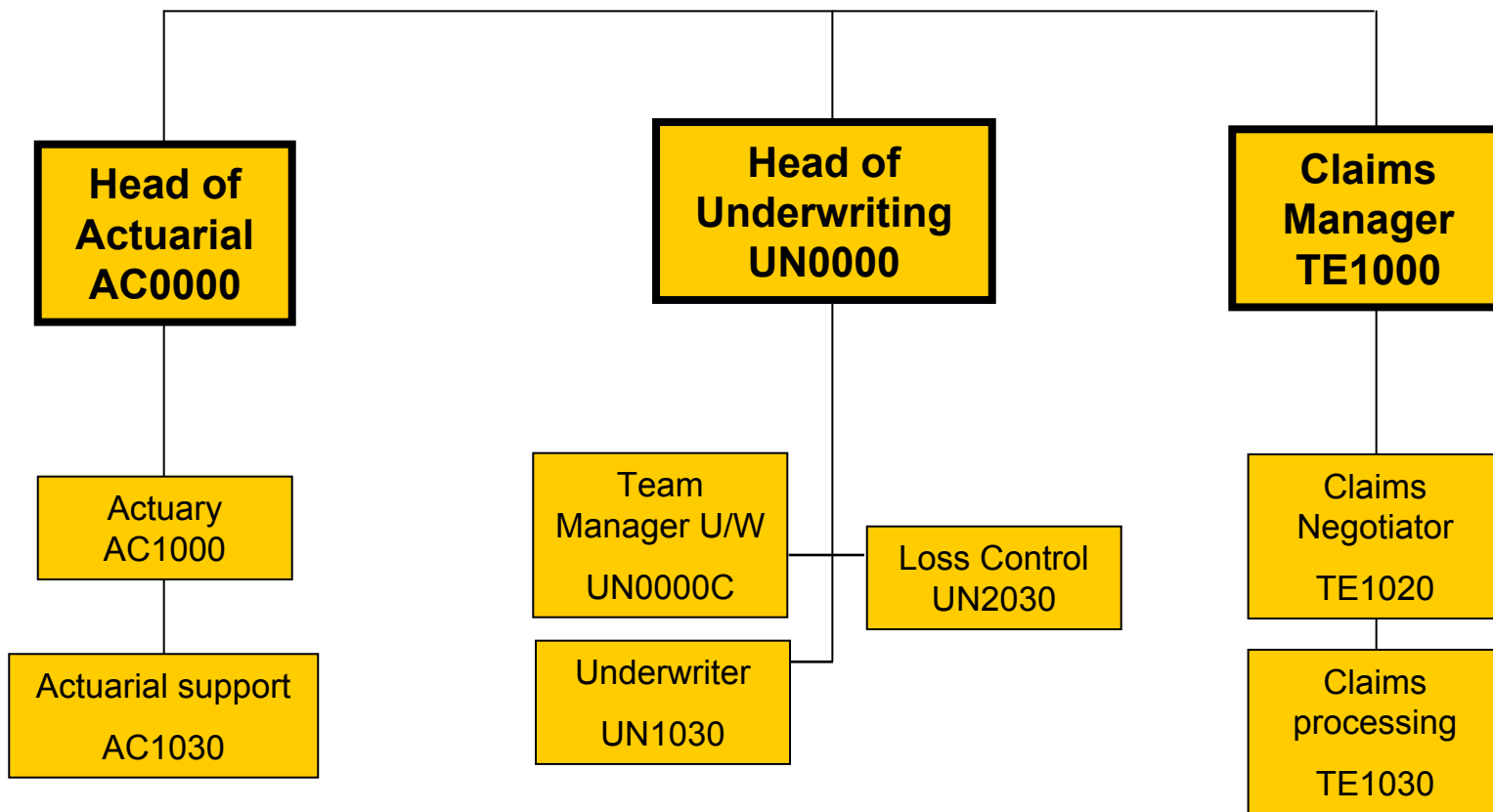


# A typical mapping of an insurance organisation in our survey



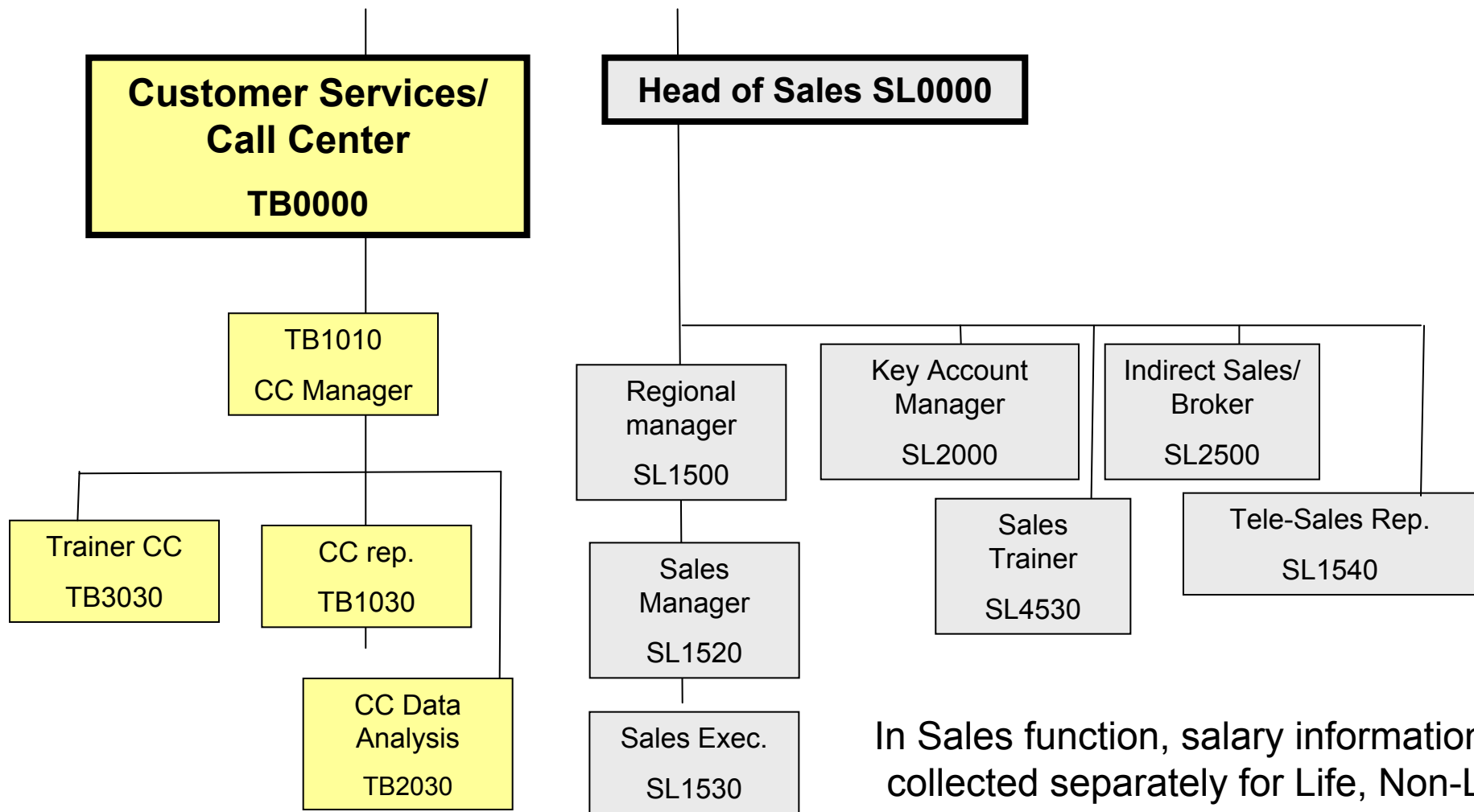
... and common families: General Management, Finance, Legal, HR, Quality, IT, ....

# A typical mapping of an insurance organisation in our survey



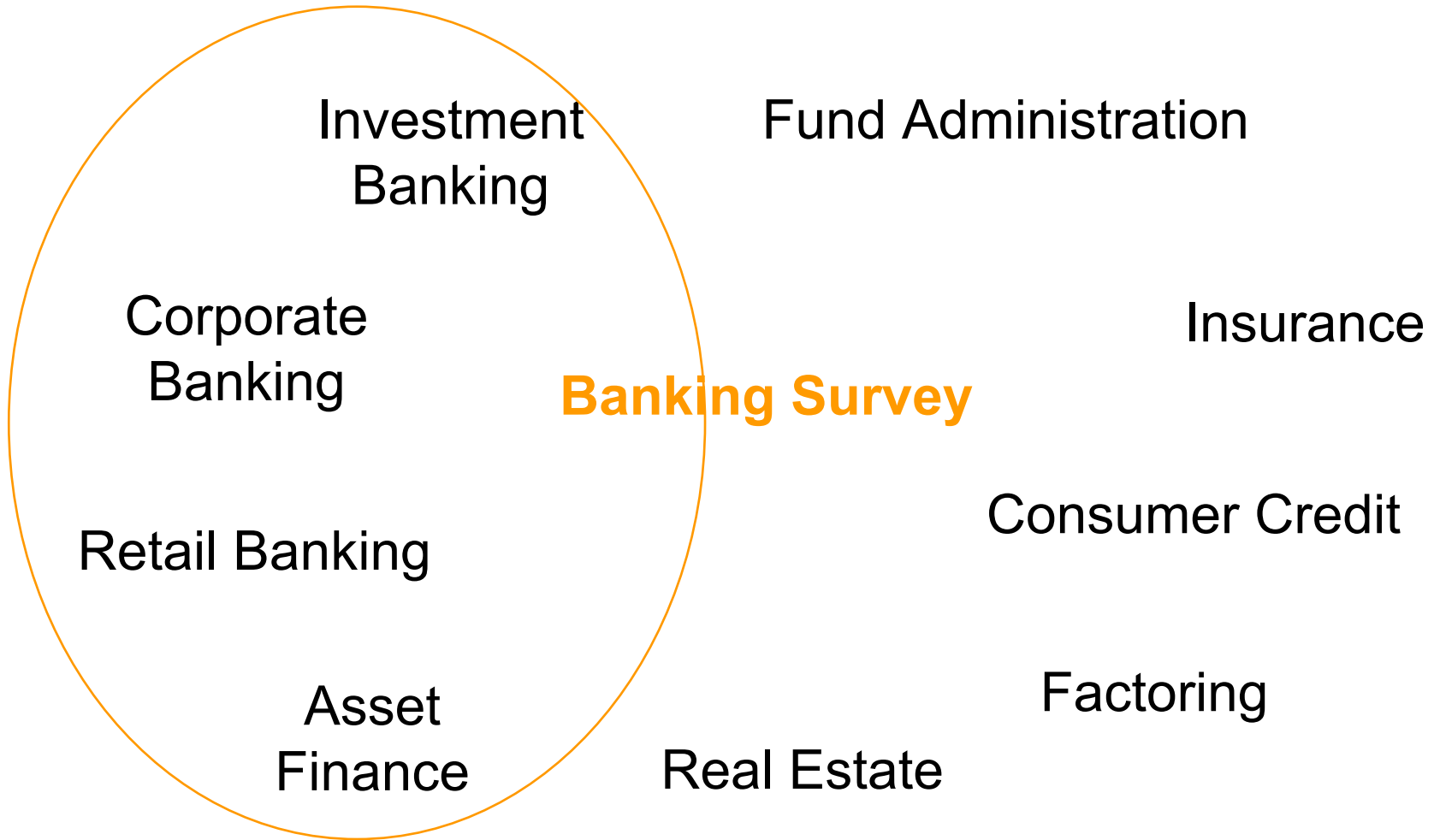
In these families, salary information is collected separately for Life, Non-Life and Reinsurance business

# A typical mapping of an insurance organisation in our survey

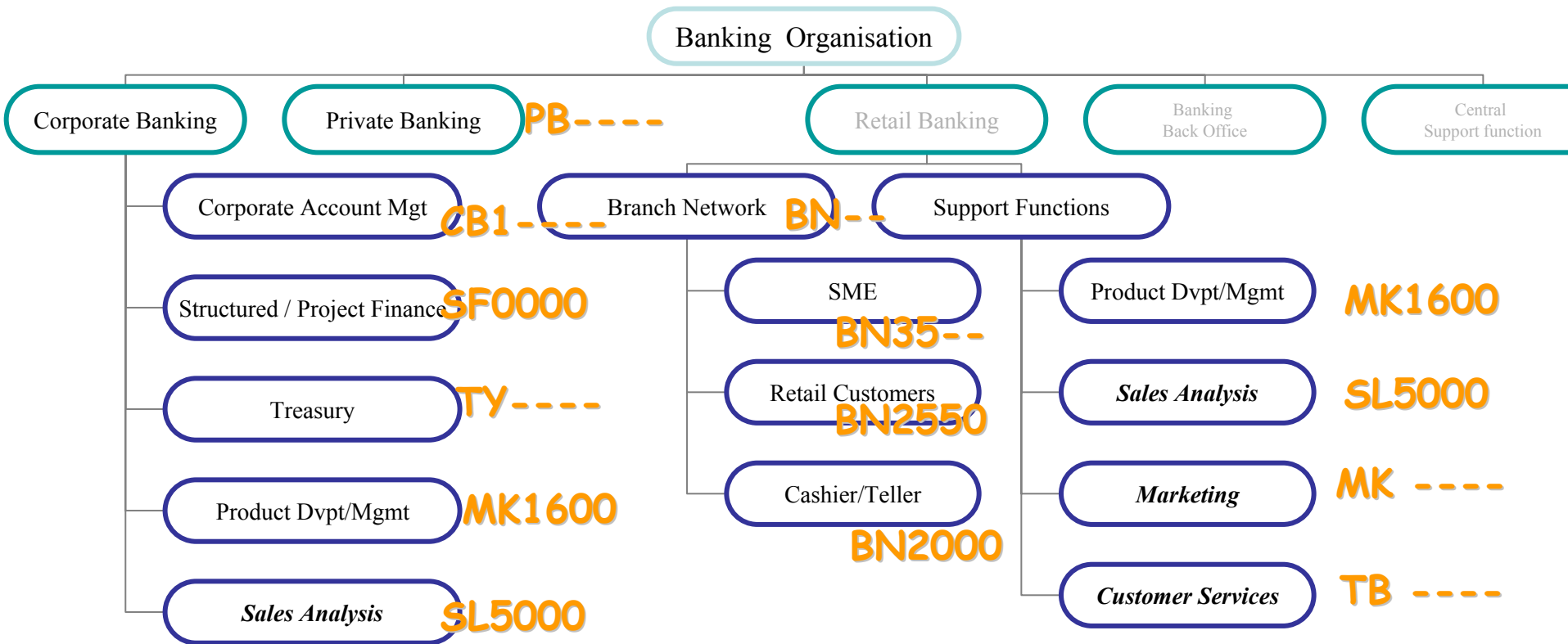


In Sales function, salary information is collected separately for Life, Non-Life and Reinsurance businesses

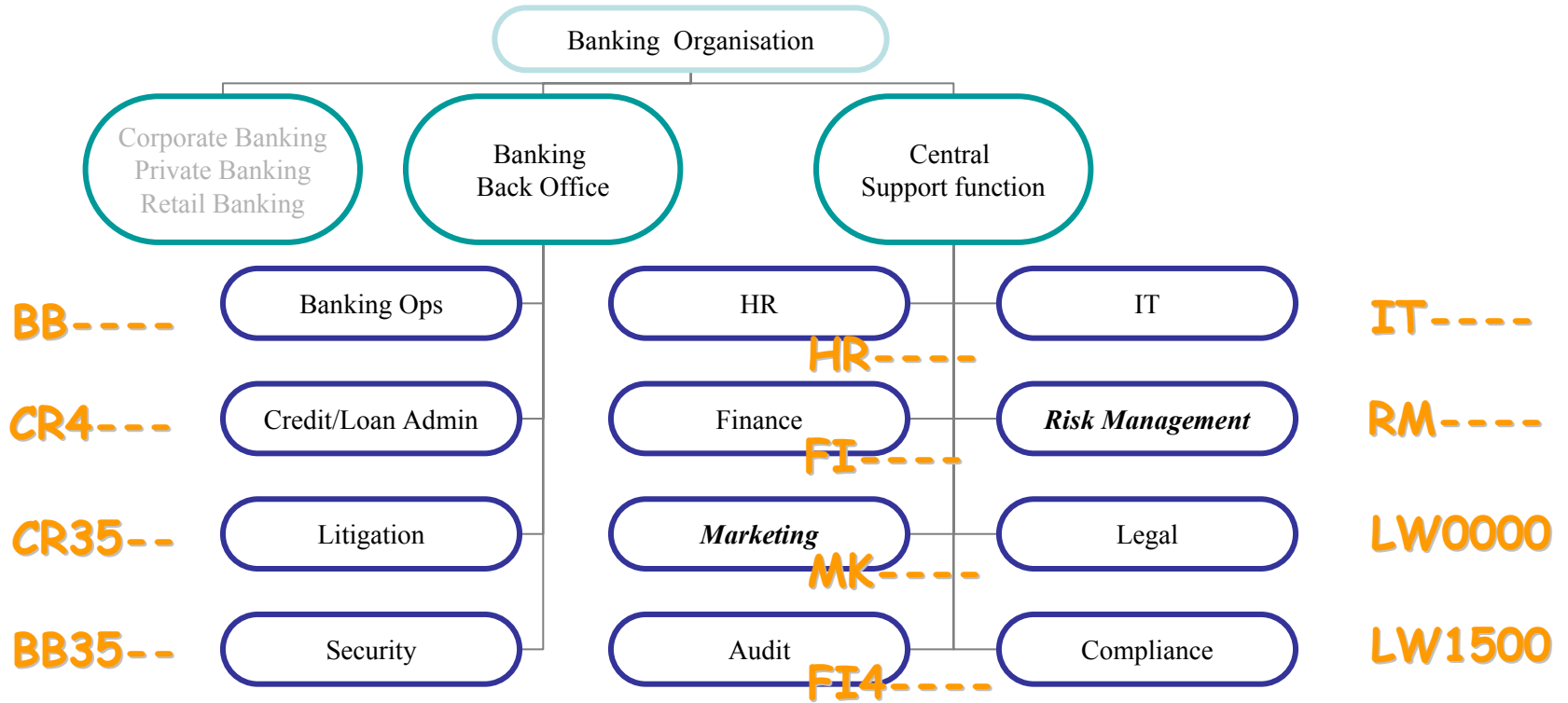
# How do we survey the Banking sector?



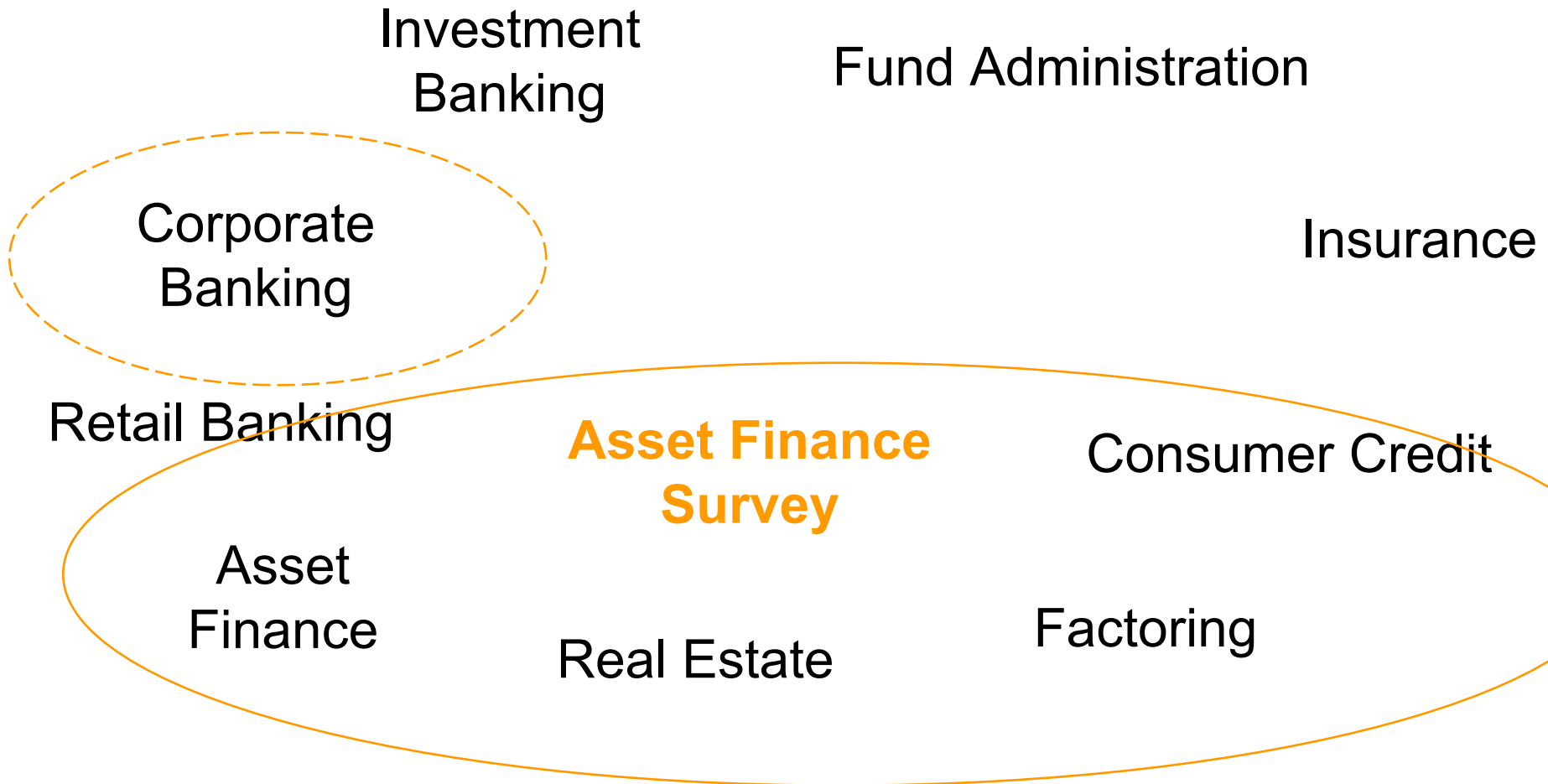
# A typical mapping of a banking organisation in our survey



# A typical mapping of a banking organisation in our survey

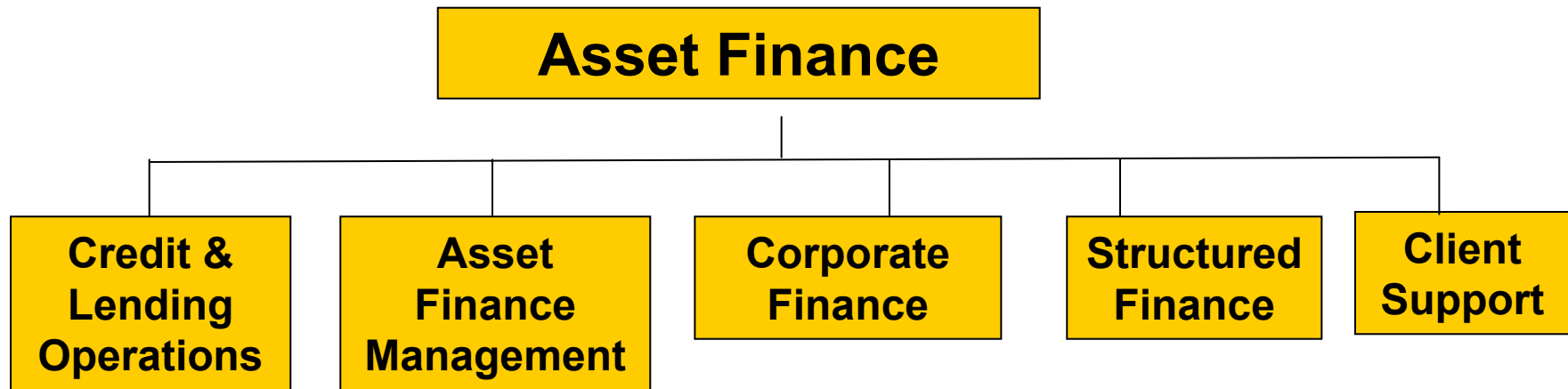


# How do we survey the Asset Finance sector?



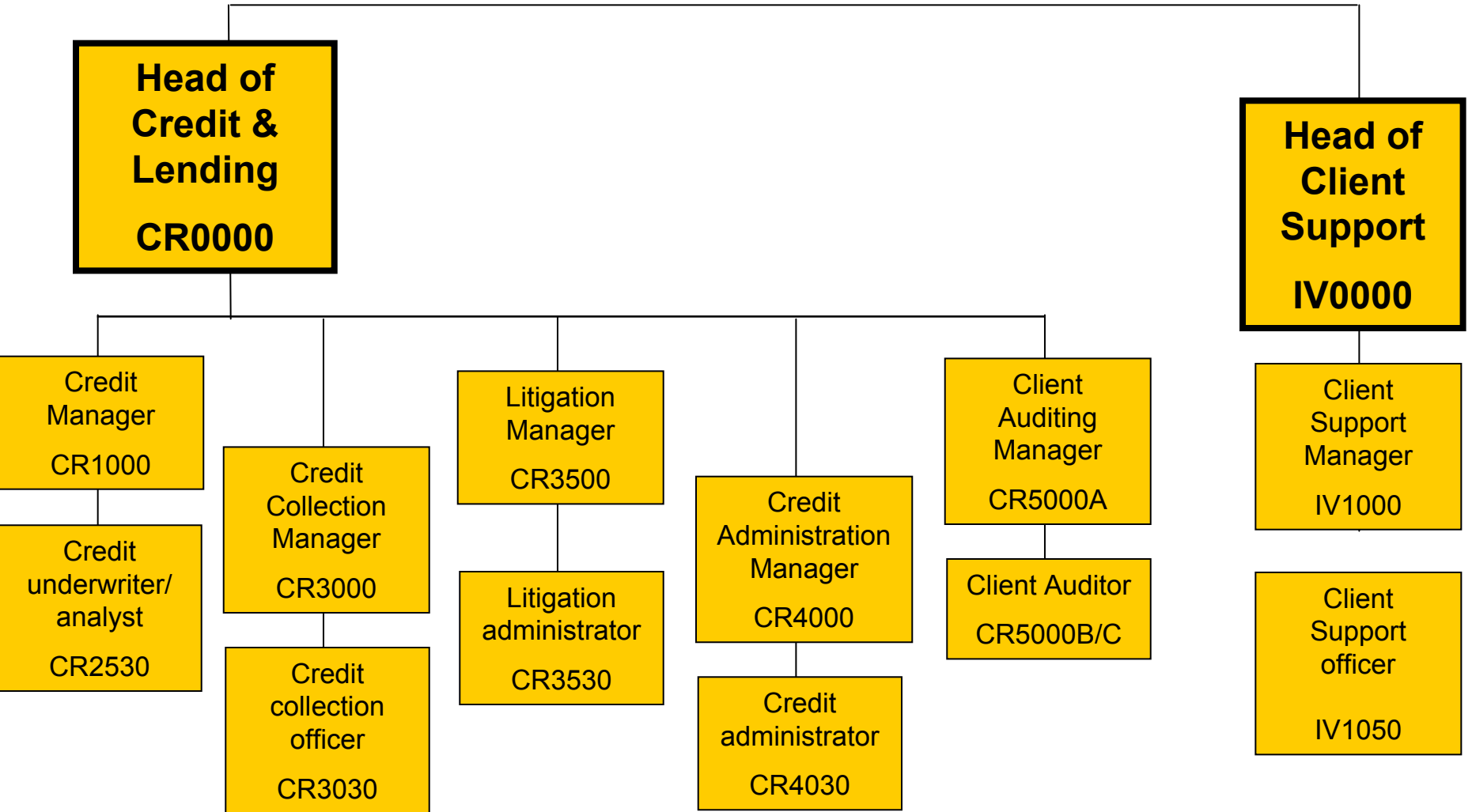


# A typical mapping of an Asset Finance organisation in our survey

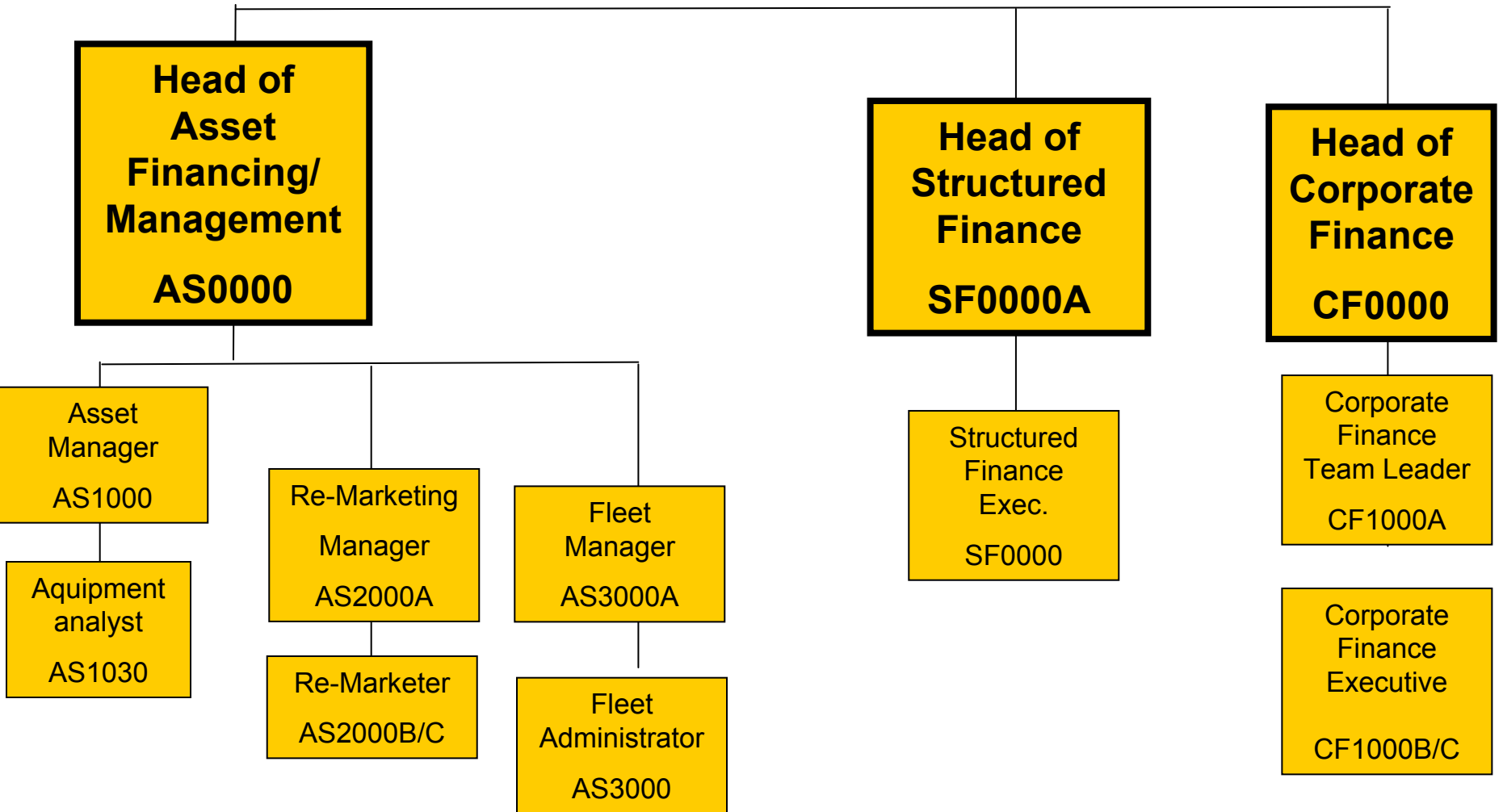


... and common families: General Management, Finance, Legal, HR, Quality, IT, ....

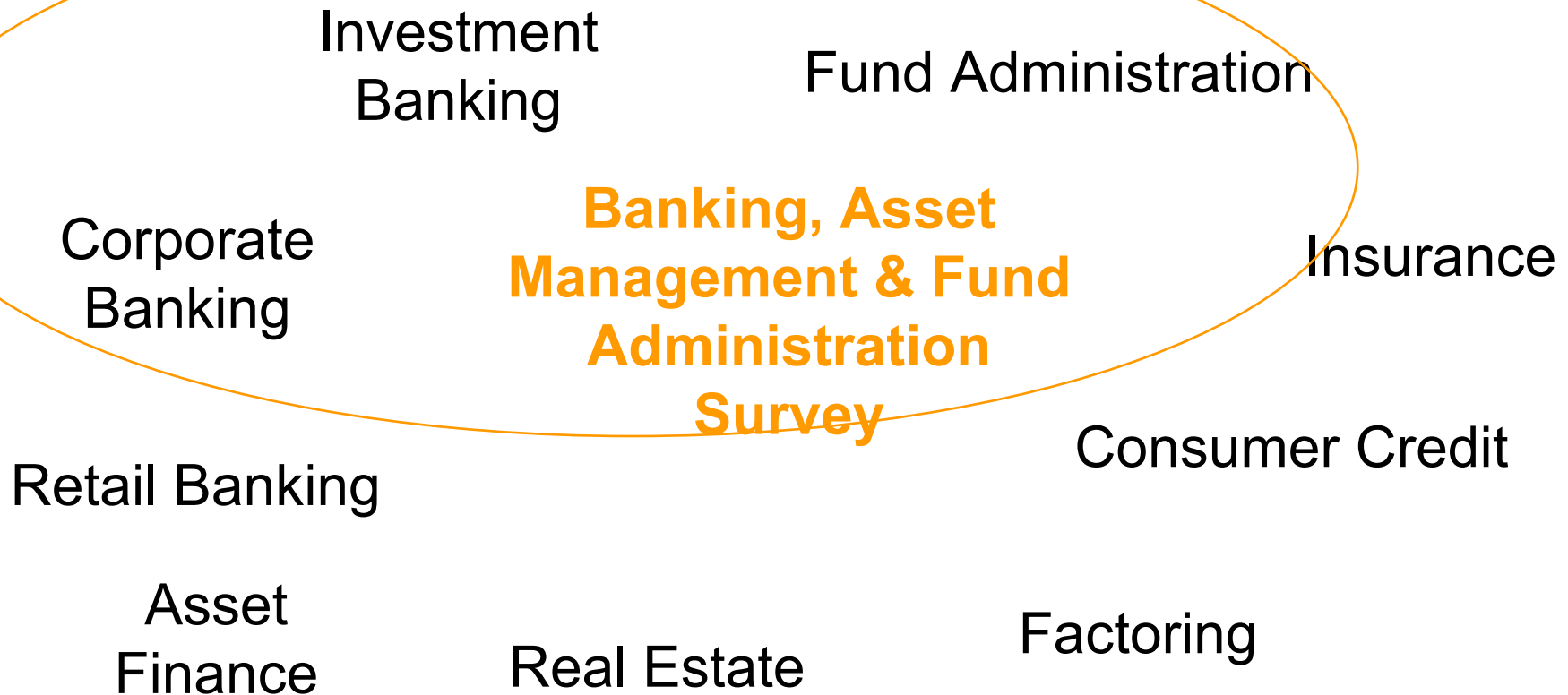
# A typical mapping of an Asset Finance organisation in our survey



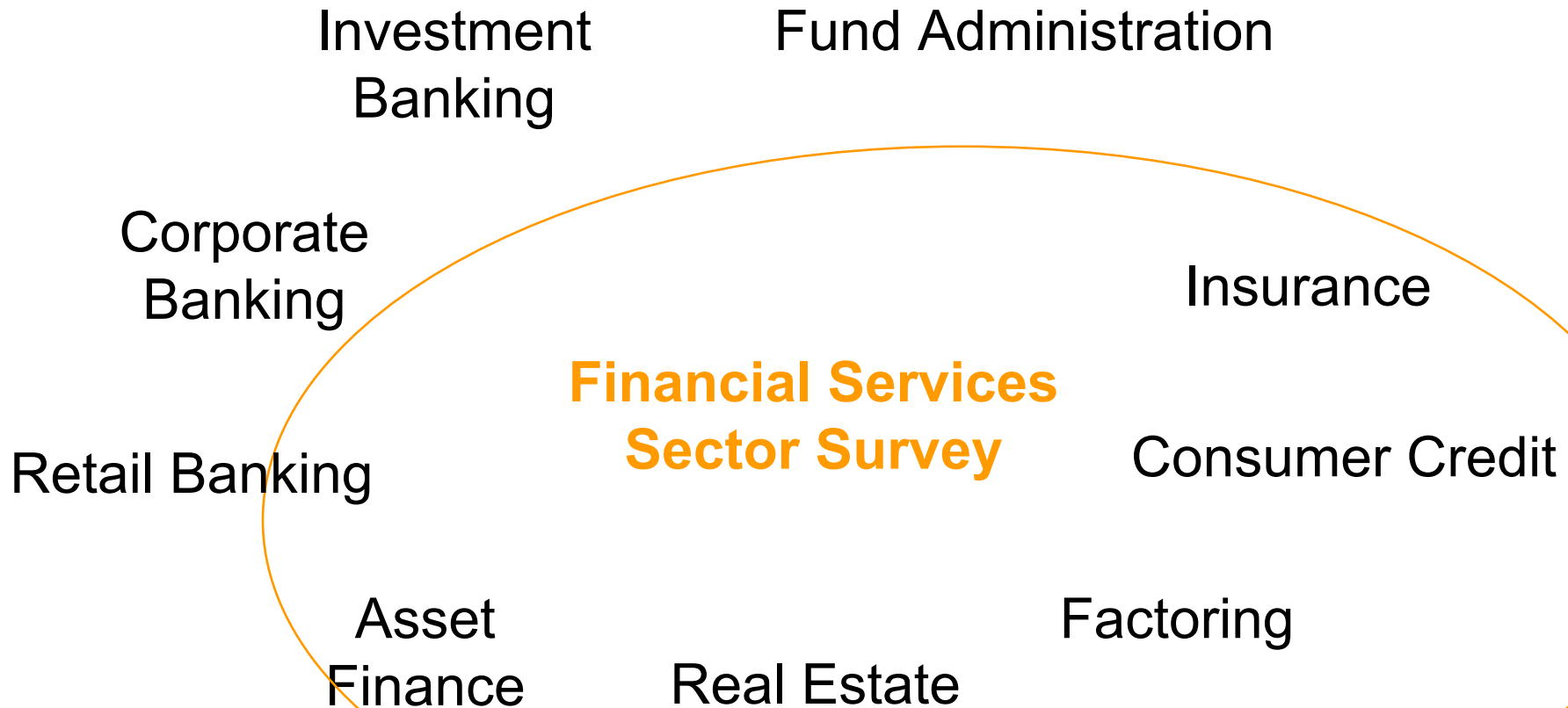
# A typical mapping of an Asset Finance organisation in our survey



# How do we survey the Banking, Asset Management and Fund Administration sector?



# How do we survey the broad Financial Services Sector?



# Our experience in the sector

## The subsectors we cover and our most loyal participants

*JP Morgan*

*Mellon Fund Administration*

*Goldman Sachs, ...* **Investment**

*State Street ...*

**Banking**

**Fund Administration**

*Zurich*

**Corporate & Retail**

*AIG*

**Banking**

**Insurance**

*Chubb*

*XL Insurance*

*...*

**Asset  
Finance**

**Consumer Credit**

*Citifinancial*

**Real Estate**

*GE Money Bank, ...*

**Factoring**

*GE Real Estate*

*Eurofactor*

*Slough Estates*

*Eurosales (RBS),*

*ING Real Estate, ...*

*GE Facto, ...*