



Sheffield Haworth Intelligence Report

2017 Wealth Management Review

Market commentary, analysis and key executive moves



Expertise

Simon Worthington has been awarded the top rating of 'Outstanding in Field' by Spears magazine in their 2018 list of Wealth Management Recruitment Consultants. This is the essential 'Who's Who' guide to the key players in the UK's wealth management community, as well as selected HNW service providers.



We work with our colleagues, with their specialist skills and networks, to access a broader talent pool

Risk & Compliance



- **General Counsel**, Global Wealth Manager.
- **Group Legal and Compliance Officer**, Private Client Investment Manager.
- **Head of Financial Services Regulatory Legal**, Global Wealth Manager.

Asset Management



- **Head of Multi-Manager**, UK Wealth Manager.
- **Head of UK Multi-Asset**, Global Wealth & Asset Manager.
- **UK & European Direct Private Equity**, Sovereign Wealth Fund

Interim Consulting



- **Interim Global Head of Legal and Compliance**, Wealth Manager.
- **Interim Post-acquisition Integration Lead**, Investment Platform.
- **Interim Digital Marketing Director**, Wealth Manager.

Wealth Management



Technology / Digital



- **Chief Digital Officer**, Wealth division of a Universal Bank.
- **Chief Information Officer**, Wealth division of a Universal Bank.
- **Chief Architect**, Global Private Bank.

Alternatives

(Real Assets, Private Equity, Private Debt, Hedge Funds)



- **Chief Executive**, Private Investment Office
- **Private Markets Analyst**, Single Family Office
- **Head of Real Estate Development & Investment**, Middle Eastern Real Estate Company



Market Commentary | 2017

The Search for Profit

2017 could be viewed as an inflection point. The last five to ten years of restructuring across the Wealth Management industry has shaped the start line for the next chapter.

Look in the rear-view mirror and the change that has taken place across the industry has largely been driven by post credit crunch regulations, the removal of banking secrecy, declining assets and the resulting squeeze on profit margins. The focus for most organisations was simply to get their own houses in order and to survive.

Today, most of that heavy lifting is complete. Notwithstanding it is relatively easy to differentiate between those firms such as Julius Baer and Tilney which are further into growth mode versus others such as Barclays which continues to drain significant management time in re-structuring its business. So, some of the runners have already crossed the start line, whilst others are still tying their shoelaces, but all are aware that a race is on. Rarely has there been such a time when the performance of senior management will have such a direct and meaningful impact on the future direction and success of their business.

Looking forward down the road, the winners of this race will be those organisations most willing to adapt and embrace change. Regardless of the state of individual firms today, the industry has been left starved of oxygen, with many businesses running on empty. The wealth management business model of yesteryear would today yield skinny returns and future growth would be painfully achieved, if at all.





Very few people would question the impact that Technology is already having, and MiFID II will have, on the Wealth industry. Most firms have upped their spend and hiring in technology. But in our opinion, it is the businesses with 'Tech savvy' leadership, from the CEO down, that are giving themselves the best chance of future success. It is not just enough to empower the COO / CTO to make operations more technologically efficient. In order to maximise profitability and future growth, the entire culture of many organisations needs to adapt and change.

We wrote in our Report a year ago about "battle fatigue" amongst many market practitioners and that there was very little sense of enjoyment or achievement in day to day roles. Frankly, we don't see this as having changed much in 2017. A pervading sense of gloom, that the good days are over, continues to come through. But having said that, we are increasingly tasked by clients seeking culture change, to bring in business invigorators. Leaders who can boost the workforce, change mindsets, get organisations back onto the front foot and position their firms to capitalise on growth opportunities.

There are plenty who believe that 50% of today's roles within the Wealth industry will not exist in 10 years' time. Businesses still have a long way to go to be structured in a scaleable manner. Ideally they should embrace and benefit from the different skill sets of hunters vs farmers. On the one hand many Relationship Managers (RM's) bemoan the increased administrative burden of their role. Yet when change is proposed to hand off day to day tasks to others better qualified to do this, in order to free up this time to hunt for new business, there is a reluctance and resistance to do so.



Given the greater institutionalisation and stickiness of clients, and the resulting lack of portability of assets, businesses can no longer rely on a constant flow of new RM's joining each year, with assets attached. Strong candidates with genuinely portable books who put their heads above the parapet in search of new roles pretty much have their pick of organisations to join. Demand for RM's remains high and unfulfilled – it is a seller's market.

As a result, the emphasis has moved towards more organic growth and development of RM's internally. The trend is to hire mid-level proven talent who can be further developed and given time to grow, rather than attempting to buy assets by hiring the finished article relationship manager who will most probably not deliver on expectations.

Boutiques

Are boutiques soon to have their day in the sun? Of course, Independent Asset Managers (IAM's) have been around for decades, and in Switzerland the absolute number of IAM's has shrunk significantly in recent years due to market pressures, cost of regulation and compliance.

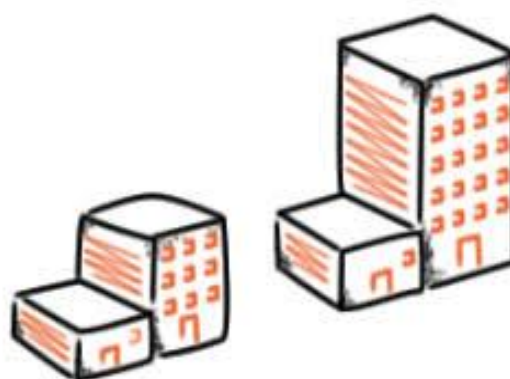


But adapted business models are proving relevant to today's world and there is a strong case to suggest they have a bright future. Whereas historically most banks seemed to consider IAM's as direct competitors, it does appear that there is a growing willingness amongst some banks to embrace them and to put greater emphasis and resource into developing this distribution channel. Tasked with hiring 20

RM's for purely organic growth vs creating a desk to service IAM's, the latter model seems increasingly more achievable. Taking a 50% share of a growing fee income could be a more attractive model than holding on to 100% of declining income. Credit Suisse and Lombard Odier have clearly moved in this direction. It is interesting to note that Deutsche's first senior hire, as it seeks to re-develop its UK business, has been tasked with developing their Intermediaries and MFO coverage.

Relationship Managers have long cited working in a boutique as the aspirational end game – the opportunity to leave the bureaucracy of the large banks in favour of a more entrepreneurial and flexible working environment. But these moves tended to be at the end of careers, a last attempt to monetise the value of long held relationships at a stage when there was little to lose from the move other than a slight hastening of retirement if it did not work out.

But with the growth of a number of quasi-institutional boutiques, and the critical mass thus gained, we see a distinct pickup in acceptability of these firms. Wealth managers, be it relationship managers, product specialists or those in functional roles, are increasingly willing to consider leaving the larger banks at an earlier stage of their career. Joining a boutique will always involve a greater level of corporate risk and uncertainty, given the nature of the beast. But we see the market risk of this part of the industry reducing as the positioning of boutiques moves out of the shadows and into the sun.



The Landscape

A few years ago, the Wealth industry could be viewed as a number of very distinct sub-sectors. This included private banks, private client fund managers, family offices, retail wealth firms and so forth. Each category targeted a particular client segment and would have similar business models to their direct peers within the same sub-sector. However the differences between each category of sub-sector were really quite distinct, very different business models applied and employees rarely moved between different sub-sectors as their skillsets were typically not applicable.

Today the lines have blurred and will continue to do so with increasing pace. Arguably it is the Retail end of the Wealth industry that is leading the way in change and certainly its use of technology is putting it in pole position on the start line. This has resulted in a greater potency and status in targeting and attracting higher net worth clients.



In years gone by headhunters would have had many individuals from the retail world knocking on their doors seeking a move 'upstream' to what they perceived was the more rarified world of private banking and servicing of HNW clients. Nowadays it is almost the polar opposite, with more private bankers than ever seeking a move into the more 'exciting' and 'changing' world of retail wealth.

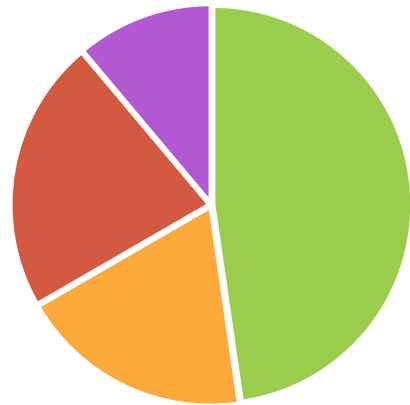
Hiring Analysis

Hiring Activity: 2017



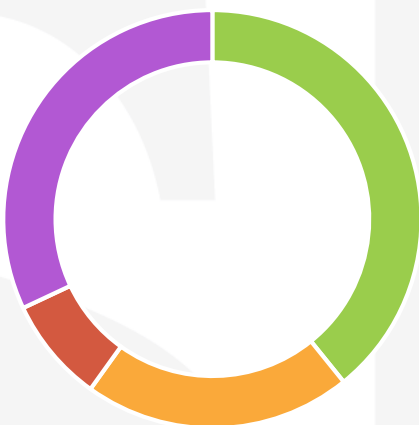
- Brewin Dolphin ■ Julius Baer ■ Tilney
- Barclays ■ Sanlam ■ Saranac
- HSBC PB ■ Brown Shipley ■ Quilter Cheviot
- LGT Vestra

Hires by Sub-Sector: 2017



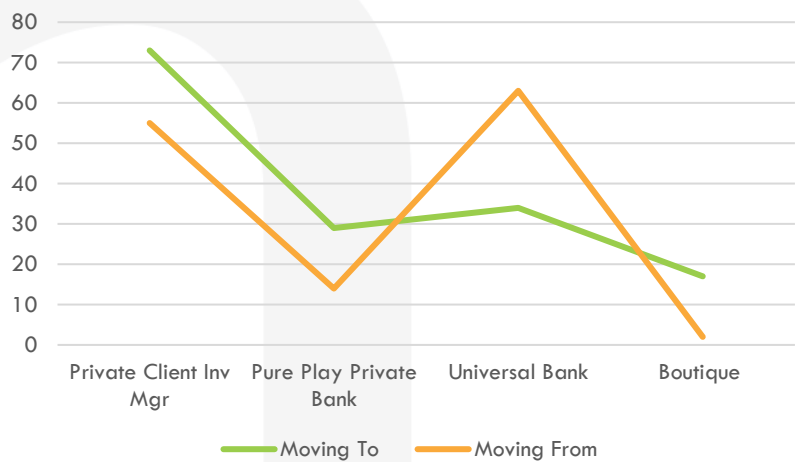
- Private Client Inv Mgr ■ Pure Play Private Bank
- Universal Bank ■ Boutique

Hires by Role: 2017



- Client Focused ■ Senior Leadership ■ Functional ■ Product Focused

Comparison of Senior Hires and Departures by Sector: 2017



Corporate Activity

- Succession Group / Sigma Asset Management
- Succession Group / Norris and Fisher Independent Financial Services
- Succession Group / Tim Burton
- Ludlow Wealth Management / Whyte Sharp
- AFH Financial / Britton Financial
- Old Mutual Wealth / Coleman Clough
- Butterfield / Deutsche Bank's Global Trust Solutions Business
- 1825 / Fraser Heath Financial Management
- Canaccord Genuity Wealth Management / Hargreave Hale
- Old Mutual Wealth Private Client Advisers / Dodd Murray
- Sanlam UK / Tavistock Financial
- Tilney / Midas Investment Management
- Bellpenny / Ascot Lloyd
- Intrinsic / Caerus Capital Group
- Old Mutual Wealth / Maestro Financial Services
- Old Mutual Wealth / Infiniti Financial Planning
- Fairstone Group / DHD Wealth Management
- Equiom / Virtus Trust
- Hywin Capital / Azure Wealth
- Cazenove Capital / C Hoare & Co. Wealth Management
- Succession Group / Independent women
- WMPartners Wealth Management / Wergen & Partner Vermögensverwaltungs
- Safra Sarasin / Credit Suisse (Monaco) SAM
- Phlavia Inestimenti / Old Mutual Wealth Italy
- Rothschild & Co / Compagnie Financière Martin Maurel

Key Executive Moves – Senior Leadership

NAME	FROM	TO	ROLE
Adrian Kuenzi	Notenstein La Roche	tbc	CEO
Akshaya Bhargava	Barclays Wealth	Mindtree	Member of Board of Directors
Alan Mathewson	Santander PB	Brown Shipley	CEO
Andrea Tardy	JP Morgan PB	Stonehage Fleming	Partner
Andy Pomfret	Rathbones	Square Mile	Chairman
Annamaria Koerling	C. Hoare & Co.	Owl	Partner
Annika Falkengren	SEB	Lombard Odier	Managing Partner
Boris Collardi	Julius Baer	Pictet	Partner
Bruno Meyer	Credit Suisse PB	Falcon Group	CRO and Member of the Executive Board
Chris Woodhouse	RAC	Tilney	CEO
Christian Berchem	Barclays Wealth	Credit Suisse PB	CEO UK
Christian Wenger	Falcon PB	tbc	Chairman
Clive Bouch	Invesco UK	Walker Crips	Non-Executive Director
Daniel Gerber	EFG PB	Falcon PB	CEO UK
David Bellamy	St James's Place	tbc	CEO
David Loudon	Quilter Cheviot	Retirement	CEO
David Rosier	Tilney	Waverton IM	Non-Executive Chairman
Denis Pittet		Lombard Odier	Managing Partner
Erich Pfister	Falcon PB	tbc	Head of Private Banking
Fabian Dufrense	Banque SYZ	Retirement	Head of Wealth Management
Frédéric Wuethrich	Julius Baer	Indosuez Wealth Management	Head of Zurich
Graham Stapeley	Clariden Leu UK	Porta Advisors	International Advisor
Ian Sackfield	Brown Shipley	tbc	CEO
James Beck	Quilter Cheviot	James Hambro & Partners	Partner
James Fleming	Arbuthnot Latham	Sandaire	CEO

Key Executive Moves – Senior Leadership

NAME	FROM	TO	ROLE
Jamie Broderick	UBS Wealth Management	Retirement	CEO
Joe Straehle	EFG PB	Retirement	CEO
John Morton	European Wealth Group	tbc	CEO
Juerg Zeltener	UBS Wealth Management	tbc	Head of Wealth Management
Marisa Drew	Credit Suisse PB	Credit Suisse PB	Chief Executive of Impact Advisory and Finance
Matthew Evans	LGT Vestra	CH1 Investment Partners	Co-Founder
Michael Morley	Coutts	Deutsche Bank Wealth Management	Head of UK
Nick McCall	Falcon PB	Hay Hill Wealth Management	CEO
Paul Richardson	InvestAfrica	Frenkel Topping	Chairman
Peter Hall	Tilney	tbc	CEO
Richard Berliand		Saranac Partners	Non-Executive Director
Robert Elliott		Saranac Partners	Chairman
Rupert Phelpe	Savills	Smith & Williamson	Partner
Simon Boadle	PricewaterhouseCoopers	Stonehage Fleming	Executive Chairman
Simon Gaston	Falcon PB UK	tbc	CEO
Simon Jackson	Brooks Macdonald	tbc	Group Finance Director
Simon Tuck	Weatherbys PB	London & Capital	Head of UK
Stewart Murray	Beaufort Investment Management	tbc	CEO
Thomas Pixner	Rothschilds	Bank Am Bellevue	CEO
Walter Berchtold	Falcon PB	tbc	CEO
Warwick Newbury	Kleinwort Hambros	Sandaire	Chairman

Key Executive Moves – Functional

NAME	FROM	ROLE	TO
Adrian Clark	Welsh Gov't	Rowan Dartington	COO
Andrew Rowlands	Brooks Macdonald	Bordier	Marketing Manager
Andrew Waldren	Tilney	Sandaire	COO
Ella Riesco	Ruffer	Julius Baer	Head of Marketing and Communications
Grant Parkinson	Coutts	Brewin Dolphin	COO
Hadley Simons	C. Hoare & Co.	Sarasin & Partners	COO Client Affairs
Jason Wood	Schroders	Brooks Macdonald	COO
John Dodds	Rothschild	Julius Baer	Head of Compliance for UK and Ireland
Marcus Adams	Friends Provident International	Rowan Dartington	Chief Risk Officer
Mark Harrison	Cabinet Office	Waverton IM	COO
Paul Martin	Quilter Cheviot	LGT Vestra	Head of Legal, Compliance and Risk
Simon Ray	European Wealth		COO
Thomas Lack	Brewin Dolphin	Pemberton Asset Management	COO
Tim Tate	JP Morgan PB	Barclays Wealth	Head of Client and Customer Experience

Key Executive Moves – Client Focused

NAME	FROM	TO	ROLE
Andrew Brown	Tesco Pensions Investments	Northern Trust	Head of Relationship Management for Global Fund Services
Andrew Butler-Cassar	Investec Wealth & Investment	Brown Shipley	Head of London office
Andrew Clotworthy	Canaccord Genuity WM	Bordier	Business Development Manager
Cedric Lizin	Barclays Wealth	UBS Wealth Management	Head Wealth Management Dubai
Demir Avigdor	UBS Wealth Management	Standard Chartered PB	Managing Director and Market Head, Africa and Europe
Donald Norman	Quilter Cheviot	Waverton IM	Director
Fiona Lucas	Credit Suisse PB	tbc	Desk Head
Gordon Scott	Barclays Wealth	Julius Baer	Head of North West, Scotland and Northern Ireland
Gregor Bollen	JP Morgan PB	Citi PB	Head of Northern European Team
Ian Scott	Arbuthnot Latham	Chetwood Wealth Management	Launching Private Wealth
John Porteous	Towry	Old Mutual Wealth	Director of Retail Customer Solutions
Len Gayler	Saranac Partners	tbc	Director
Lisa Francis	Barclays	Barclays Wealth	Head of UK and Ireland Private Banking
Luke Downes	Sanlam Private Wealth	Julius Baer	Executive Director
Mark Evans	Lighthouse Group	Tavistock Investments	Business Development Director
Martin Cuthbert	Barclays Wealth	Julius Baer	Team Head North East
Mike Marsham	BlackRock	Investec Wealth & Investment	Head of Charities Division
Nicholas Pearson		Tilney	Head of Charity Business Development
Ohad Greenfield	Edmond De Rothschild	UBS Wealth Management	Managing Director, Head of Israel
Penny Lovell	Close Brothers Asset Management	Sanlam UK	Head of Private Client Services
Rupert Yeoward	WH Ireland	tbc	Deputy Head of Wealth Management
Silvan Wyss	Credit Suisse PB	Banque SYZ	Head of Wealth Management
Steve Klemme	UBS Wealth Management	Barclays PB&O	Head of Middle East

Key Executive Moves – Client Focused

NAME	FROM	TO	ROLE
Stuart Cummins	Cazenove Capital	Wealth Performance Limited	Managing Director
Tracey Reddings	JP Morgan PB	Julius Baer	Head of Front Office

Key Executive Moves – Product Focused

NAME	FROM	TO	ROLE
Andy Brown	Sanlam Securities	Tilney	Direct Equity Team Leader
Andy Knighton	AFH Wealth Management	BRI Wealth Management	Head of Portfolio Management
Anthony Scott	Charles Stanley	Raymond James	Head of Propositions
Arthur Grigoryants	Stonehage Fleming	RWC Partners	Head of Investment Strategy
Arthur Vayloan	Falcon PB	Bitcoin Suisse AG	CEO
Bill Dinning	Kames	Waverton IM	Head of Investment Strategy and Communications
Charlie Parker	Neptune Investment Management	Sanlam UK	Hd Discretionary
Chris Darbyshire	Seven Investment Management	tbc	CIO
Christopher Godding	Rubicon Fund Management	Tilney	Chief Investment Officer
Dan Mannix	Stonehage Fleming	RWC Partners	Head of Investment Strategy
Daniel Casali	RAYS Absolute Return Fund (Hong Kong)	Smith & Williamson	Head of Investment Strategy
Gareth Lewis	Tilney	Tilney	Managing Director of Investment Strategy
Julian Griffiths	Saranac Partners	tbc	Head of Solutions
Kevin Corrigan	Lombard Odier	Sandaire	CIO
Kevin Doran	Brown Shipley	AJ Bell	Managing Director of Investments
Loris Centola	Credit Suisse PB	The Singularity Fund AG	CEO
Luke Hyde-Smith	Brompton Asset Management	Waverton IM	Head of Third Party Fund Selection
Marc Hendriks	Sandaire	Sandaire	Global Strategist
Mark Fitzgerald	BlackRock	HSBC Private Bank	Head of Investment Services and Product Solutions, UK
Michael Pos	Towry	Brown Shipley	Head of Product and Proposition
Michel Perera	JP Morgan PB	Canaccord Genuity WM	CIO
Mike Ingram	BGC Partners	WH Ireland	Chief Market Strategist
Nigel Cuming	Canaccord Genuity WM	Retirement	CIO

Key Executive Moves – Product Focused

NAME	FROM	TO	ROLE
Nigel Spray	Kleinwort Hambros	Stanhope Capital	Partner, Head Merchant Banking Division
Paul Warburton	Coutts	Creechurch Capital	Head of Investments
Philip Lawlor	Smith & Williamson	tbc	Chief Investment Strategist
Richard Stubbs	Coutts	Brown Shipley	Head of Lending
Robert Jeffree	C. Hoare & Co.	Banque Transatlantique	CIO
Simon Moore	FutureAdvisor	Moola	CIO
Svenja Keller	Investec Wealth & Investment	Killik & Co	Head of Wealth Planning

Contact Details



Sheffield Haworth is a leading global executive search, talent advisory and interim consulting firm. We employ over 110 staff across 10 offices and 4 continents. Our client list includes global financial services companies, fund managers and property companies.

Sheffield Haworth is a member of the Association of Executive Search Consultants (AESC), the worldwide professional association for retained executive search firms. We are ranked number 1 for financial services retained search firms by UK Executive Grapevine industry survey for 2016/17.

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