

FONDATION
GENÈVE GENEVA
FINANCIAL
CENTER
PLACE
FINANCIÈRE

ECONOMIC
SURVEY
RESULTS
2018-2019



Acknowledgements

The Geneva Financial Center carried out this Economic Survey according to the methodology used in previous years. The survey is sent to directors of banks and independent asset managers in Geneva every year in June. The results presented in the following pages reflect their analyses and perceptions. The survey provides long-term data and is therefore a useful tool to measure changes in opinion among financial intermediaries regarding business performance and the outlook for the Geneva financial center.

In view of the high percentages of respondents, we consider the survey to be representative of the sector as a whole.

We would like to extend our sincere thanks to all those who agreed to take part in the survey.

We also wish to thank

- The Swiss Association of Asset Managers (SAAM)
- The Organisme d'Autorégulation des Gérants de patrimoine (OAR-G)
- The Swiss Association of Independent Financial Advisors (SAIFA)
- The Association Romande des Intermédiaires Financiers (ARIF)

for their assistance in contacting their respective members for the purpose of this survey.

Edouard Cuendet
Director

Yves Mirabaud
President

October 2018

Summary

Companies description	Page
A Main activities in Geneva	4
B Ownership	5
Year-on-year change, first semester 2018 vs. first semester 2017	
1 Operating income (EBIT)	6
2 Net profit	7
3a Labour costs (excluding non-wage costs)	8
3b Non-wage costs	9
4 General operating expenses (excluding wages)	10
5 Number of employees	11
6a Change in number of employees in Front office	12
6b Change in number of employees in Corporate (general management, risk management, legal, etc.)	13
6c Change in number of employees in Operations (excluding information technology)	14
6d Change in number of employees in Information technology	15
7 In the area of wealth management, for your company, the first semester 2018 was	16
Questions specific to wealth management and institutional asset management	
8 Change in assets under management in CHF, 30.6.2018 vs. 31.12.2017	17
9 Main cause of change	18
10a Wealth management: overall change in net deposits, 30.6.2018 vs. 31.12.2017	19
10b Wealth management: this change in assets was due primarily to clients residing	20
10c Wealth management: change in net deposits from outside Switzerland, by geographic area	21
11a Institutional asset management: overall change in net deposits, 30.6.2018 vs. 31.12.2017	23
11b Institutional asset management: this change in assets was due primarily to clients residing	24
12a Would your business model change significantly if Switzerland did not obtain facilitated access to European markets?	25
12b If yes, which area of your company would this affect most?	26
Outlook for 2018 full year vs. 2017	
13 Expected change in operating income (EBIT)	27
14 Expected change in net profit	28
15a Expected change in labour costs (excluding non-wage costs)	29
15b Expected change in non-wage costs	30
16 Expected change in general expenses (excluding wages)	31
17 Expected change in number of employees	32
18 For your company, 2018 overall is likely to be	33

Outlook for 2019

19	For your company, the year 2019 is likely to be	34
20	Expected change in net profit, 2019 vs. 2018	35
21	In 2019, you expect the number of employees in Geneva to	36

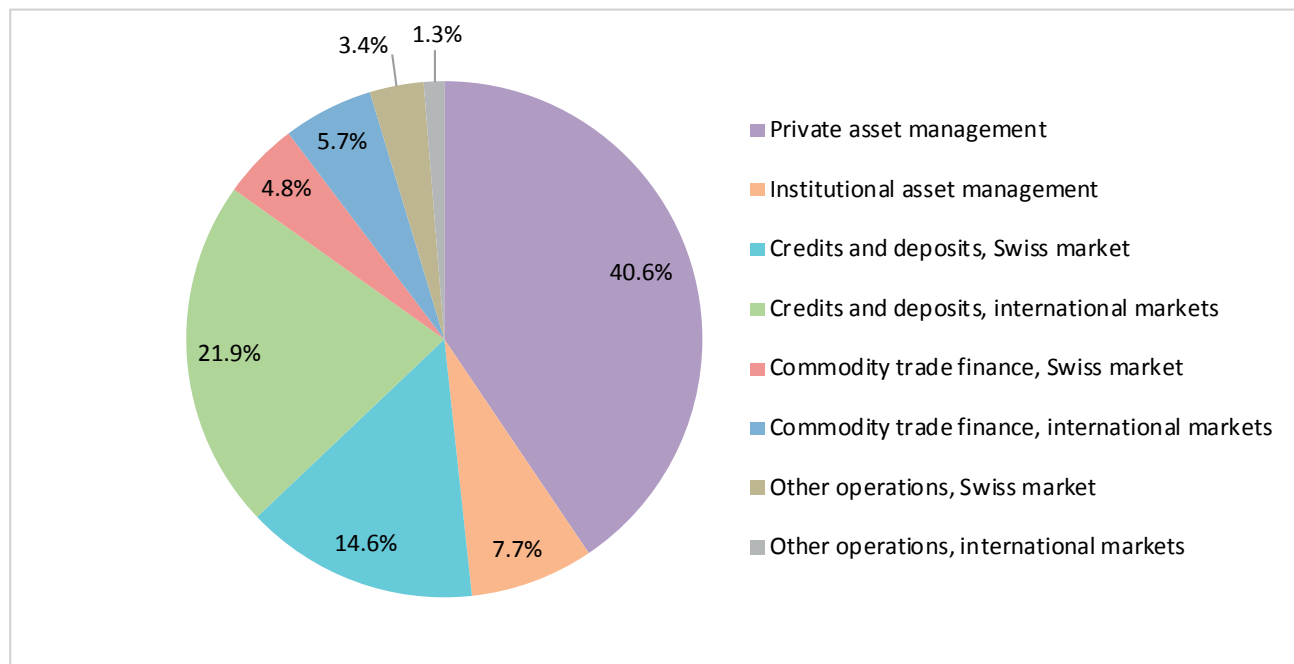
Framework conditions

22	In 2017, the attractiveness of the Geneva financial center for your clients	37
23	In 2017, the attractiveness of the Geneva financial center for the activities	38
24	If you relocated activities away from Geneva, which of the following financial centers would you consider moving to?	39
25	What impact do you expect the new standard for automatic exchange of information to have on your company?	40
26	What practical consequences would automatic exchange of information have on your company?	41
27	In your opinion, which of the following areas for action should the Geneva Financial Center prioritize?	42
28	Areas to prioritize at the Geneva cantonal level	43
29	Areas to prioritize at the national level	44
30	Which other areas for action should the Geneva Financial Center also prioritize?	45
31	The banking sector is becoming increasingly digitised. What are the main priorities for successfully implementing the digital transformation?	46

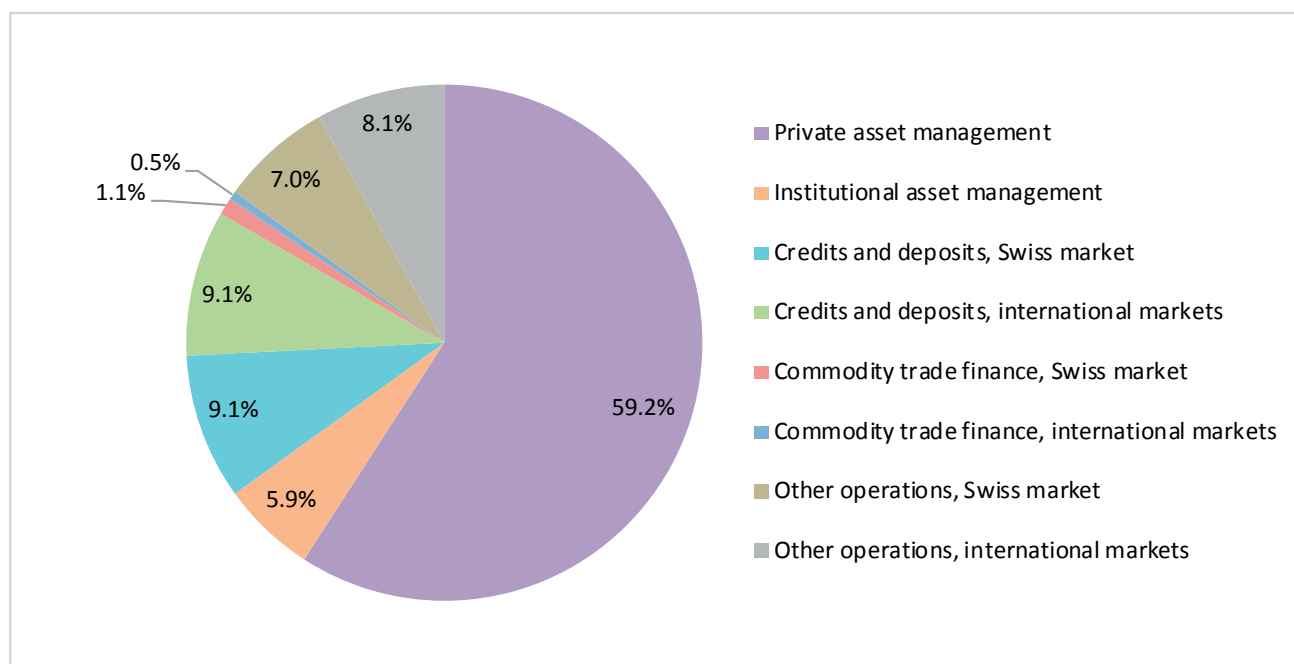
Companies description

A. Main activities in Geneva (more than one answer possible)

Banks



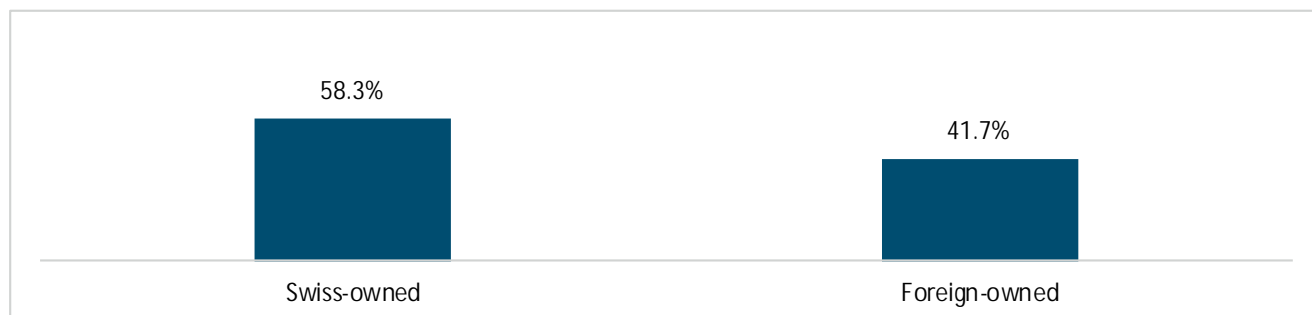
Independent asset managers (all categories)



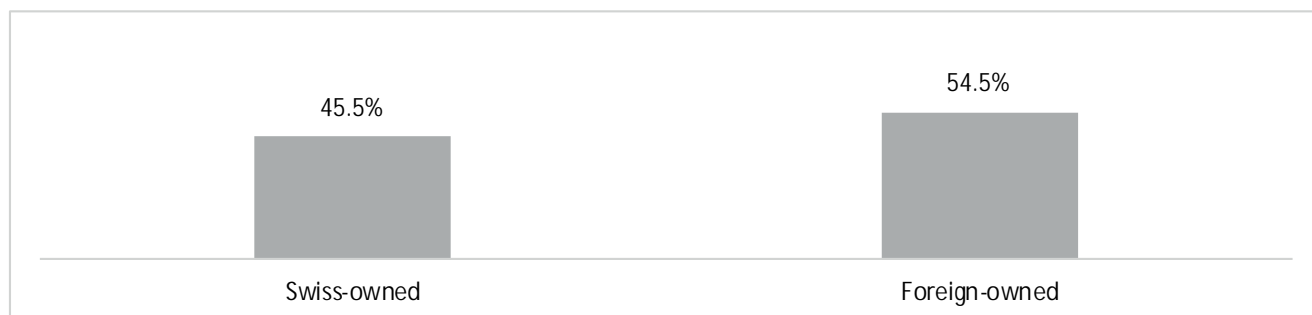
■ Companies description

B. Ownership

Banks with 200 or more employees



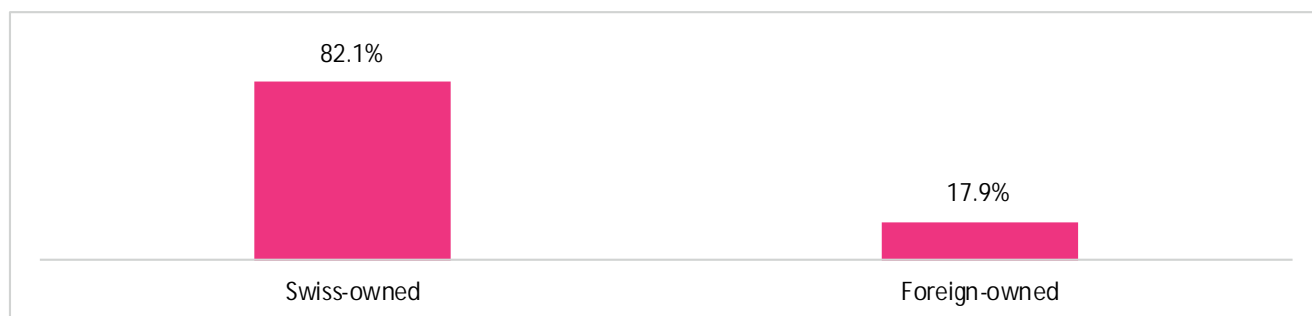
Banks with 50 to 199 employees



Banks with 1 to 49 employees



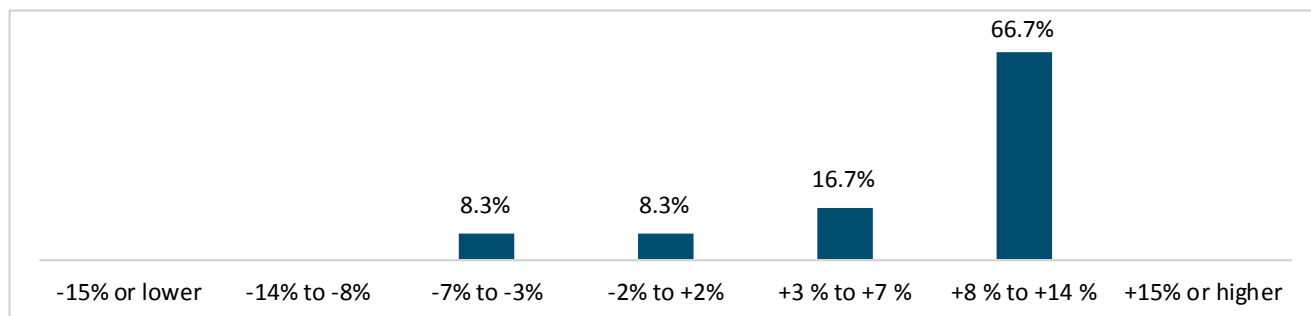
Independent asset managers (all categories)



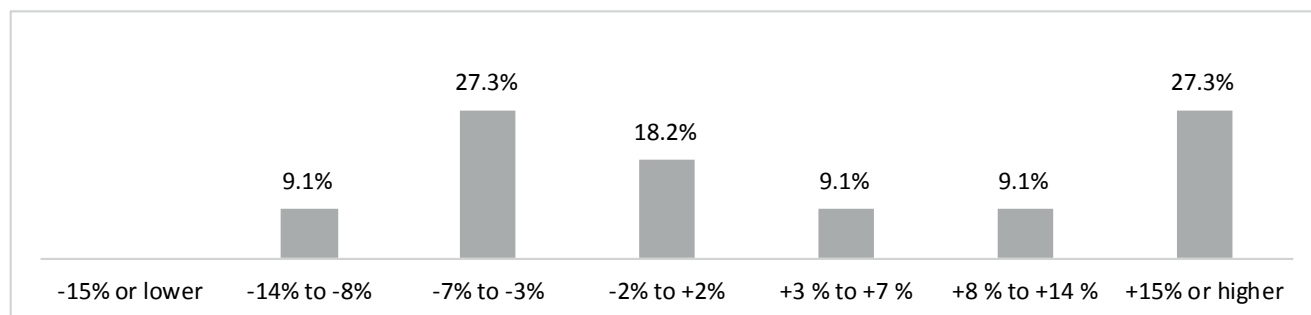
■ Year-on-year change, first semester 2018 vs. first semester 2017

1. Operating income (EBIT)

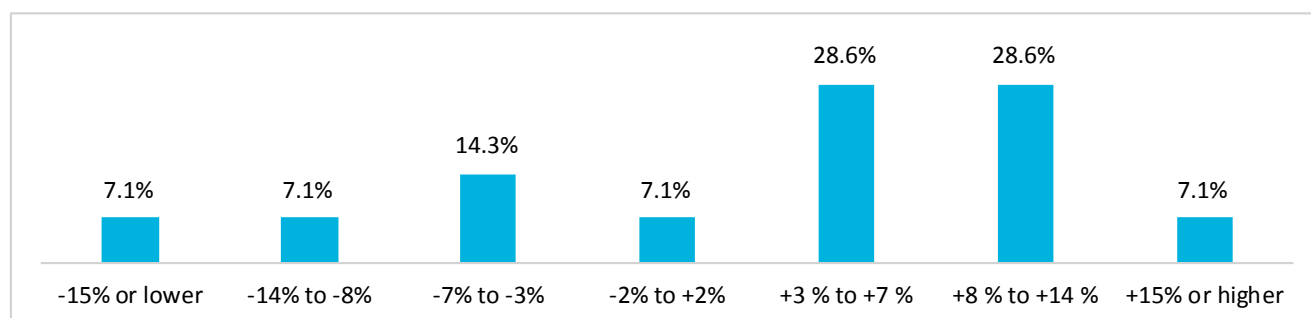
Banks with 200 or more employees



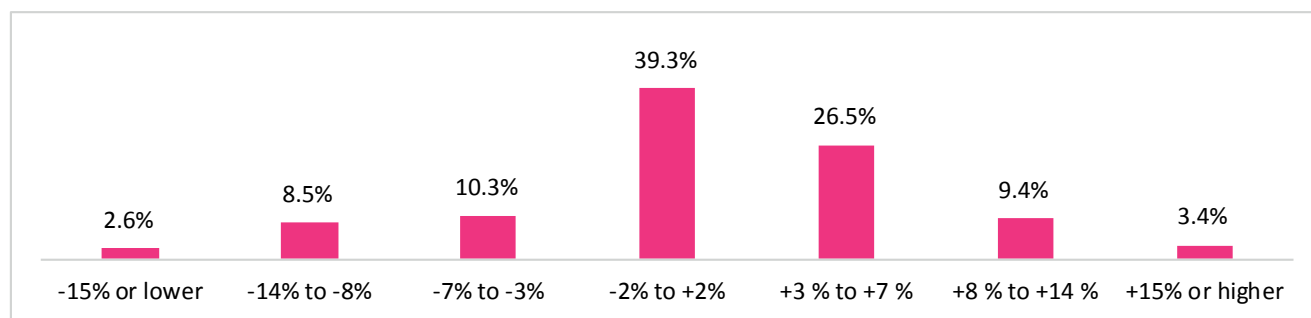
Banks with 50 to 199 employees



Banks with 1 to 49 employees



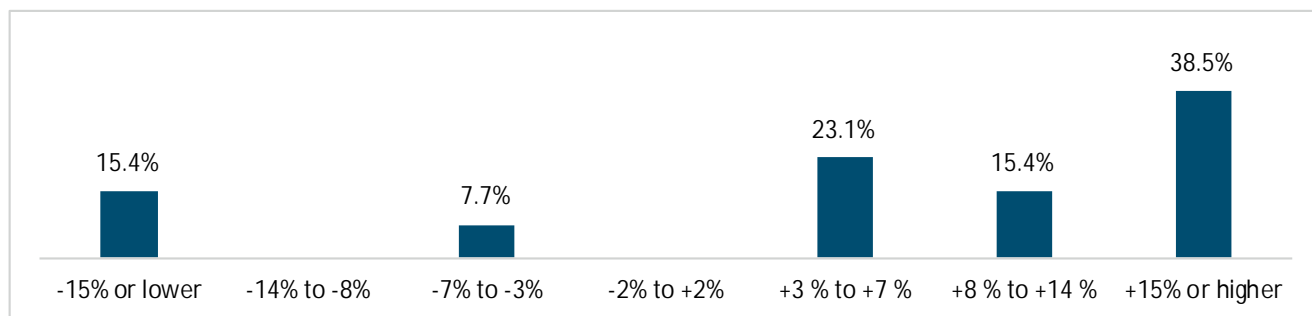
Independent asset managers (all categories)



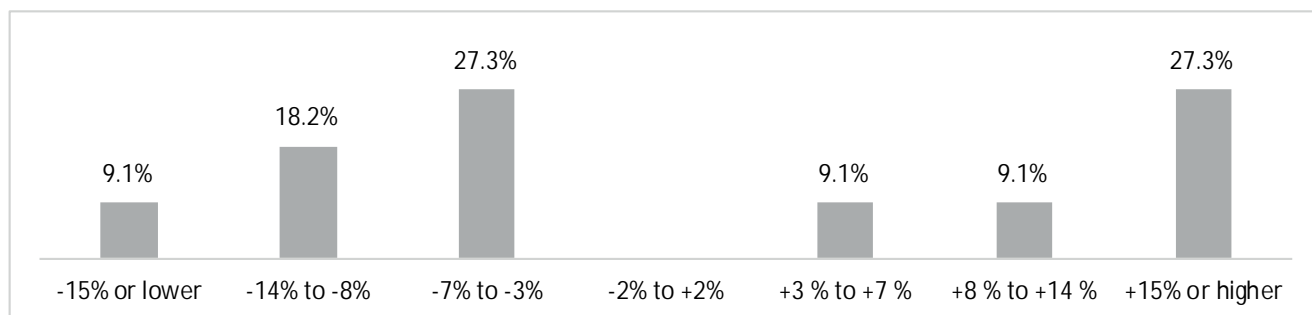
■ Year-on-year change, first semester 2018 vs. first semester 2017

2. Net profit

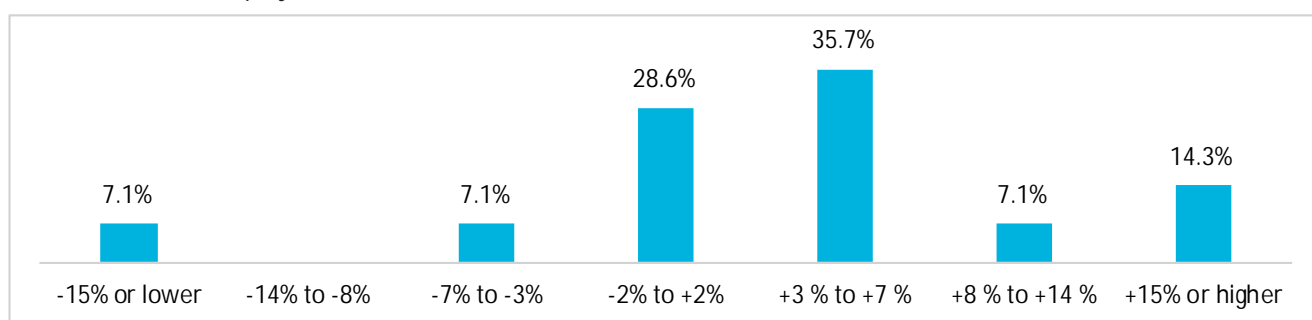
Banks with 200 or more employees



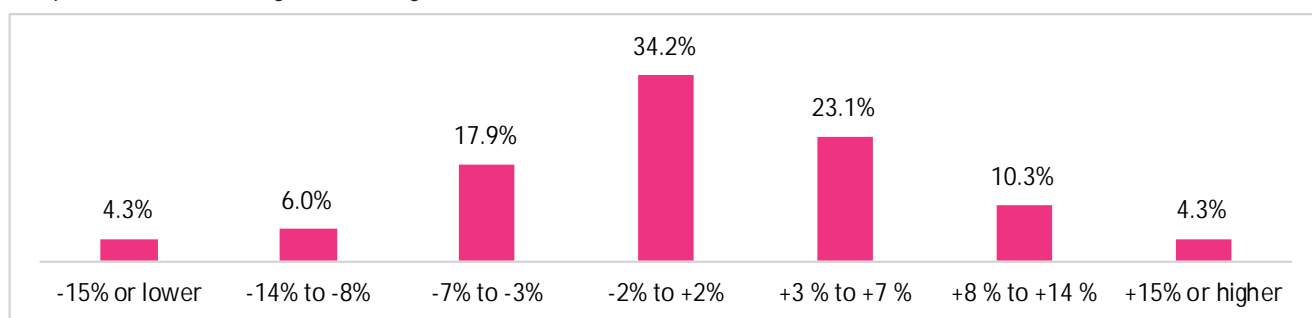
Banks with 50 to 199 employees



Banks with 1 to 49 employees



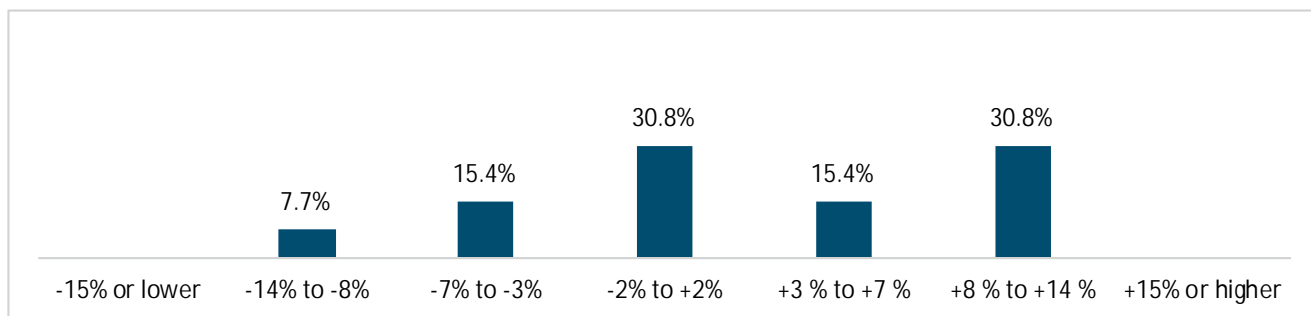
Independent asset managers (all categories)



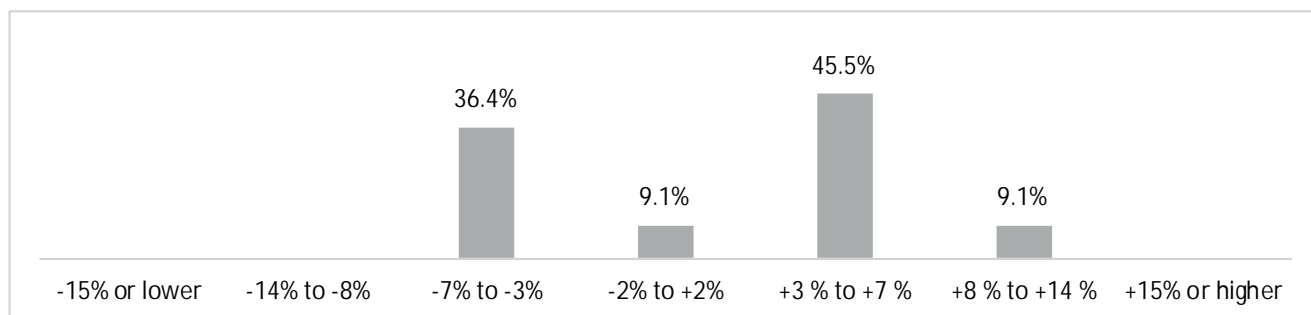
■ Year-on-year change, first semester 2018 vs. first semester 2017

3a. Labour costs (excluding non-wage costs)

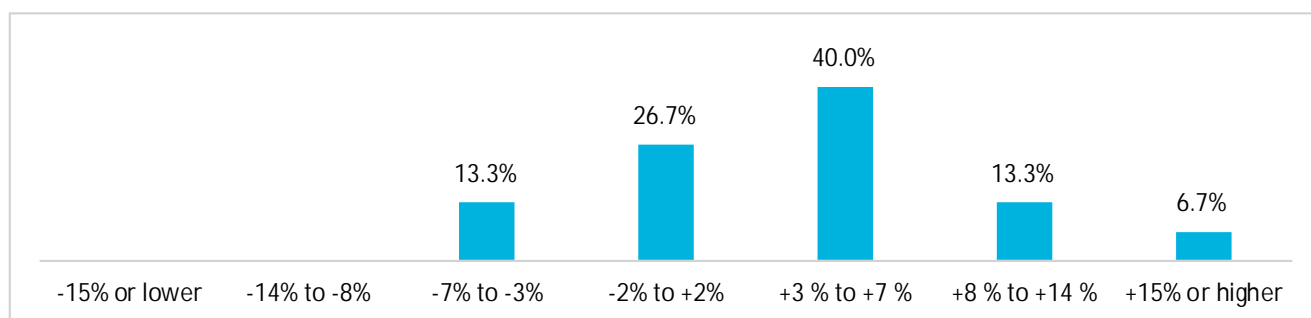
Banks with 200 or more employees



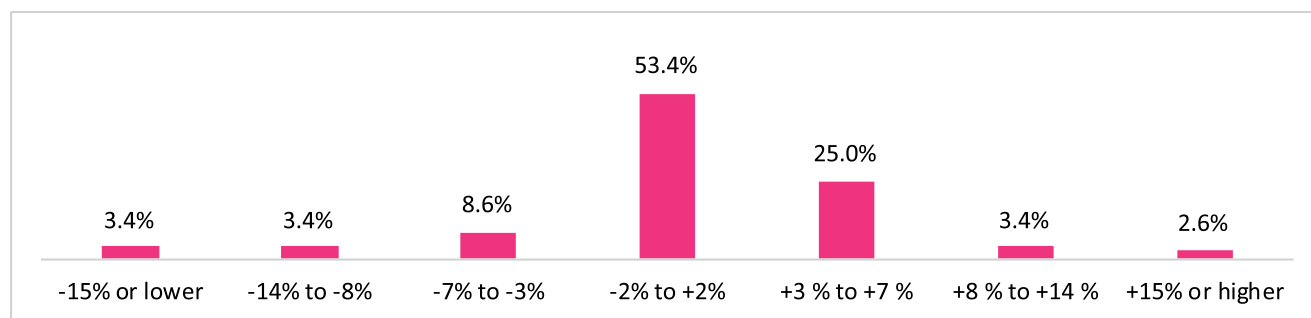
Banks with 50 to 199 employees



Banks with 1 to 49 employees



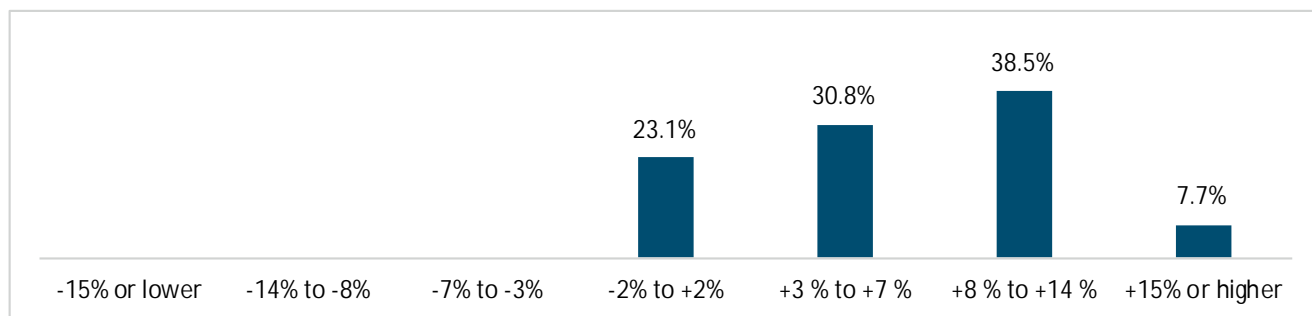
Independent asset managers (all categories)



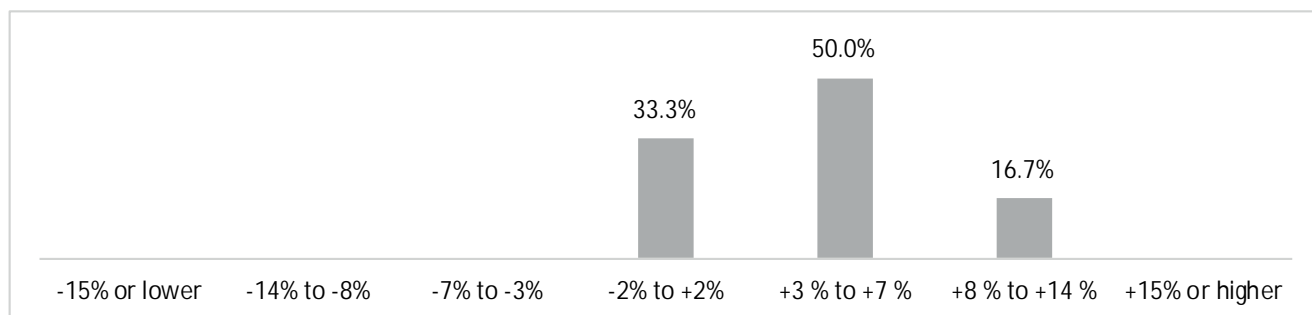
■ Year-on-year change, first semester 2018 vs. first semester 2017

3b. Non-wage costs

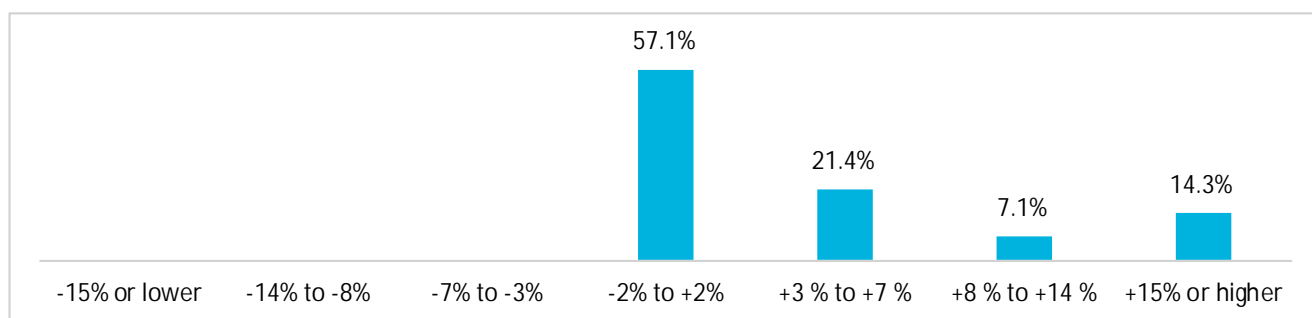
Banks with 200 or more employees



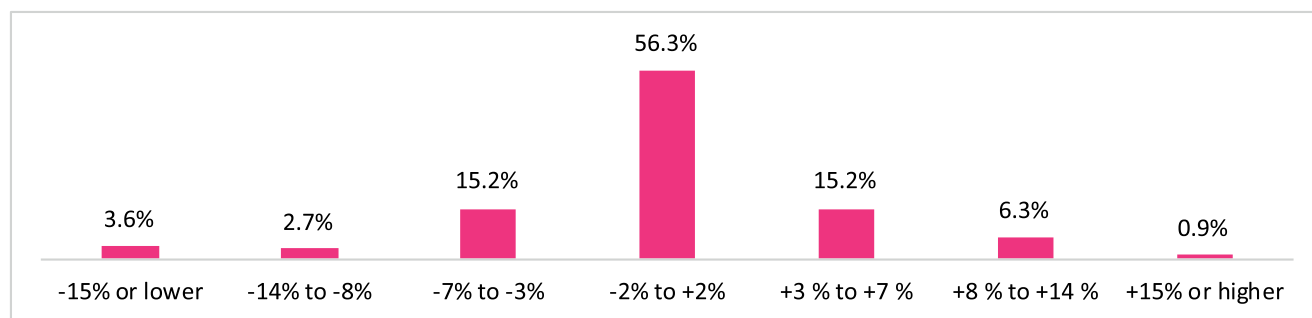
Banks with 50 to 199 employees



Banks with 1 to 49 employees



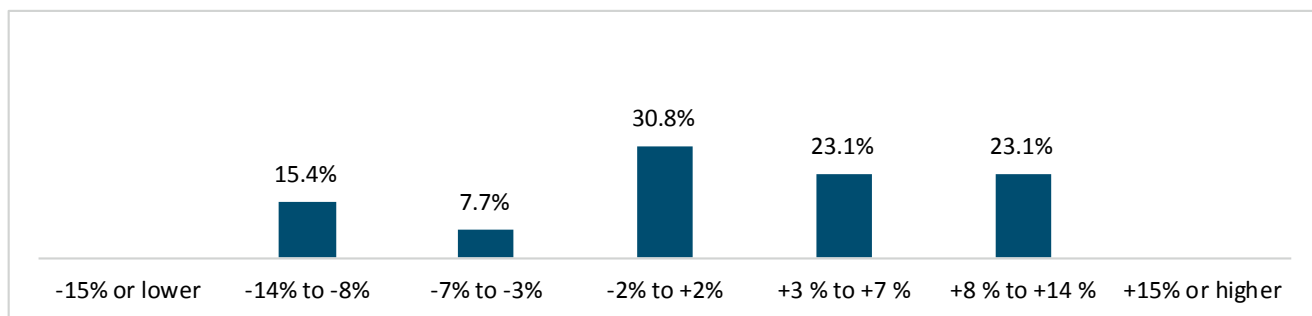
Independent asset managers (all categories)



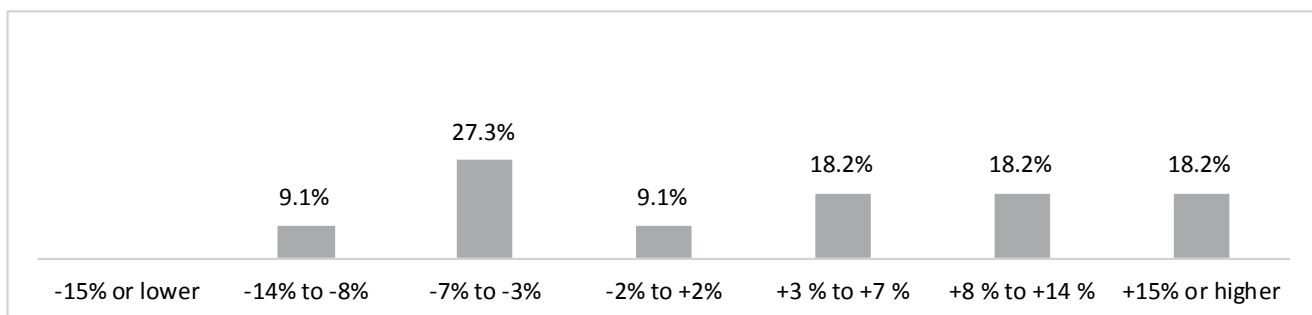
■ Year-on-year change, first semester 2018 vs. first semester 2017

4. General operating expenses (excluding wages)

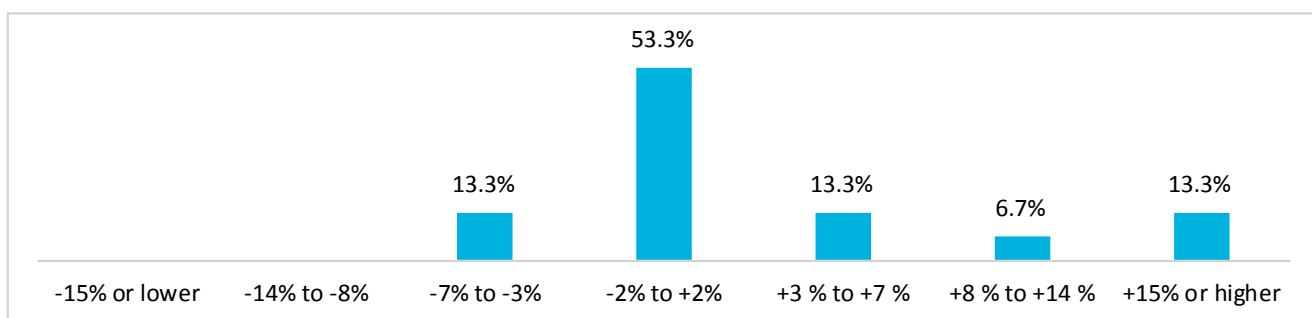
Banks with 200 or more employees



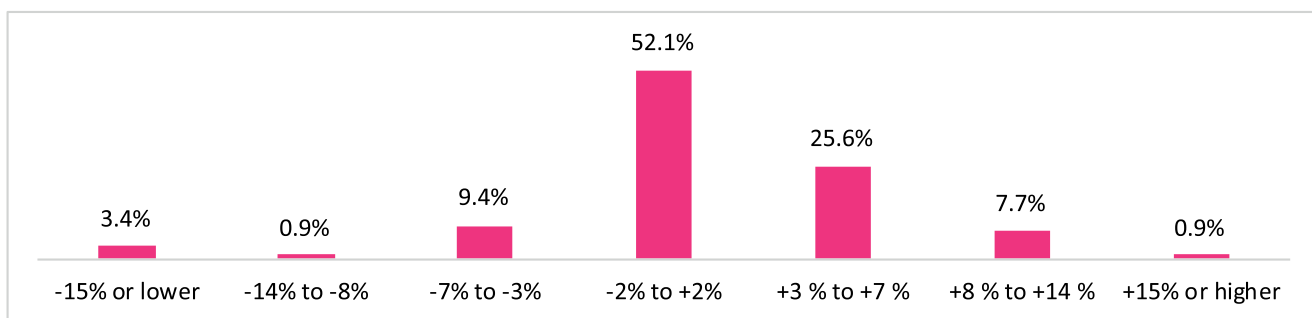
Banks with 50 to 199 employees



Banks with 1 to 49 employees



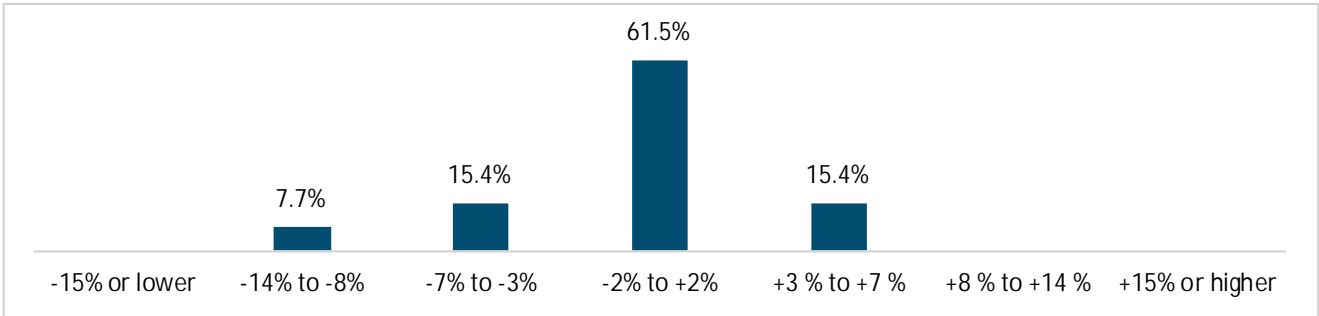
Independent asset managers (all categories)



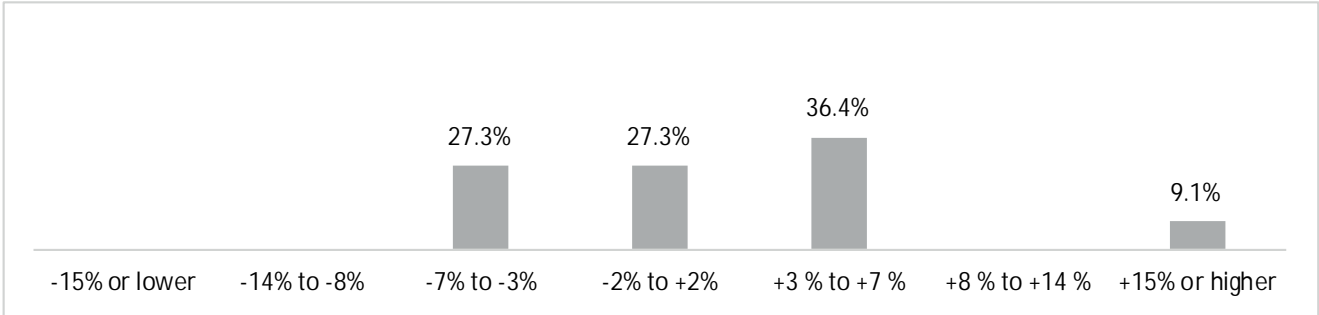
■ Year-on-year change, first semester 2018 vs. first semester 2017

5. Number of employees

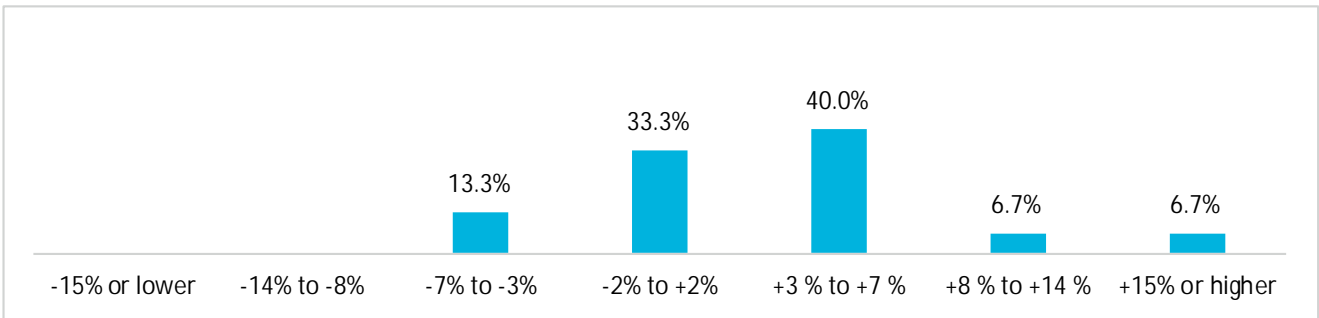
Banks with 200 or more employees



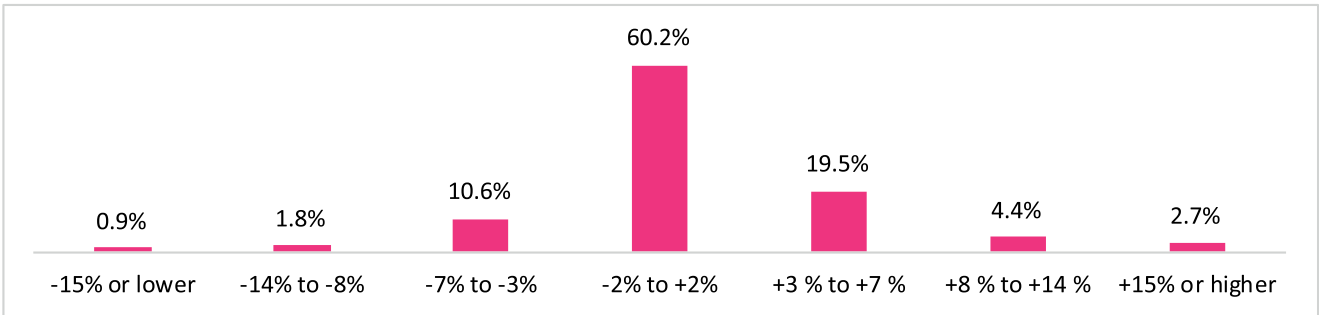
Banks with 50 to 199 employees



Banks with 1 to 49 employees



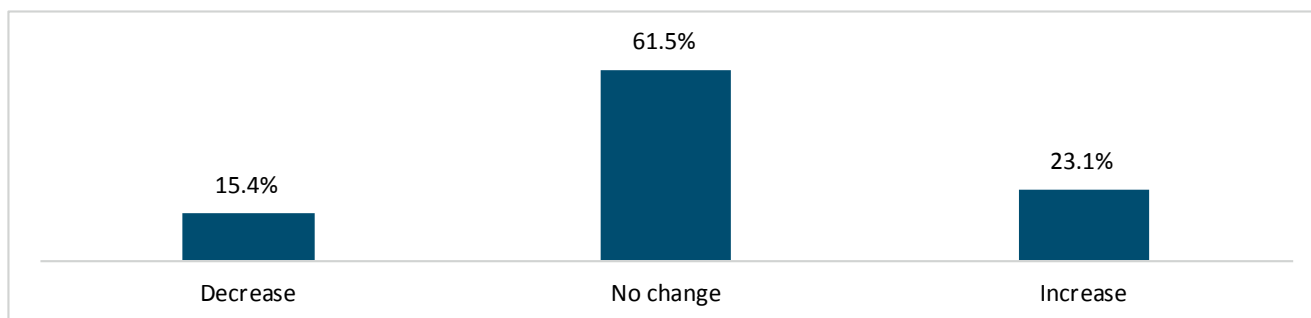
Independent asset managers (all categories)



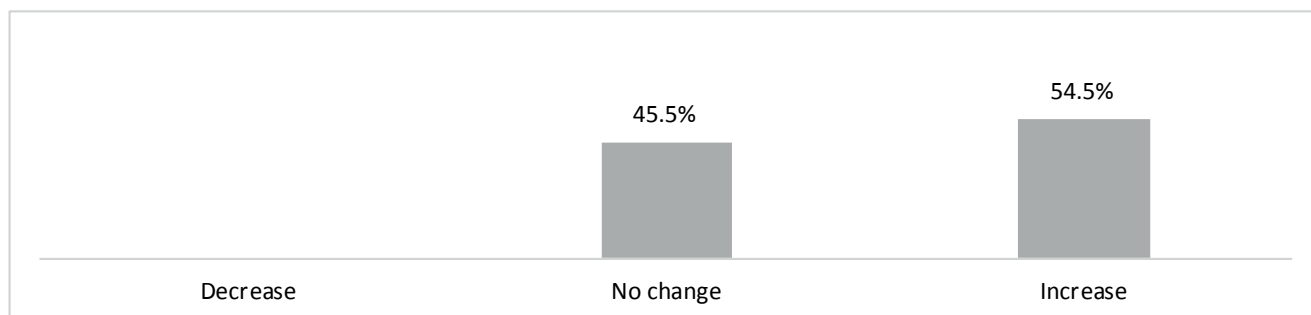
■ Year-on-year change, first semester 2018 vs. first semester 2017

6a. Change in number of employees in Front office

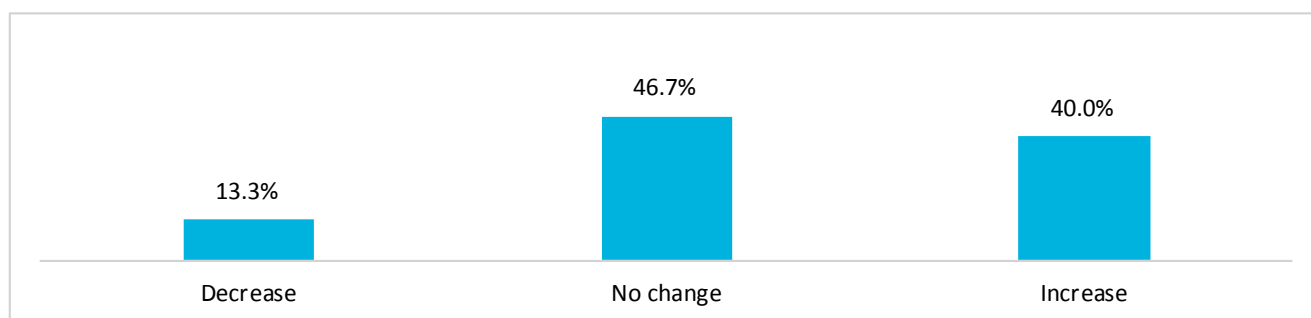
Banks with 200 or more employees



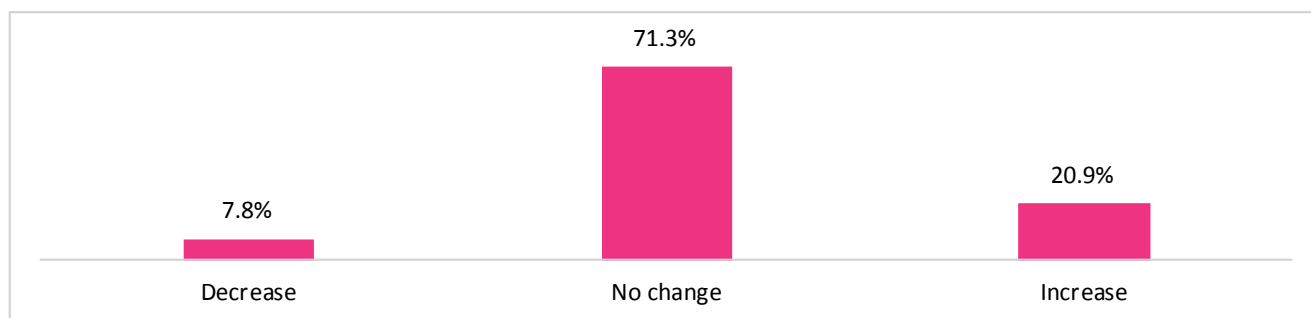
Banks with 50 to 199 employees



Banks with 1 to 49 employees



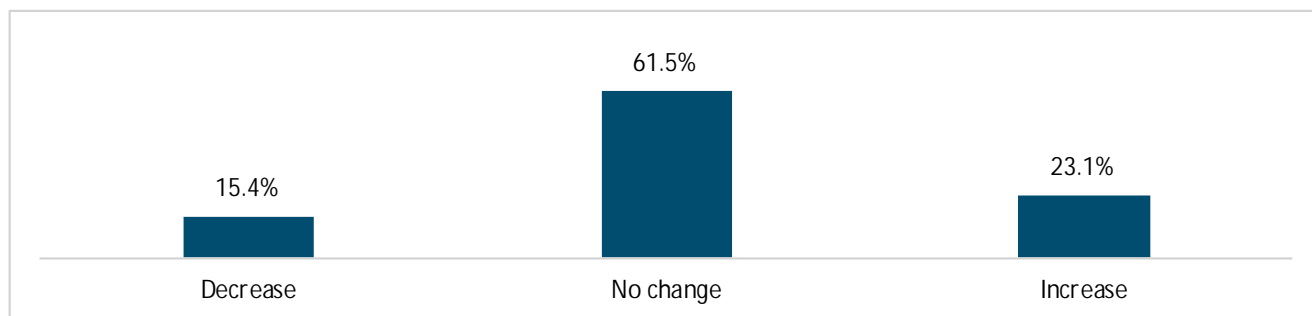
Independent asset managers (all categories)



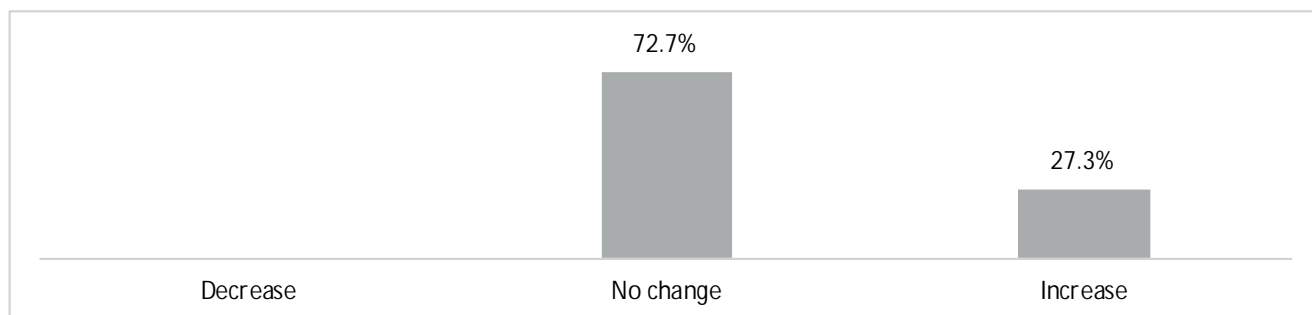
■ Year-on-year change, first semester 2018 vs. first semester 2017

6b. Change in number of employees in Corporate (general management, risk management, legal, etc.)

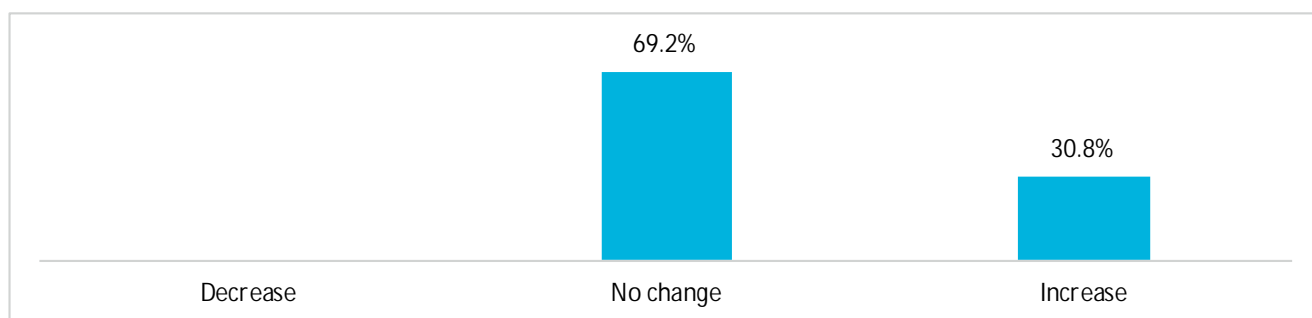
Banks with 200 or more employees



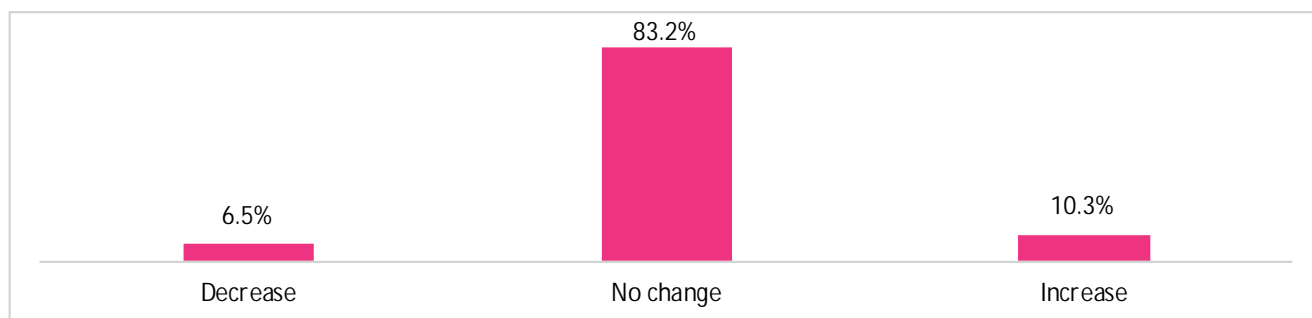
Banks with 50 to 199 employees



Banks with 1 to 49 employees



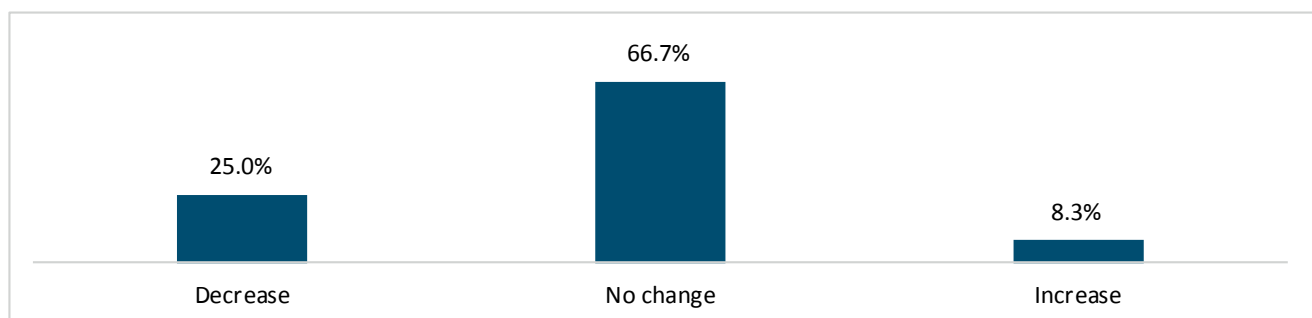
Independent asset managers (all categories)



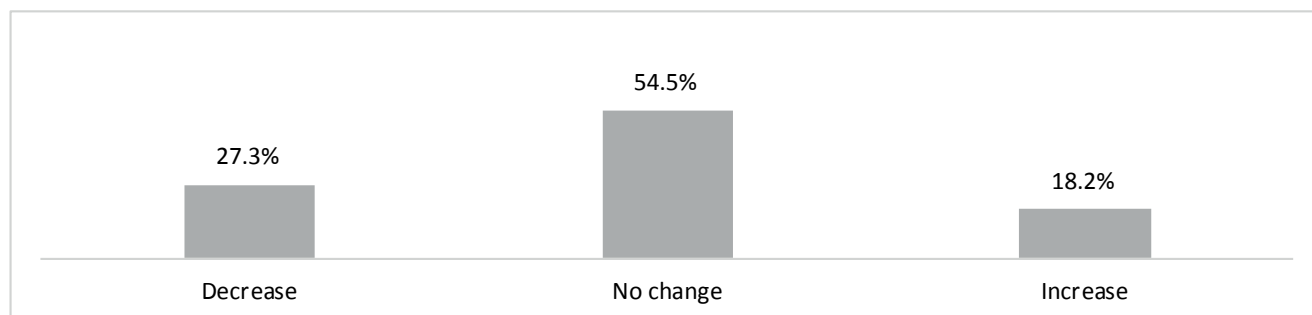
■ Year-on-year change, first semester 2018 vs. first semester 2017

6c. Change in number of employees in Operations (excluding information technology)

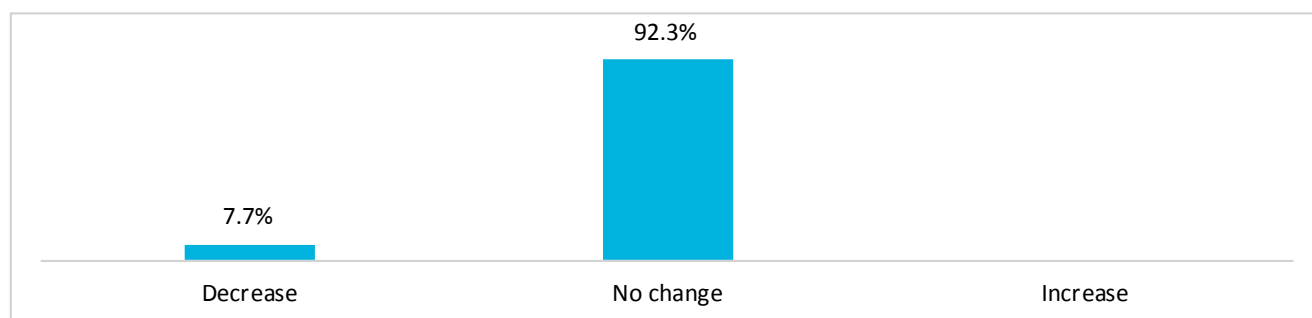
Banks with 200 or more employees



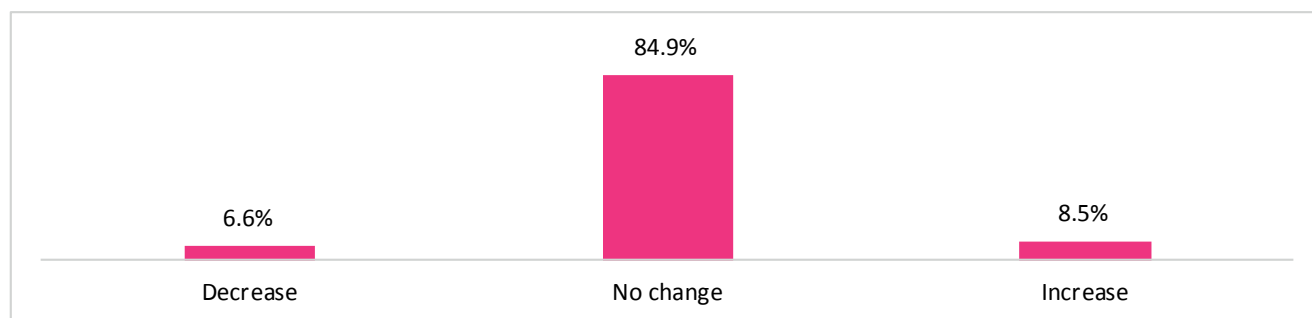
Banks with 50 to 199 employees



Banks with 1 to 49 employees



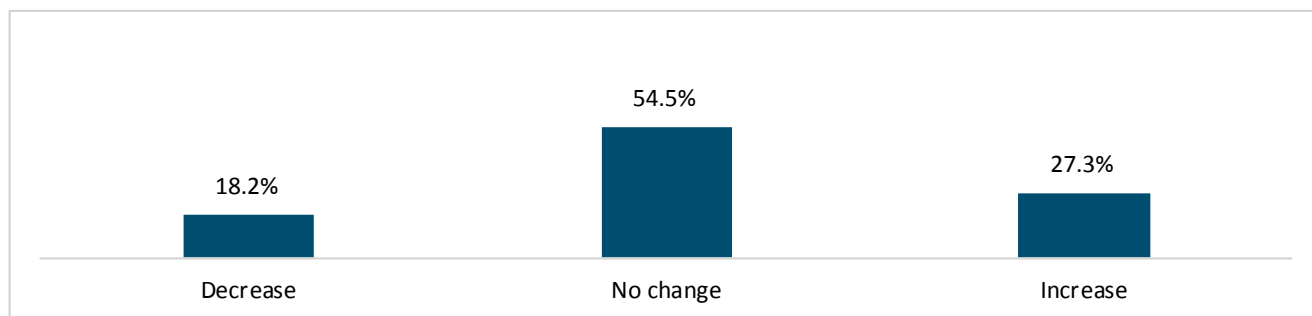
Independent asset managers (all categories)



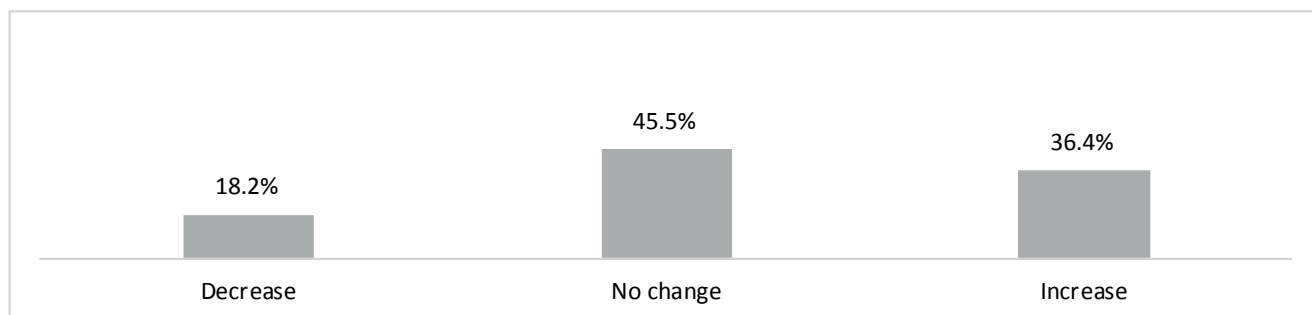
■ Year-on-year change, first semester 2018 vs. first semester 2017

6d. Change in number of employees in Information technology

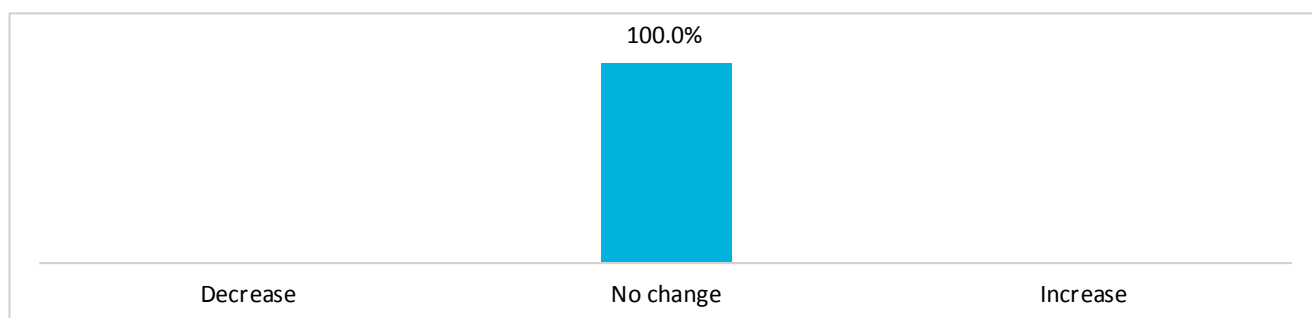
Banks with 200 or more employees



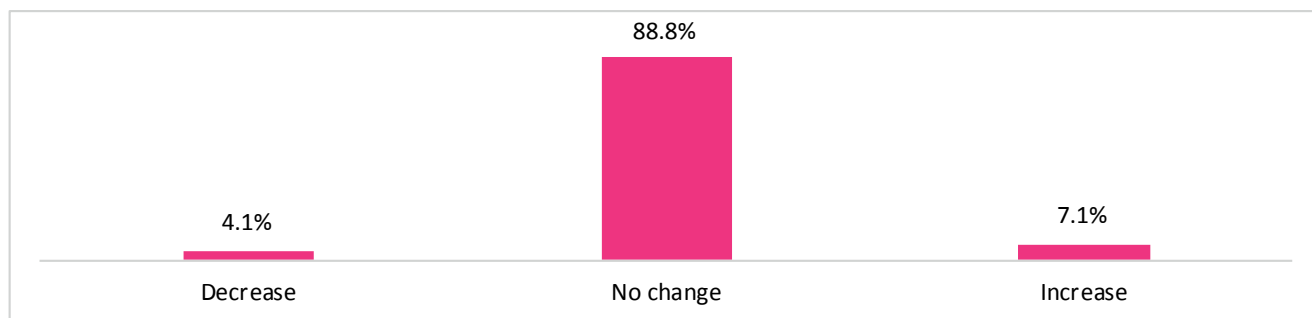
Banks with 50 to 199 employees



Banks with 1 to 49 employees



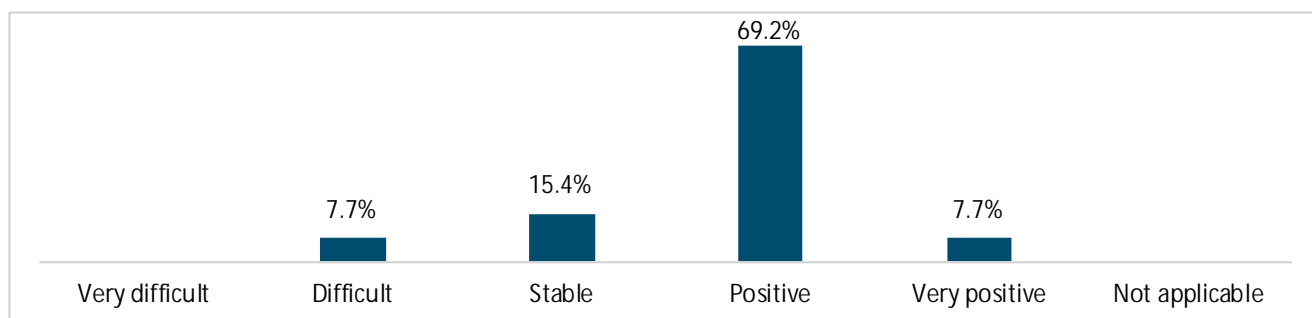
Independent asset managers (all categories)



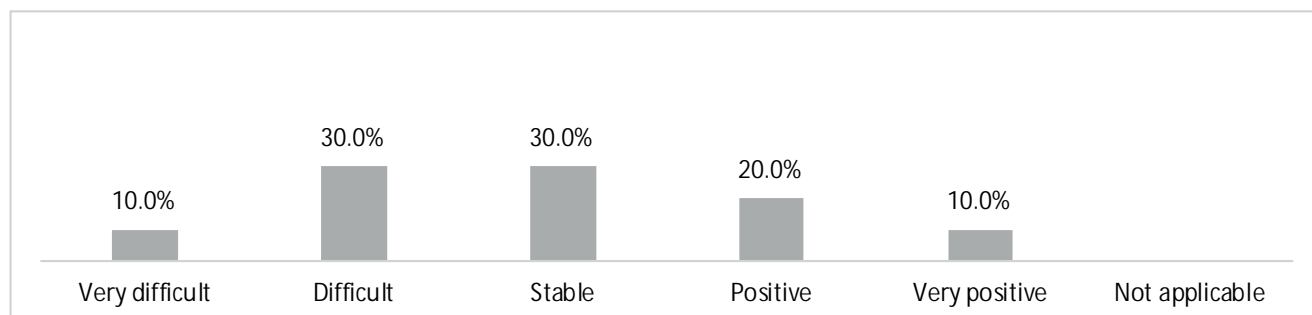
■ Year-on-year change, first semester 2018 vs. first semester 2017

7. In the area of wealth management, for your company, the first semester 2018 was

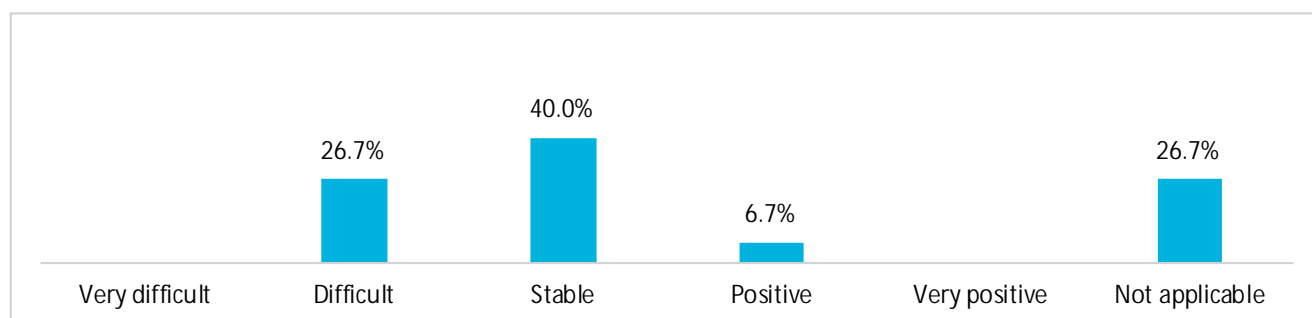
Banks with 200 or more employees



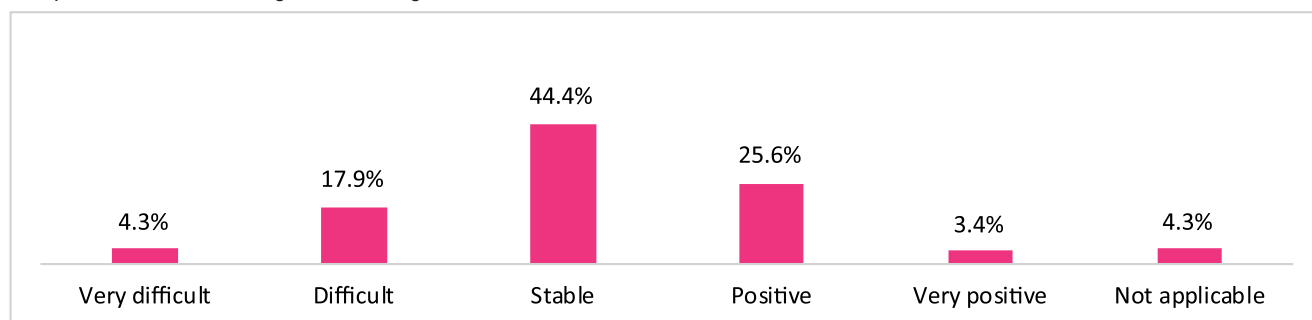
Banks with 50 to 199 employees



Banks with 1 to 49 employees



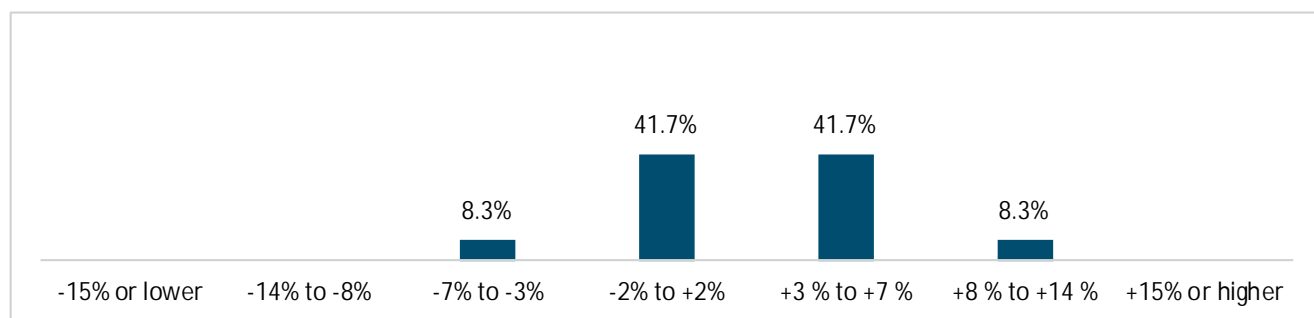
Independent asset managers (all categories)



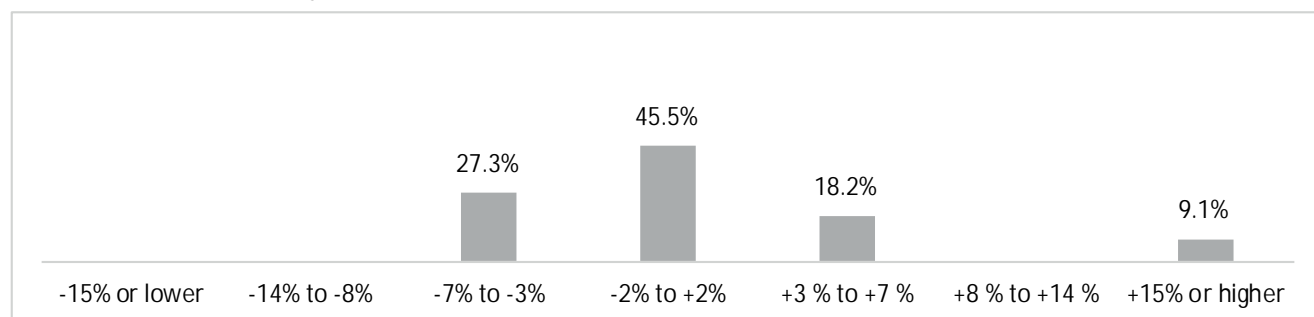
■ Questions specific to wealth management and institutional asset management

8. Change in assets under management in CHF, 30.6.2018 vs. 31.12.2017

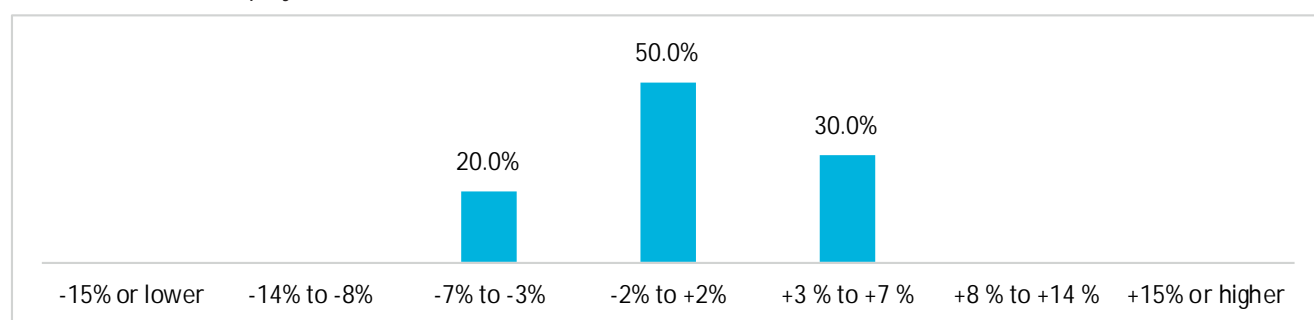
Banks with 200 or more employees



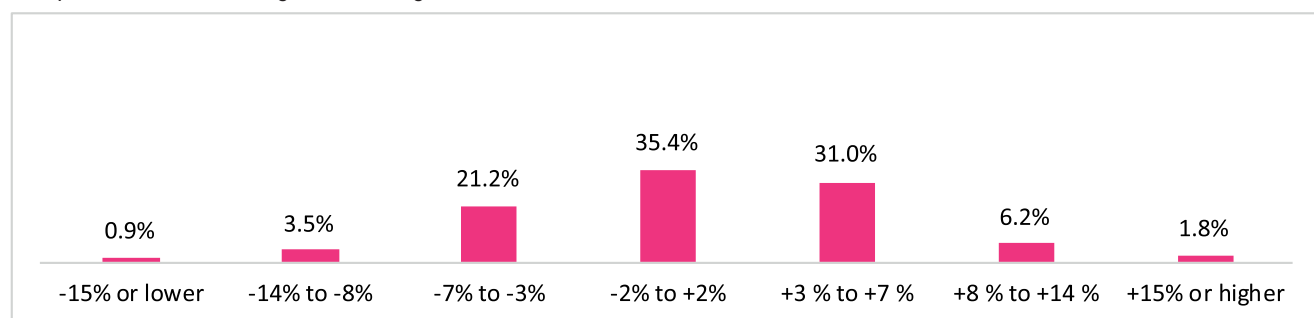
Banks with 50 to 199 employees



Banks with 1 to 49 employees



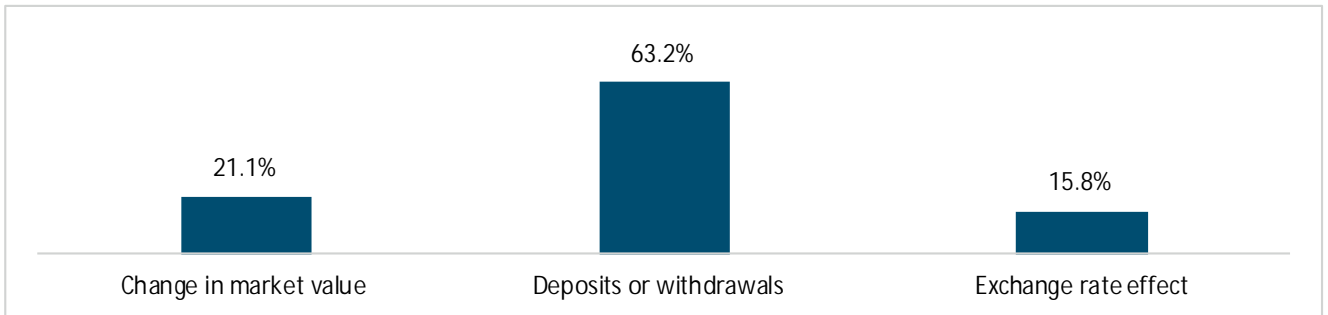
Independent asset managers (all categories)



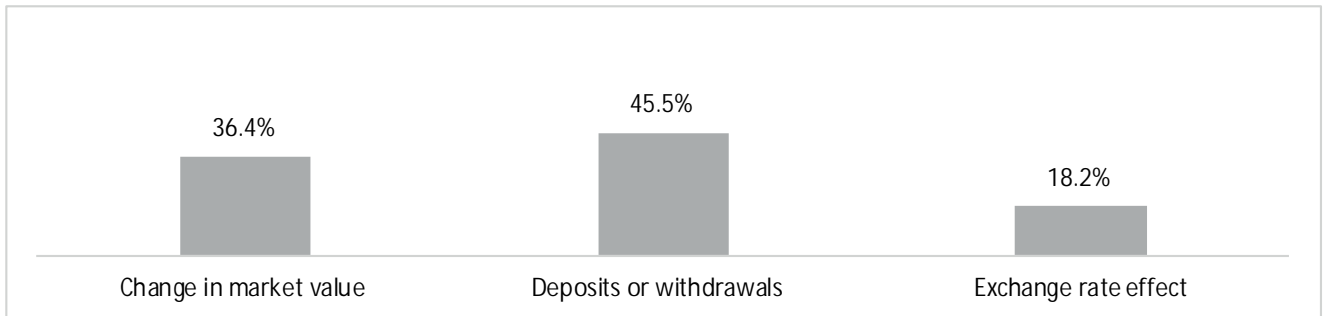
■ Questions specific to wealth management and institutional asset management

9. Main cause of change was (more than one answer possible)

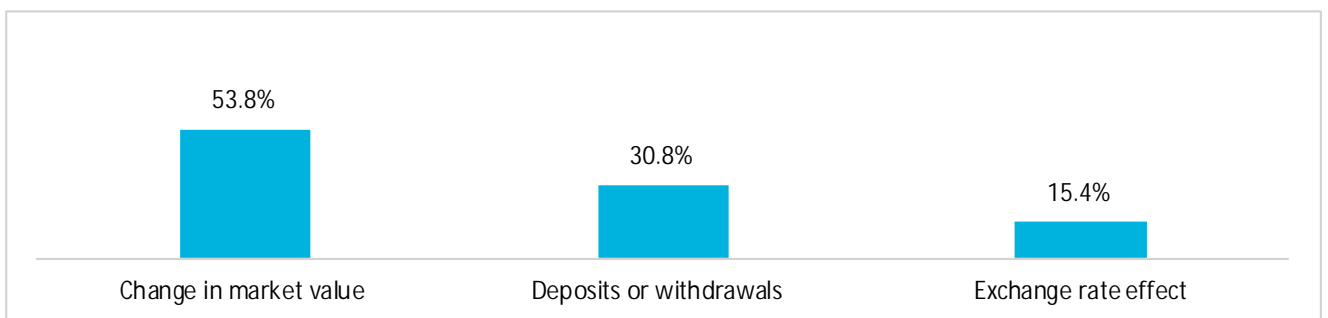
Banks with 200 or more employees



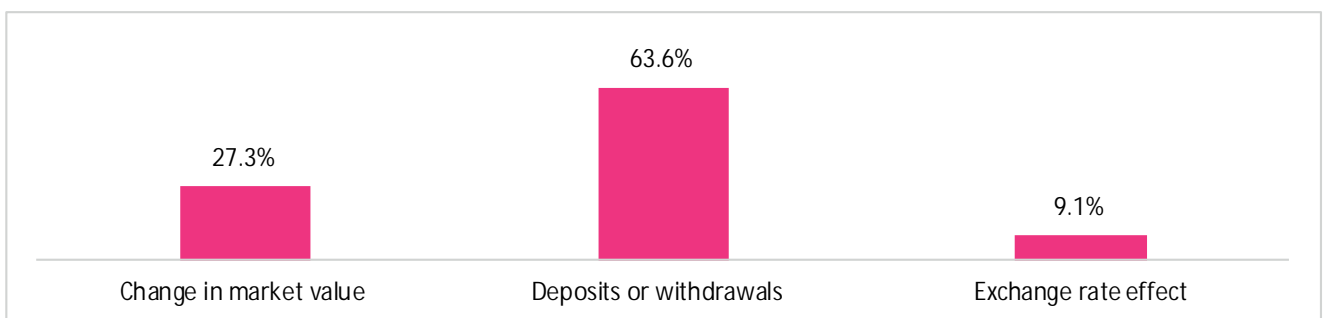
Banks with 50 to 199 employees



Banks with 1 to 49 employees



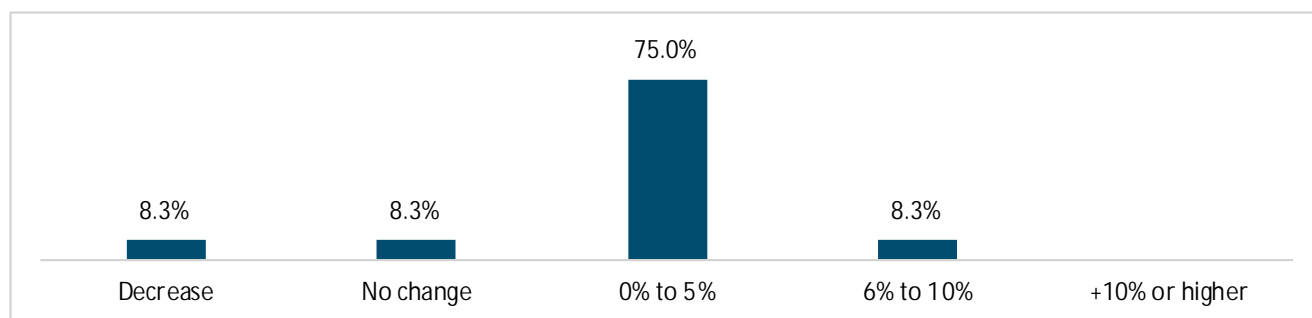
Independent asset managers (all categories)



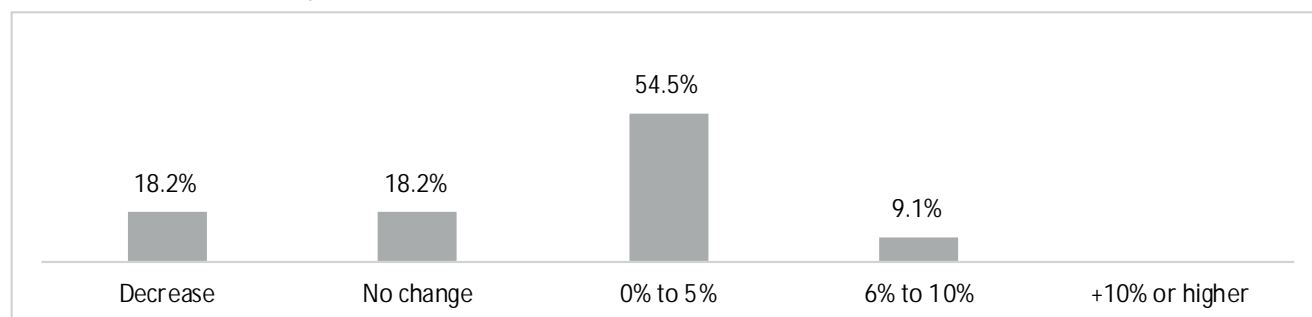
■ Questions specific to wealth management and institutional asset management

10a. Wealth management: overall change in net deposits, 30.6.2018 vs. 31.12.2017

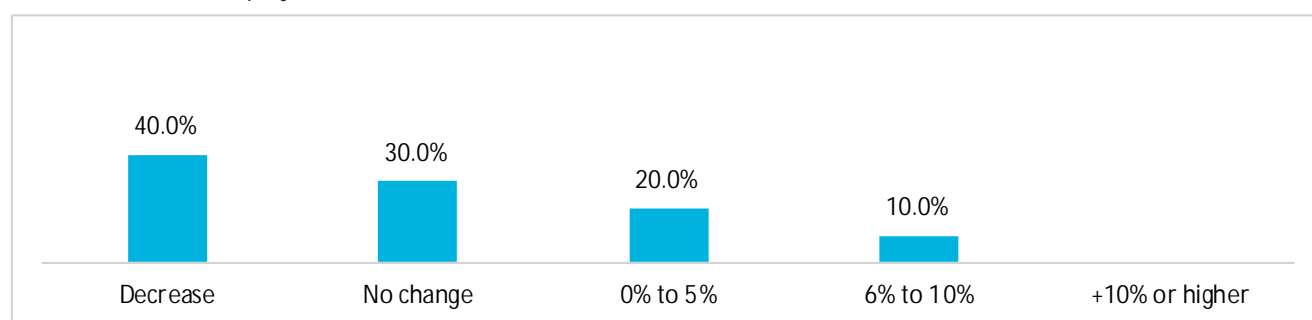
Banks with 200 or more employees



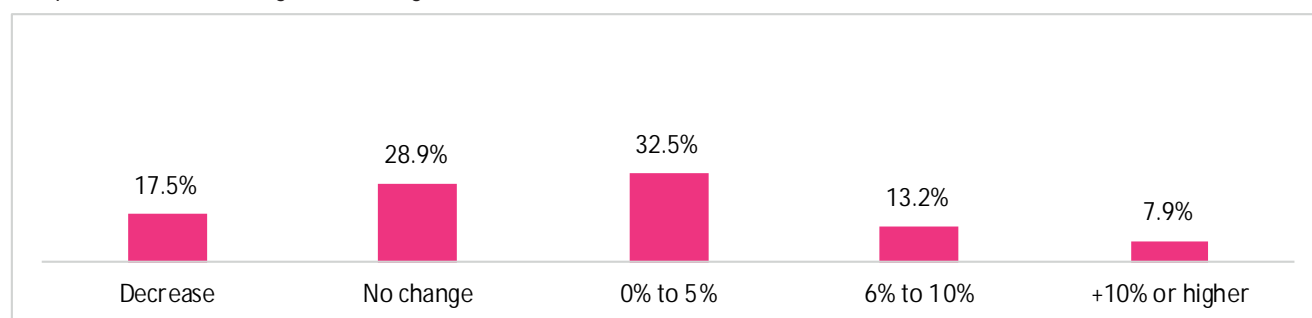
Banks with 50 to 199 employees



Banks with 1 to 49 employees



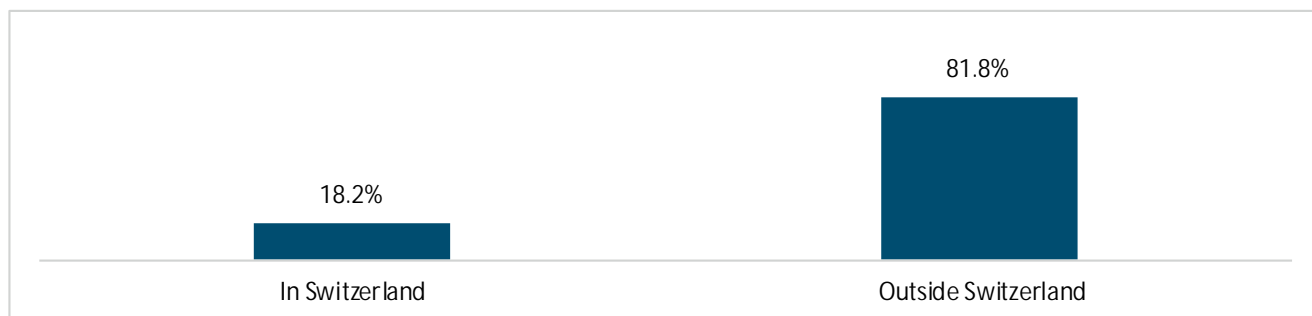
Independent asset managers (all categories)



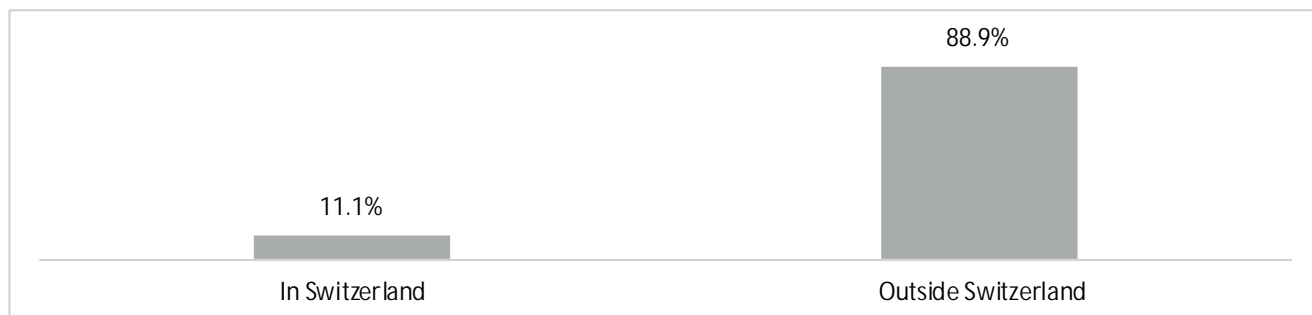
■ Questions specific to wealth management and institutional asset management

10b. Wealth management: this change in assets was due primarily to clients residing

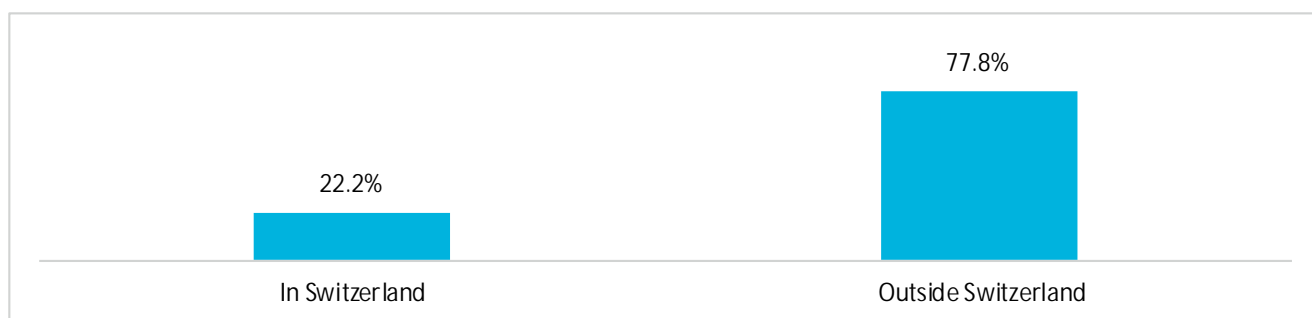
Banks with 200 or more employees



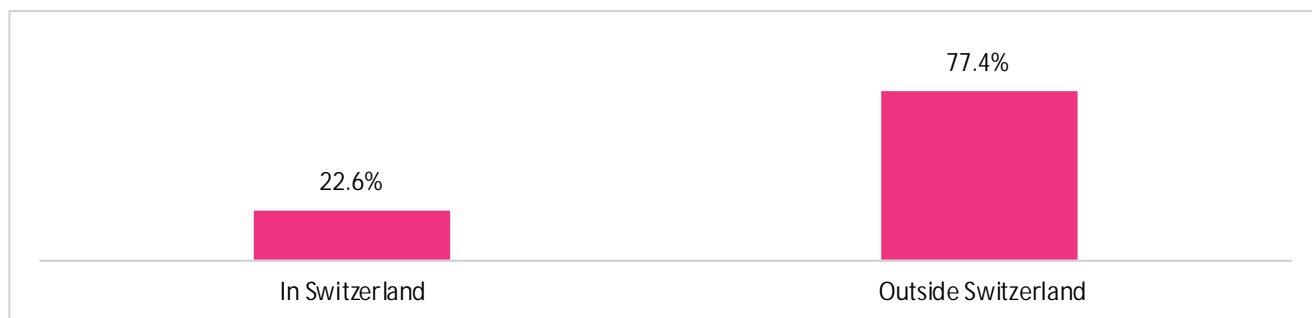
Banks with 50 to 199 employees



Banks with 1 to 49 employees



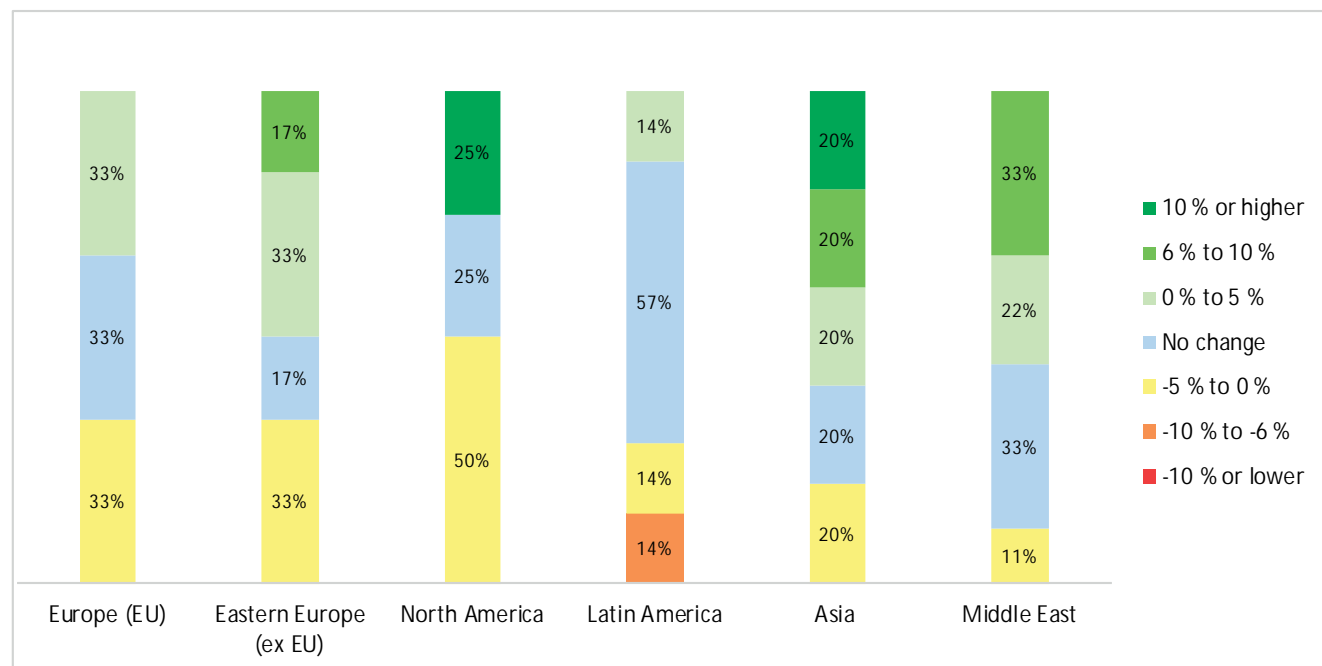
Independent asset managers (all categories)



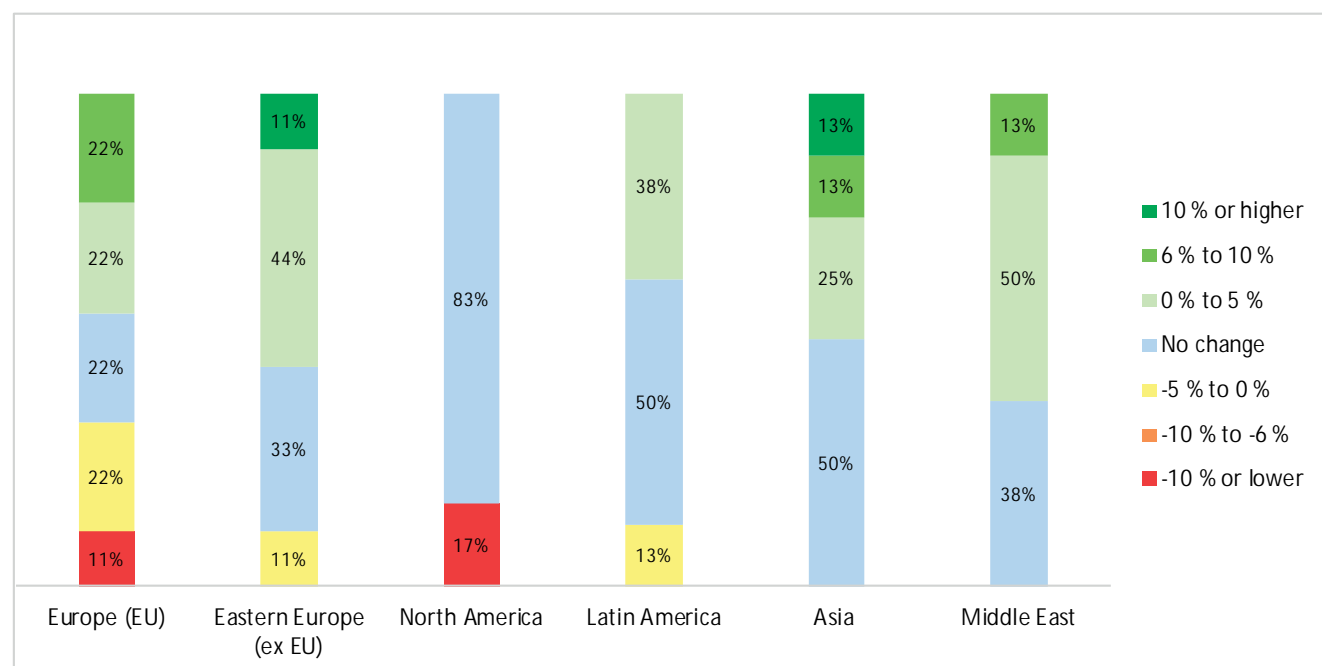
■ Questions specific to wealth management and institutional asset management

10c. Wealth management: change in net deposits from outside Switzerland, by geographic area

Banks with 200 or more employees



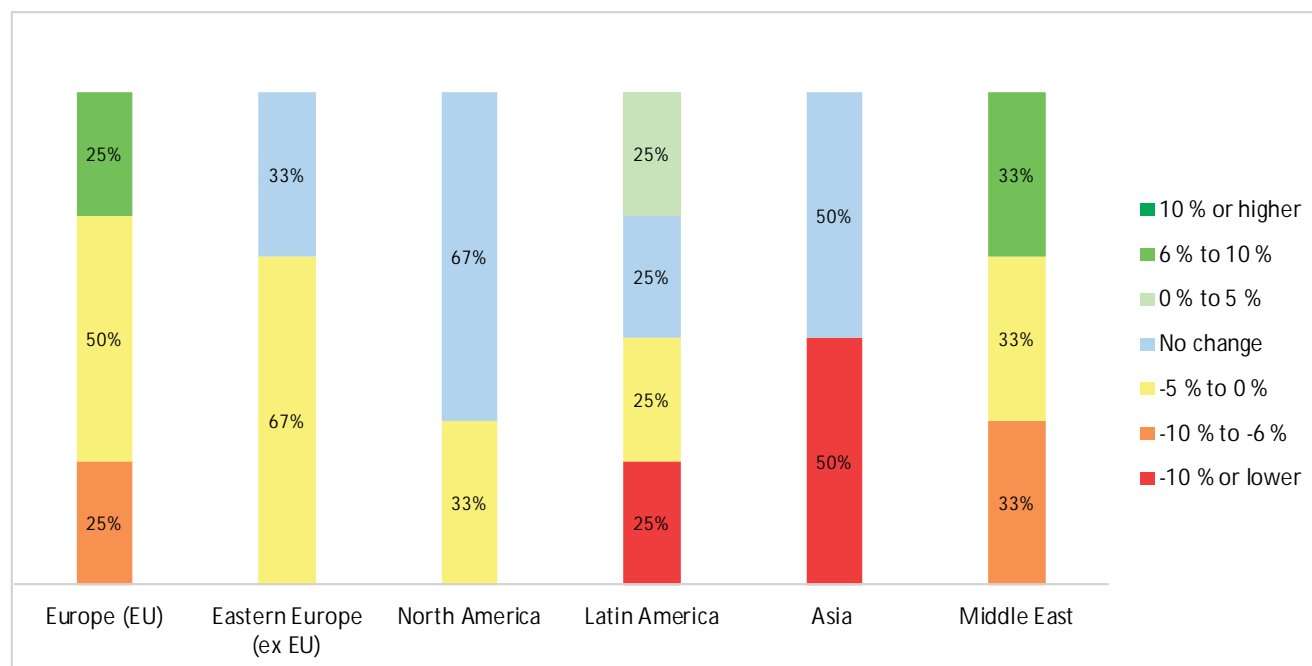
Banks with 50 to 199 employees



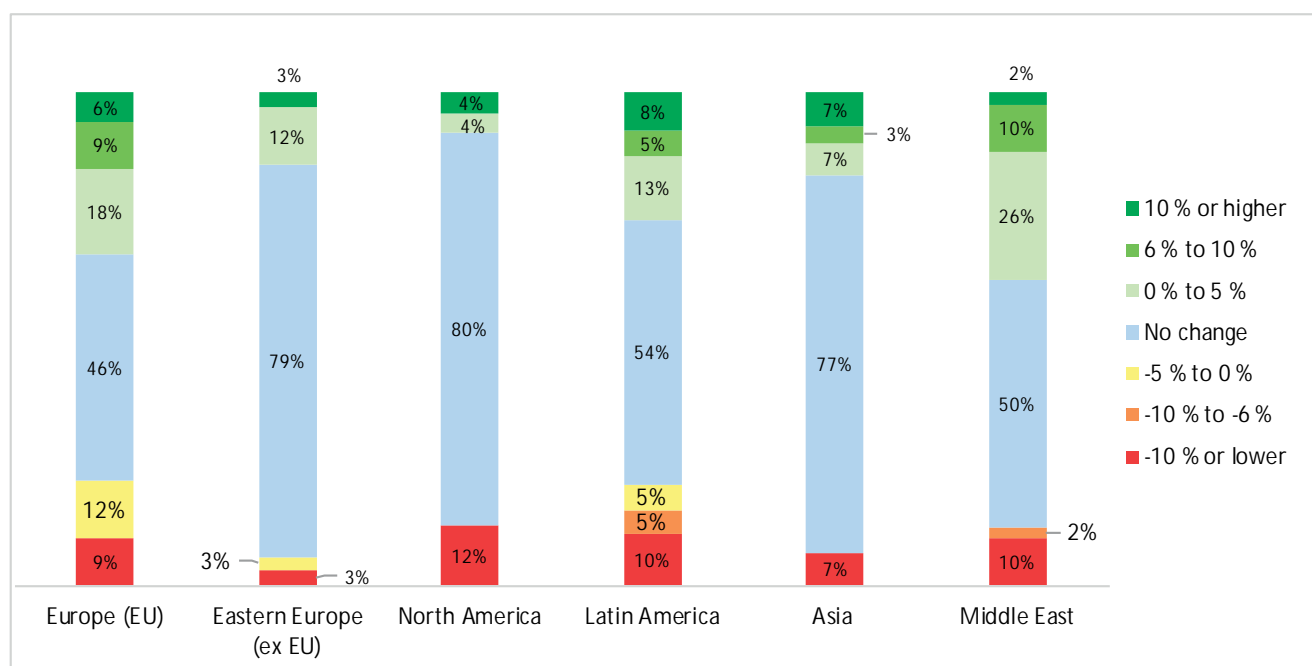
■ Questions specific to wealth management and institutional asset management

10c. Wealth management: change in net deposits from outside Switzerland, by geographic area

Banks with 1 to 49 employees



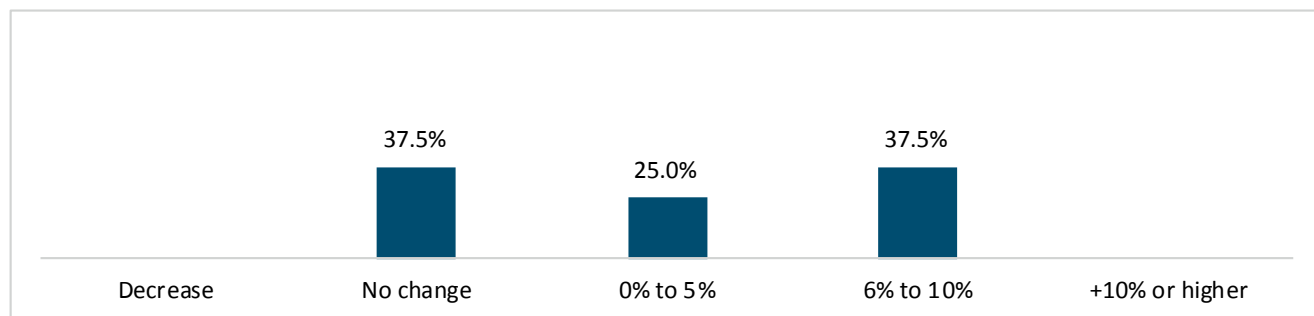
Independent asset managers (all categories)



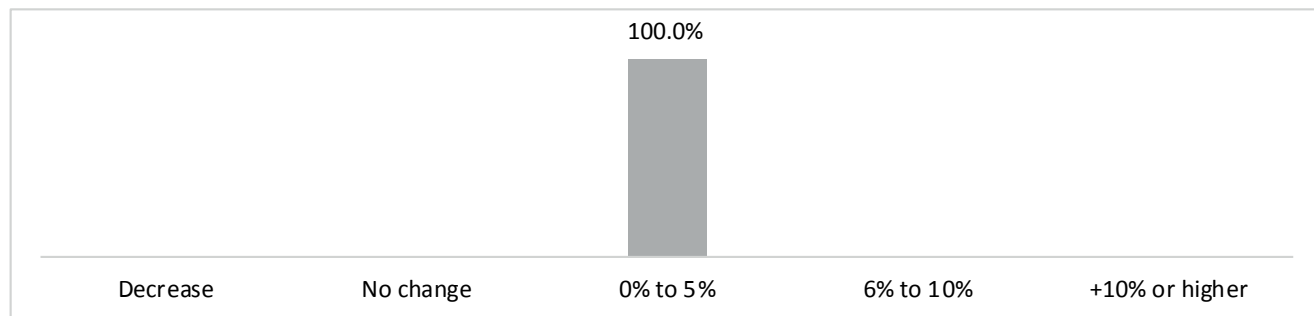
■ Questions specific to wealth management and institutional asset management

11a. Institutional asset management: overall change in net deposits, 30.6.2018 vs. 31.12.2017

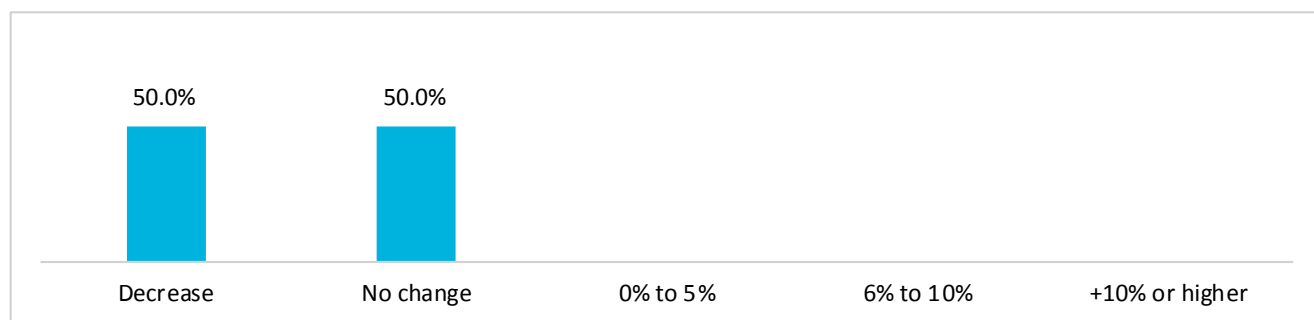
Banks with 200 or more employees



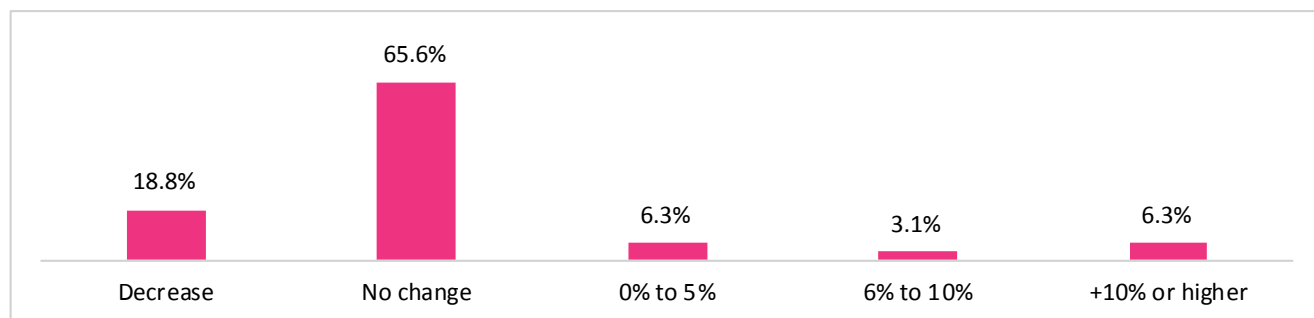
Banks with 50 to 199 employees



Banks with 1 to 49 employees



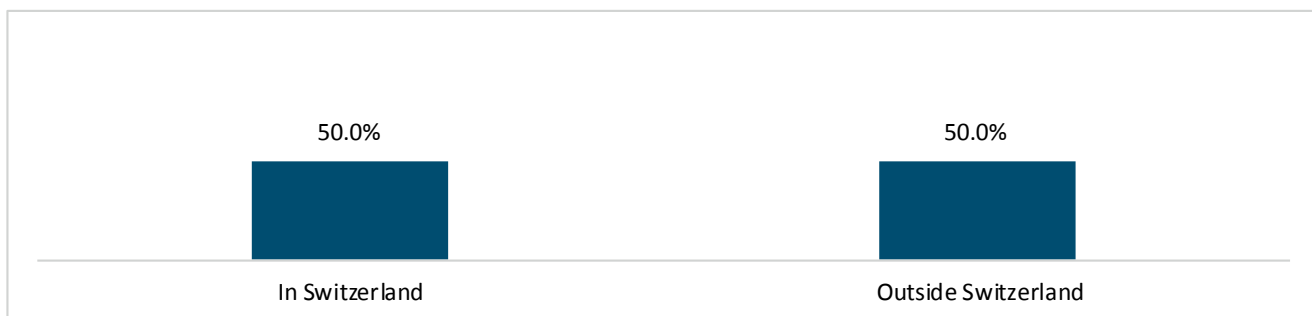
Independent asset managers (all categories)



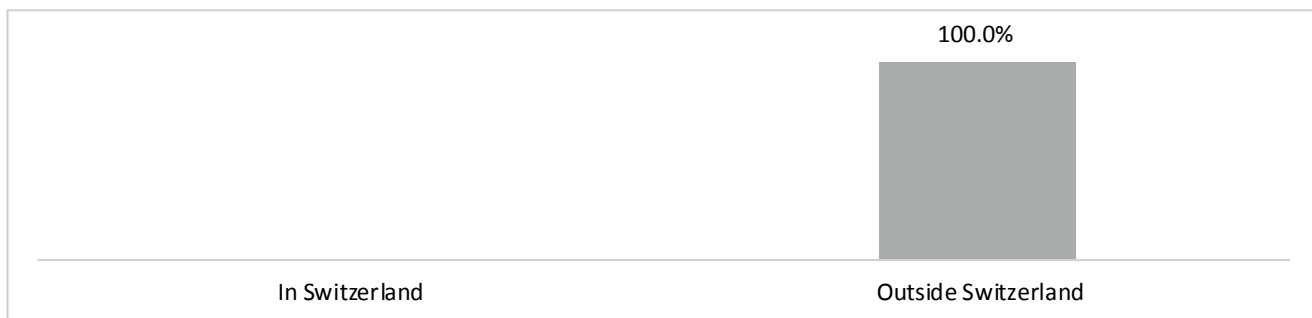
■ Questions specific to wealth management and institutional asset management

11b. Institutional asset management: this change in assets was due primarily to clients residing

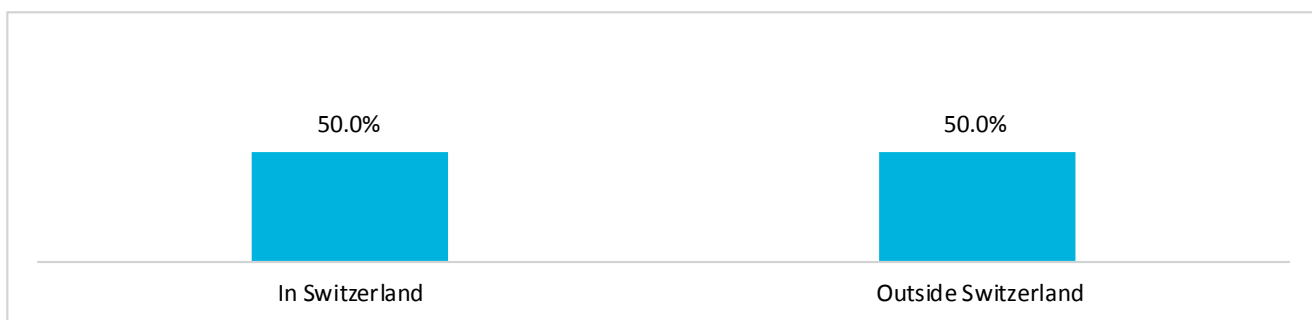
Banks with 200 or more employees



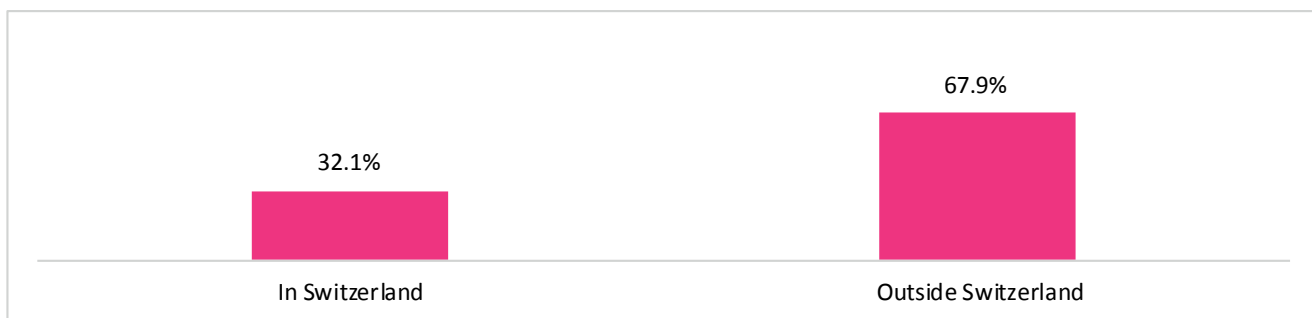
Banks with 50 to 199 employees



Banks with 1 to 49 employees



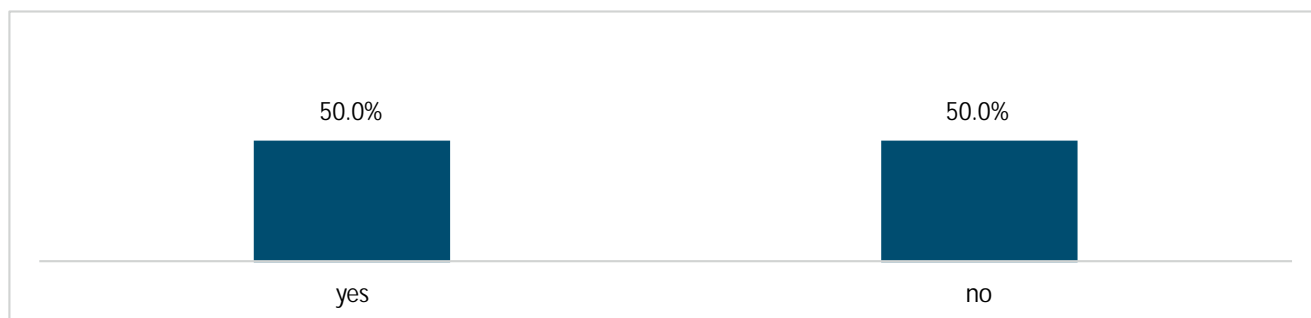
Independent asset managers (all categories)



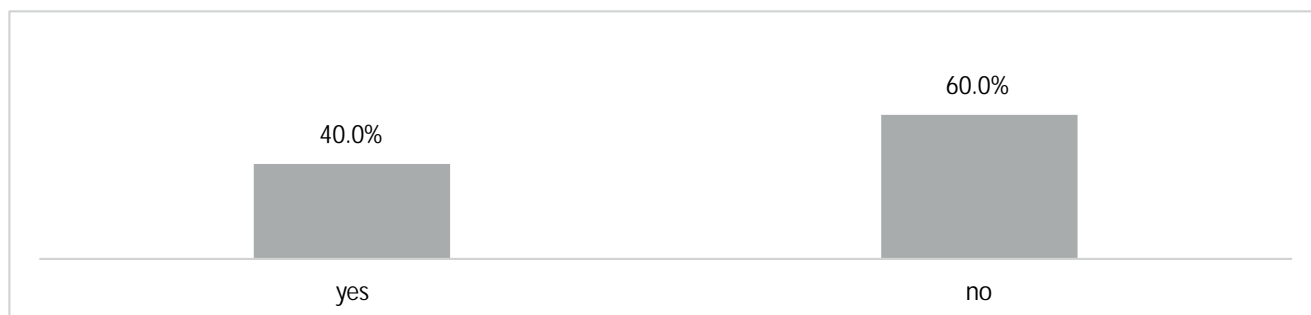
■ Questions specific to wealth management and institutional asset management

12a. Would your business model change significantly if Switzerland did not obtain facilitated access to European markets?

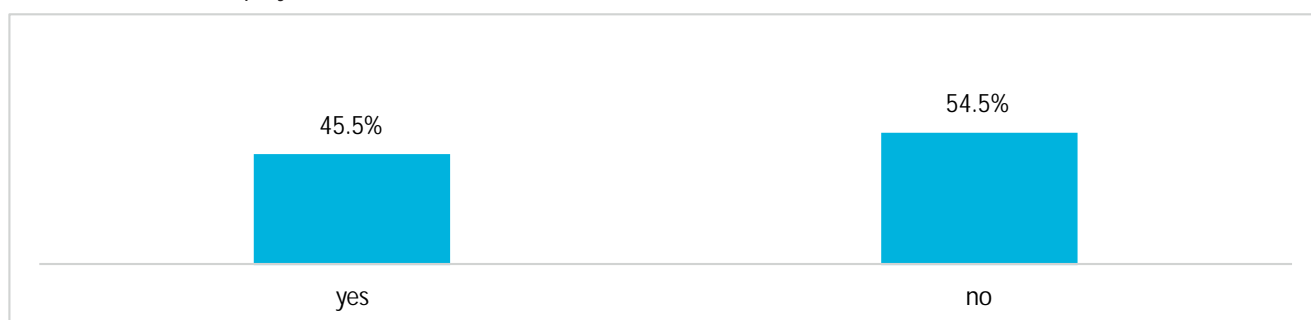
Banks with 200 or more employees



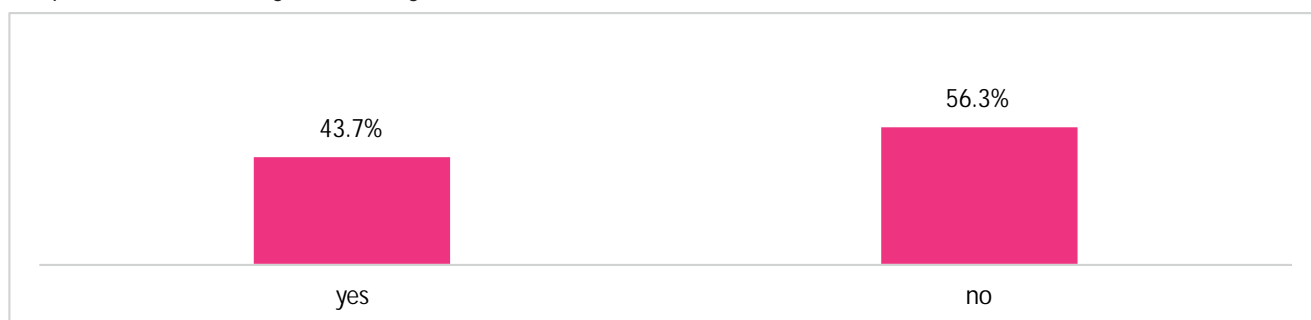
Banks with 50 to 199 employees



Banks with 1 to 49 employees



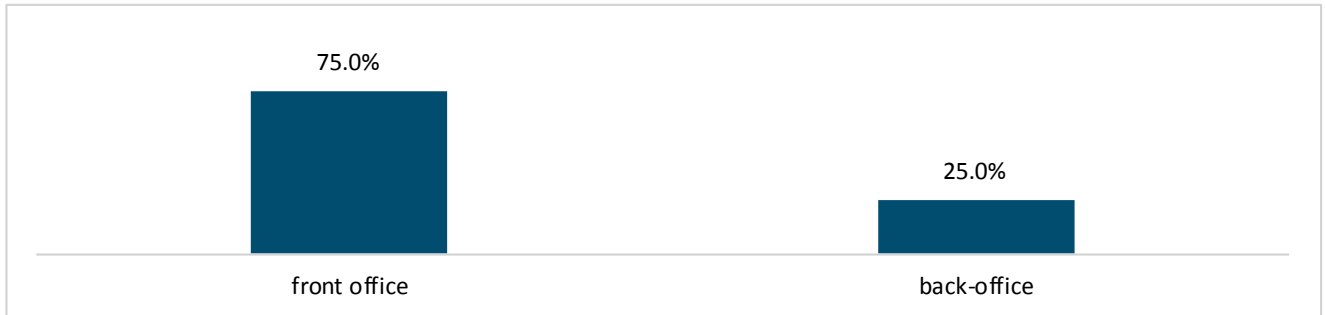
Independent asset managers (all categories)



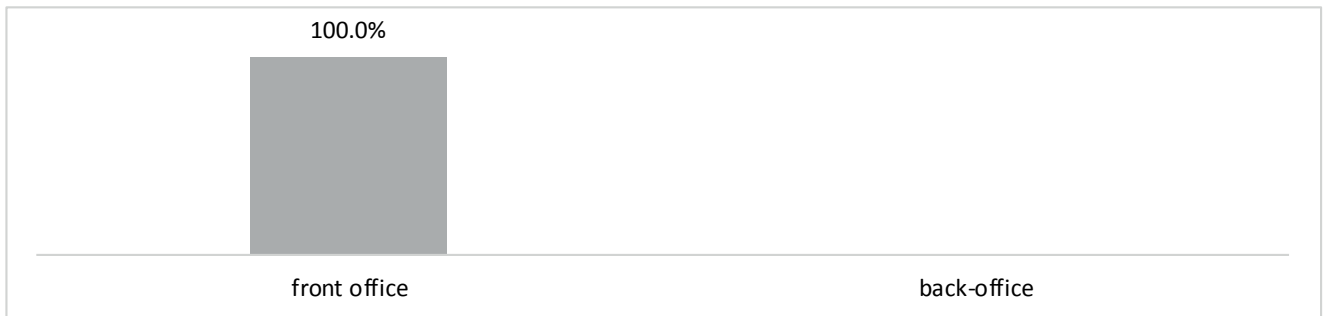
■ Questions specific to wealth management and institutional asset management

12b. If yes, which area of your company would this affect most?

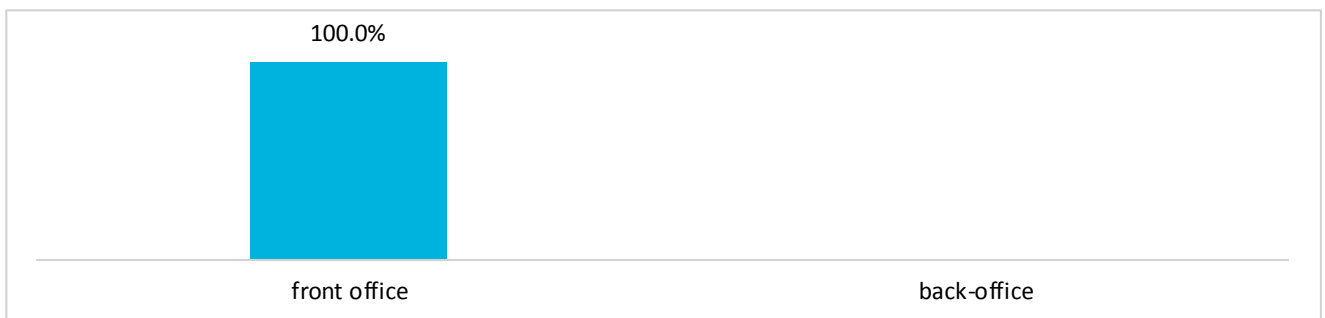
Banks with 200 or more employees



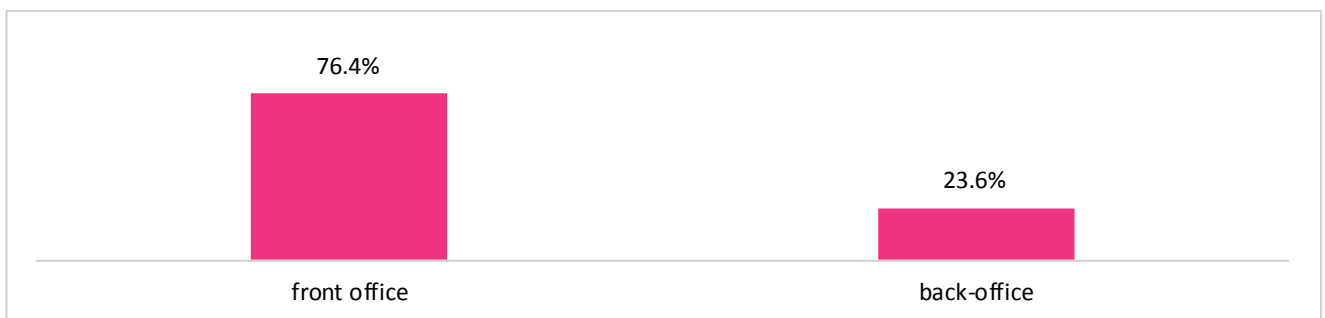
Banks with 50 to 199 employees



Banks with 1 to 49 employees



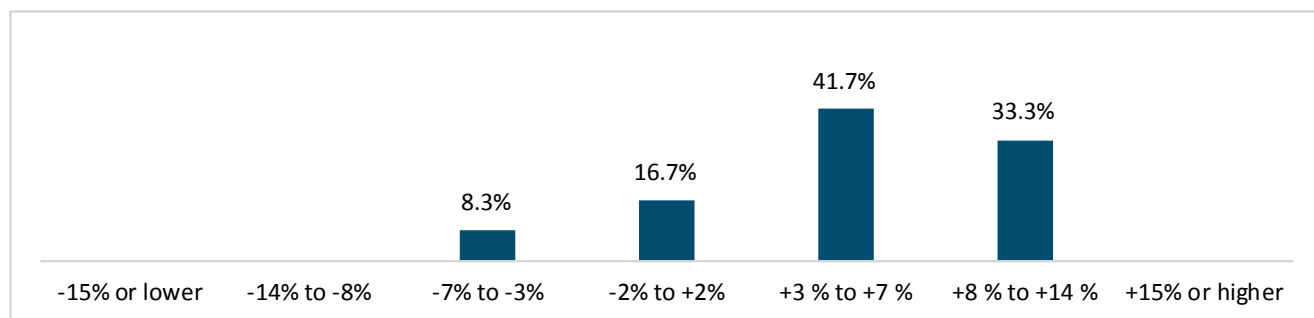
Independent asset managers (all categories)



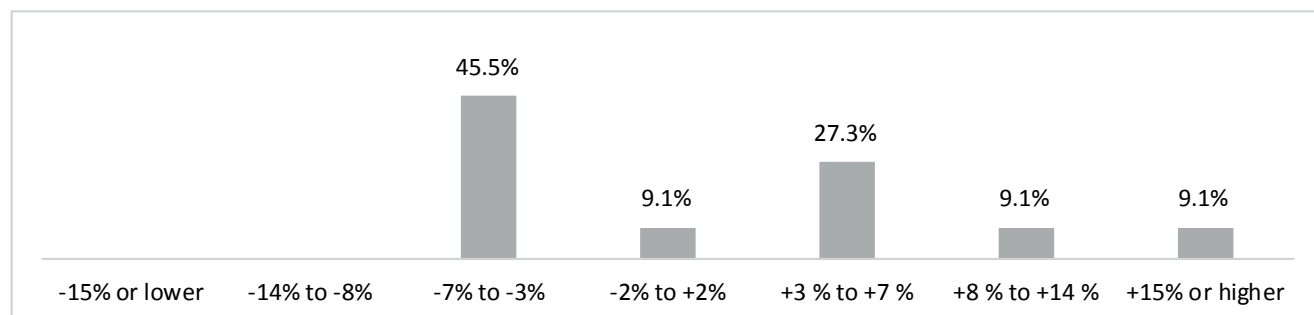
■ Outlook for 2018 full year vs. 2017

13. Expected change in operating income (EBIT)

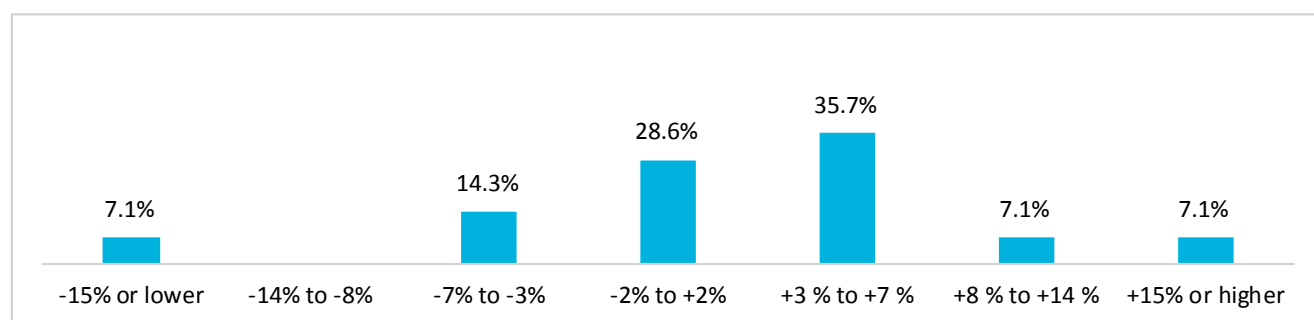
Banks with 200 or more employees



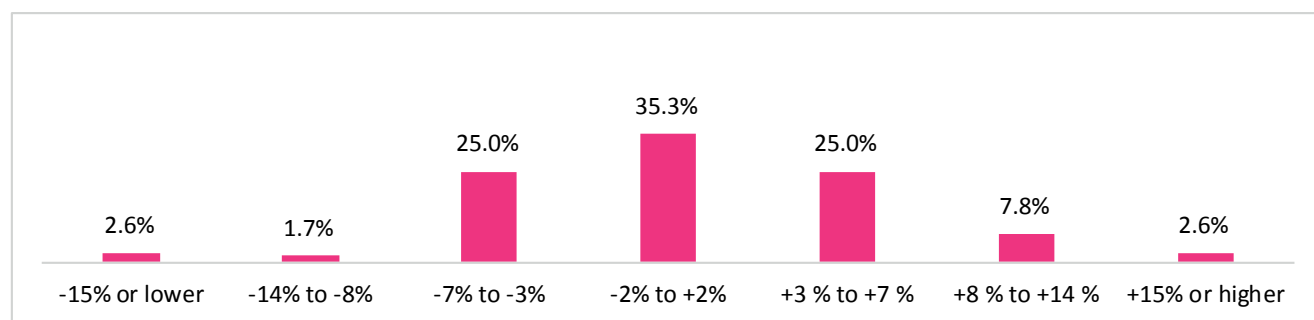
Banks with 50 to 199 employees



Banks with 1 to 49 employees



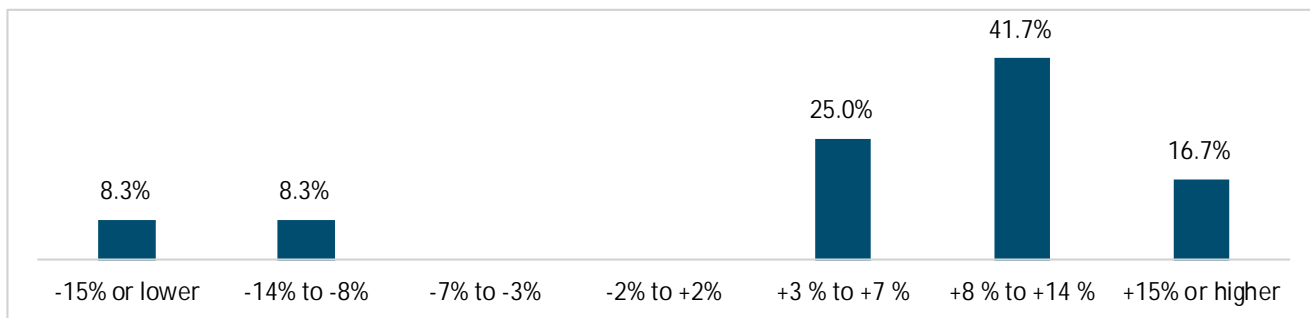
Independent asset managers (all categories)



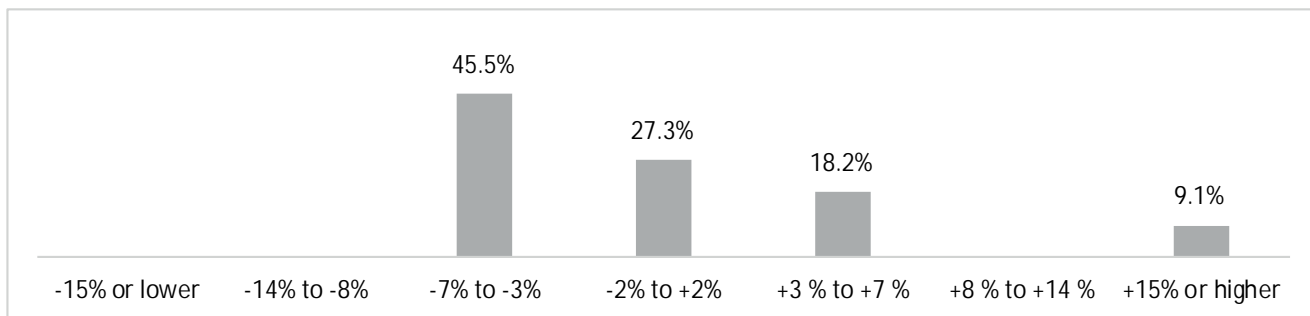
■ Outlook for 2018 full year vs. 2017

14. Expected change in net profit

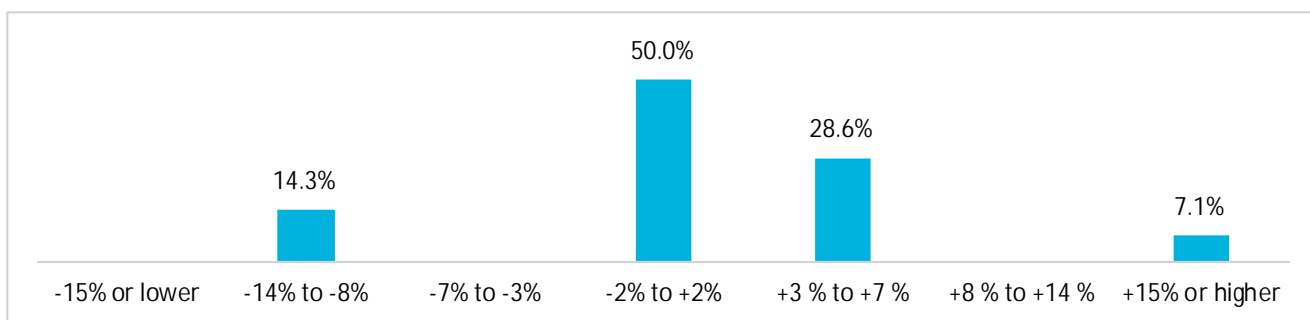
Banks with 200 or more employees



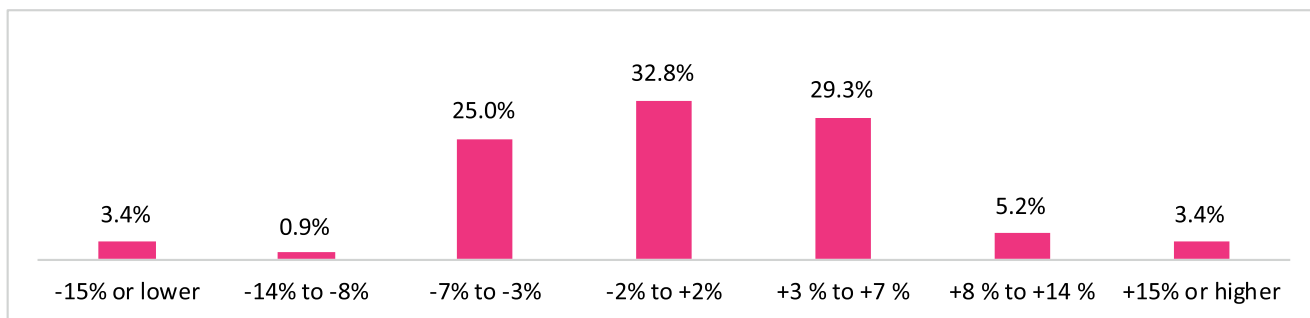
Banks with 50 to 199 employees



Banks with 1 to 49 employees



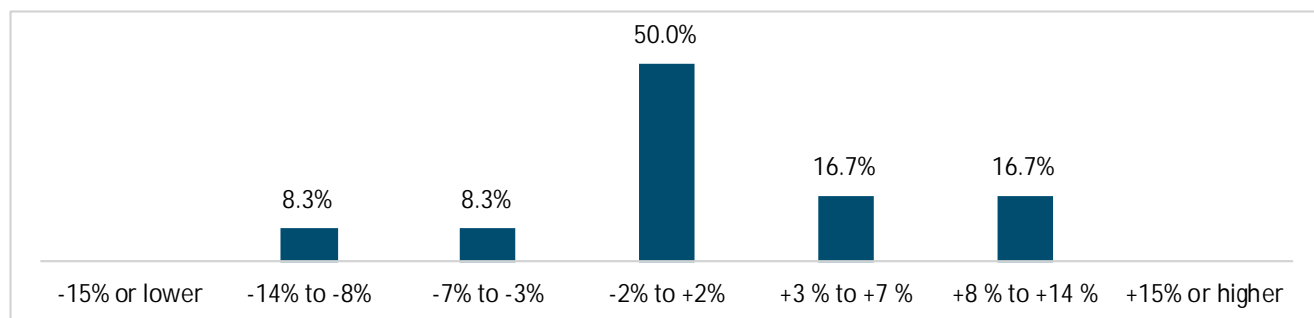
Independent asset managers (all categories)



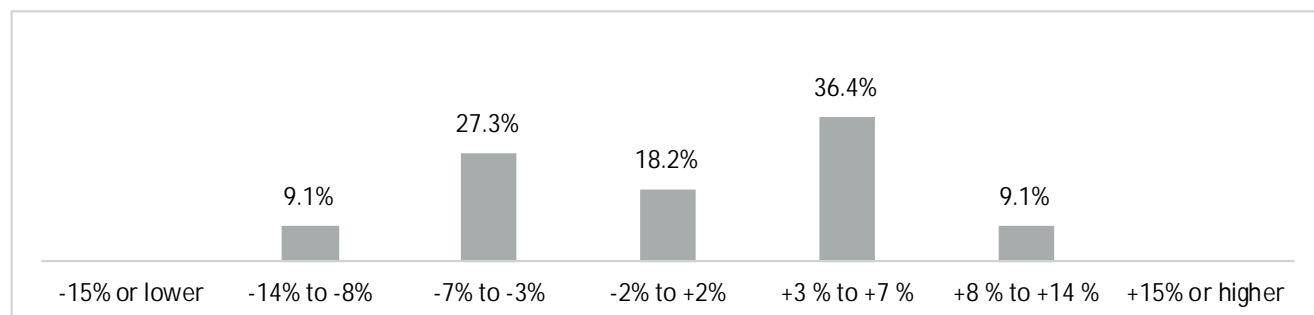
■ Outlook for 2018 full year vs. 2017

15a. Expected change in labour costs (excluding non-wage costs)

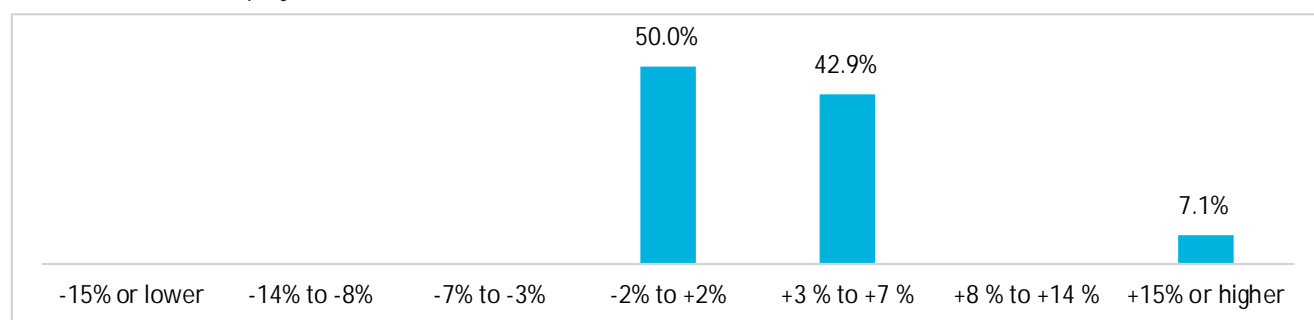
Banks with 200 or more employees



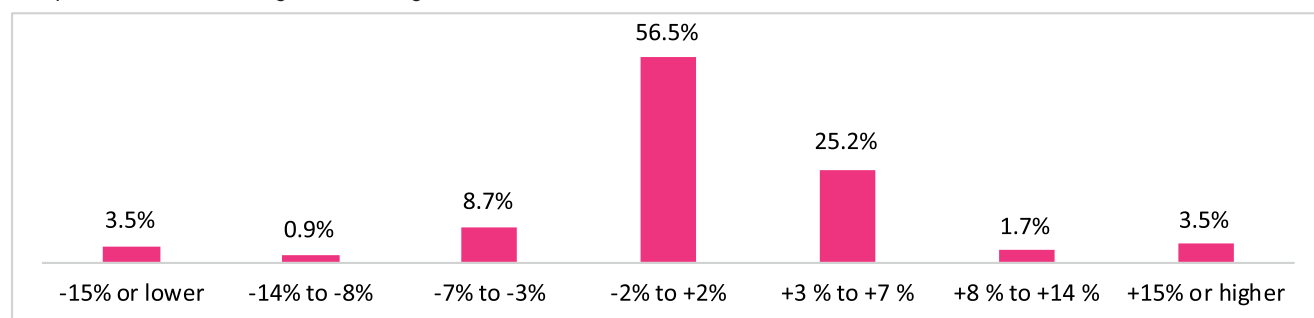
Banks with 50 to 199 employees



Banks with 1 to 49 employees



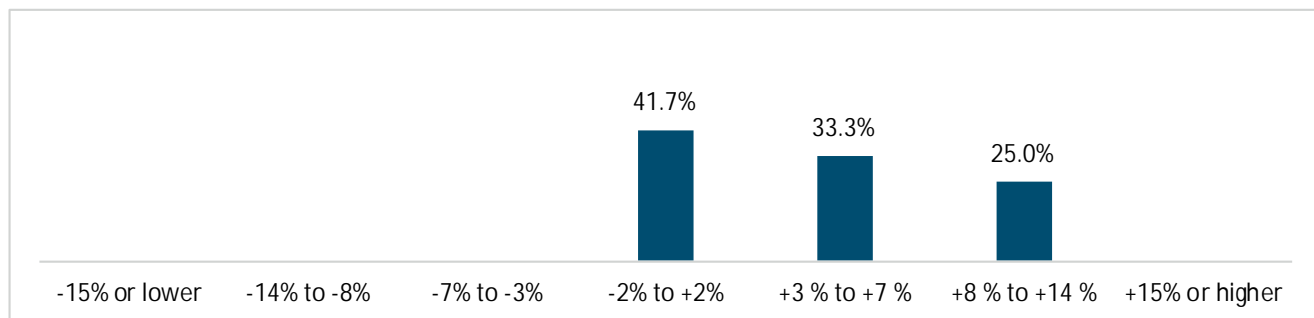
Independent asset managers (all categories)



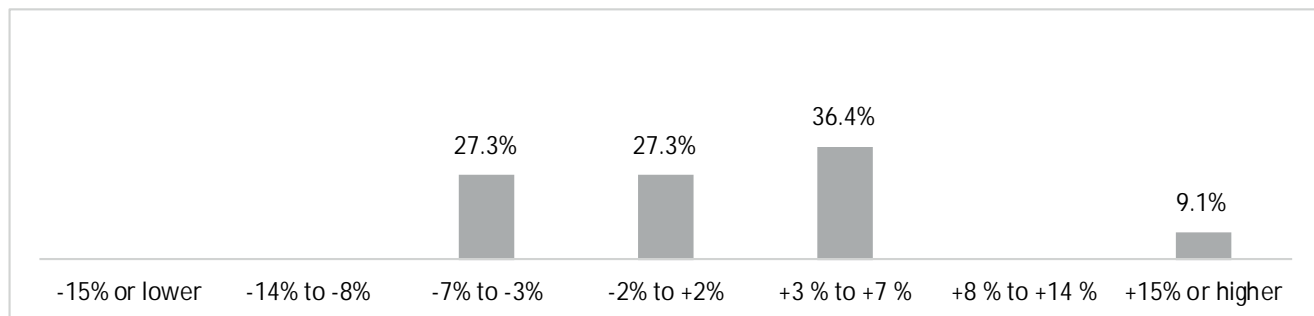
■ Outlook for 2018 full year vs. 2017

15b. Expected change in non-wage costs

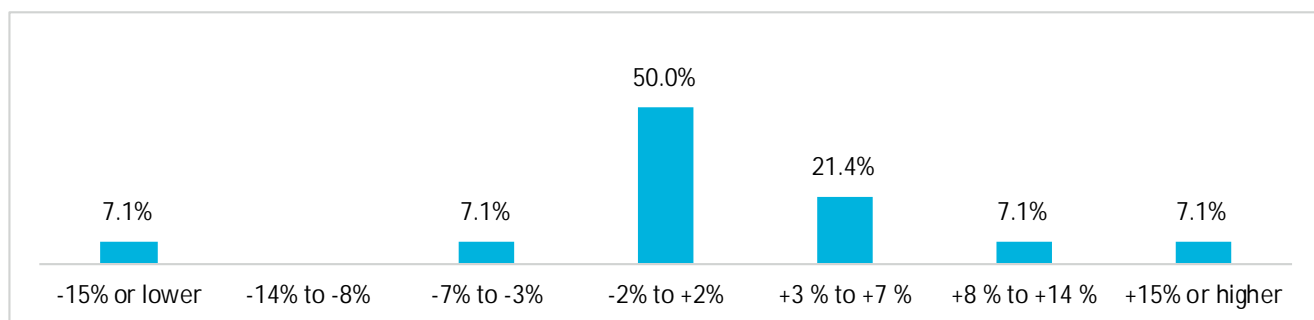
Banks with 200 or more employees



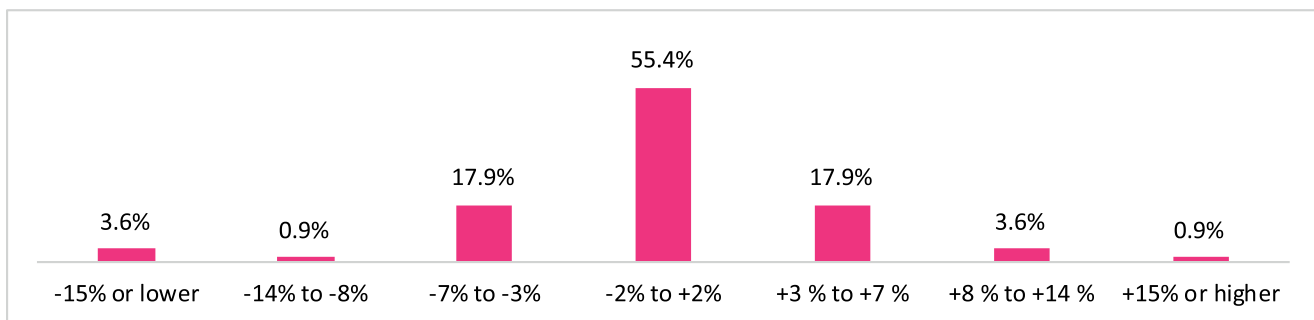
Banks with 50 to 199 employees



Banks with 1 to 49 employees



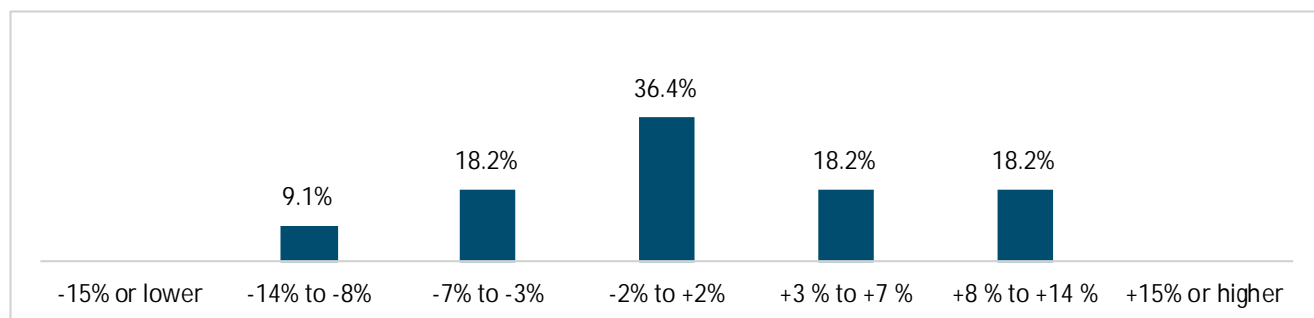
Independent asset managers (all categories)



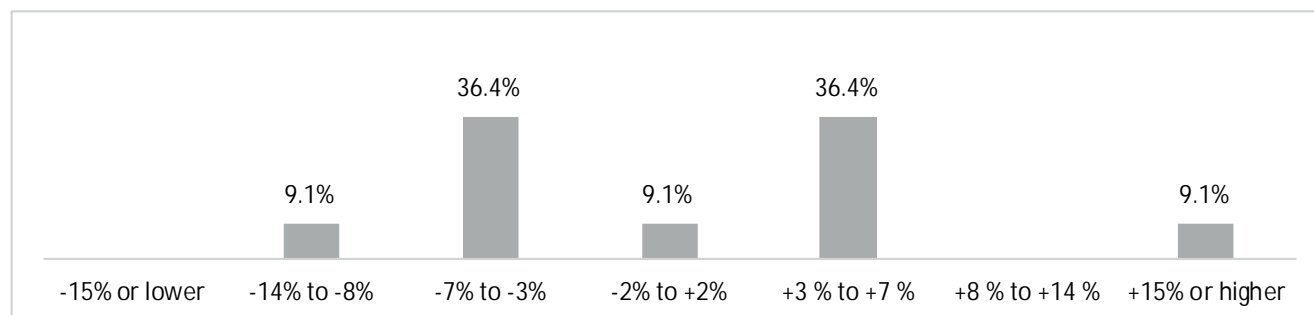
■ Outlook for 2018 full year vs. 2017

16. Expected change in general expenses (excluding wages)

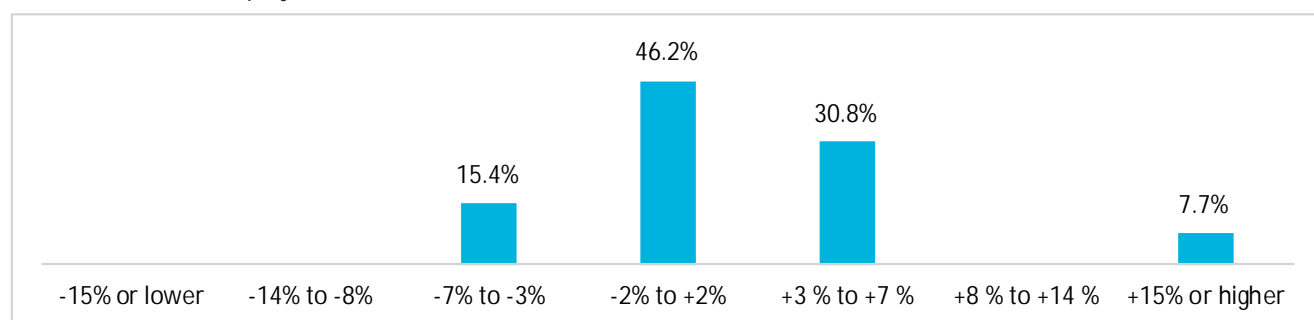
Banks with 200 or more employees



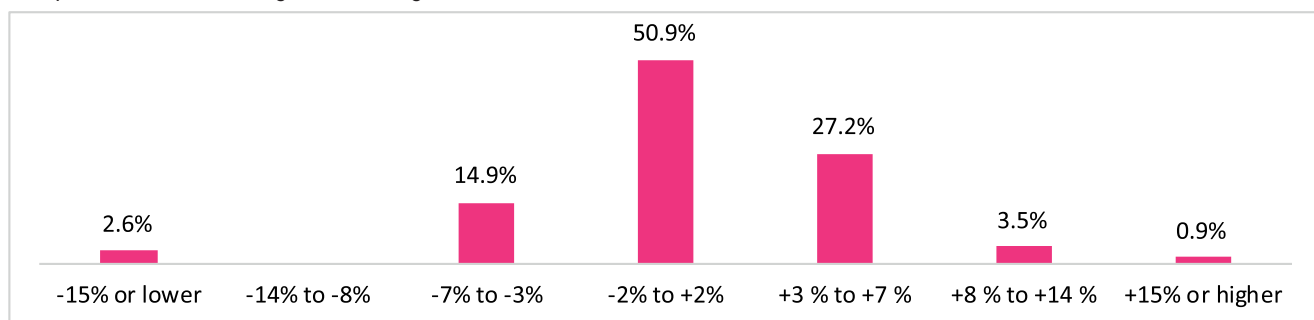
Banks with 50 to 199 employees



Banks with 1 to 49 employees



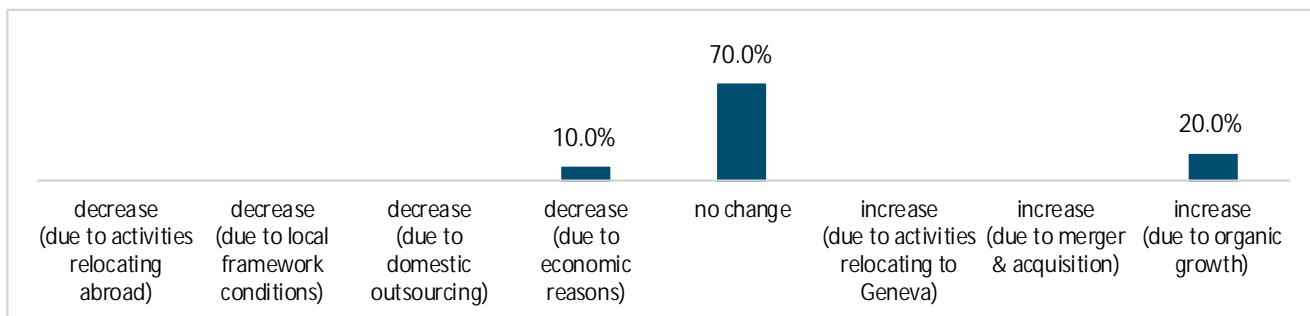
Independent asset managers (all categories)



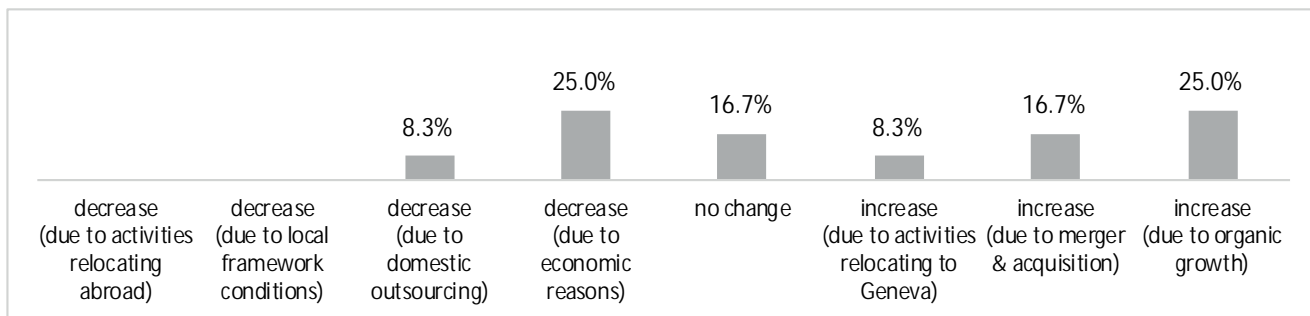
■ Outlook for 2018 full year vs. 2017

17. Expected change in number of employees

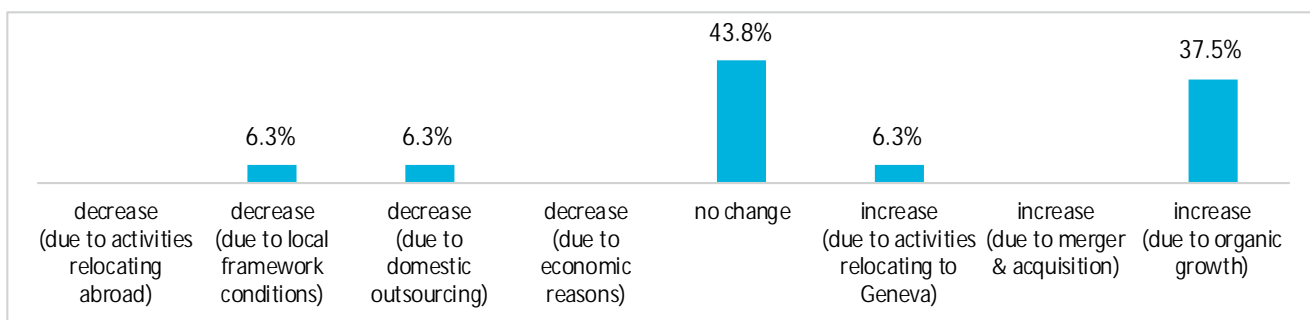
Banks with 200 or more employees



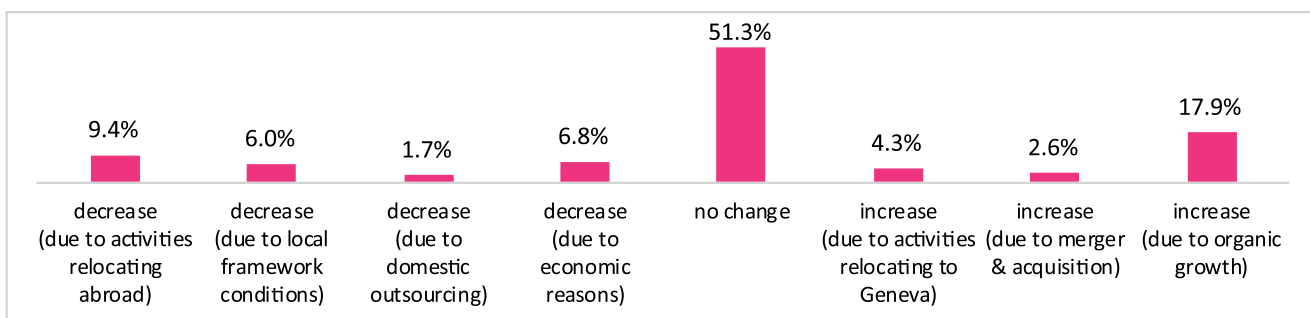
Banks with 50 to 199 employees



Banks with 1 to 49 employees



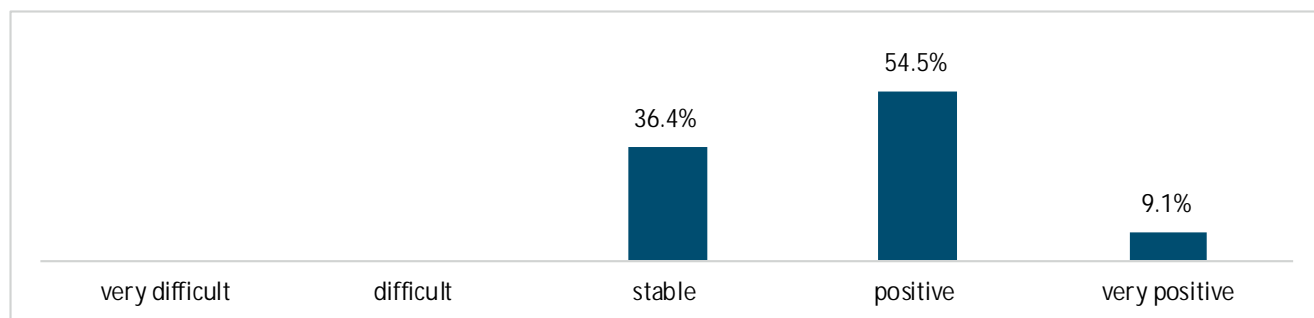
Independent asset managers (all categories)



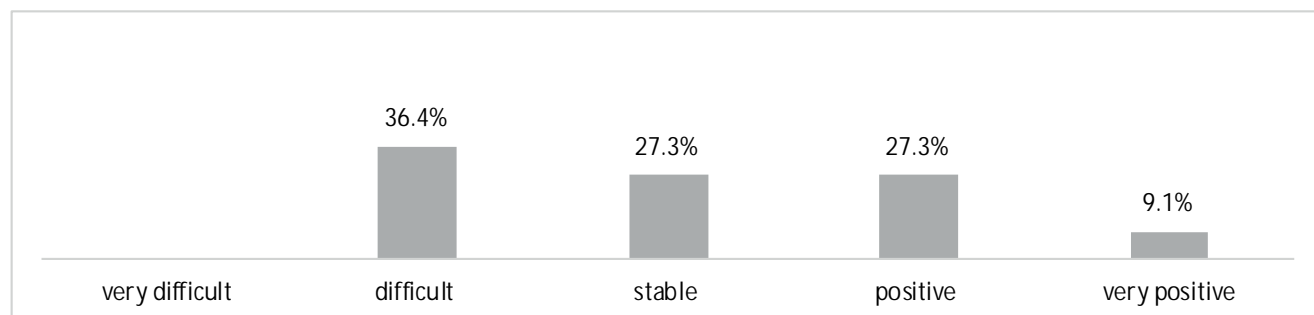
■ Outlook for 2018 full year vs. 2017

18. For your company, 2018 overall is likely to be

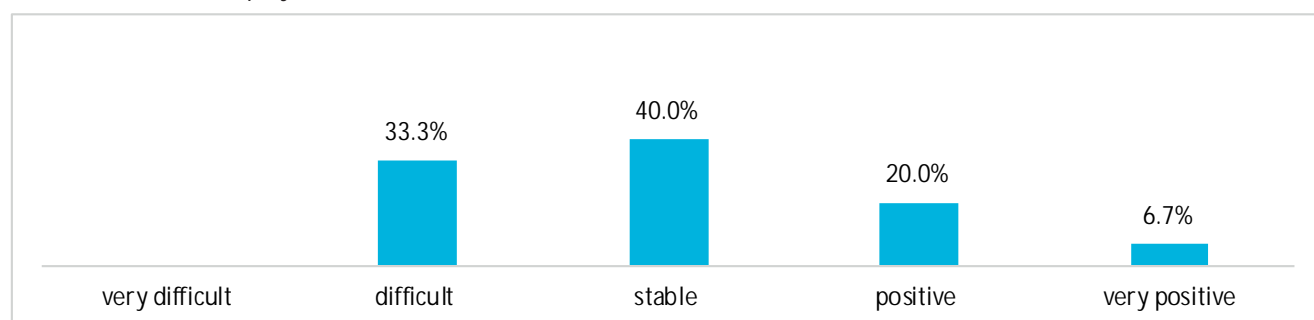
Banks with 200 or more employees



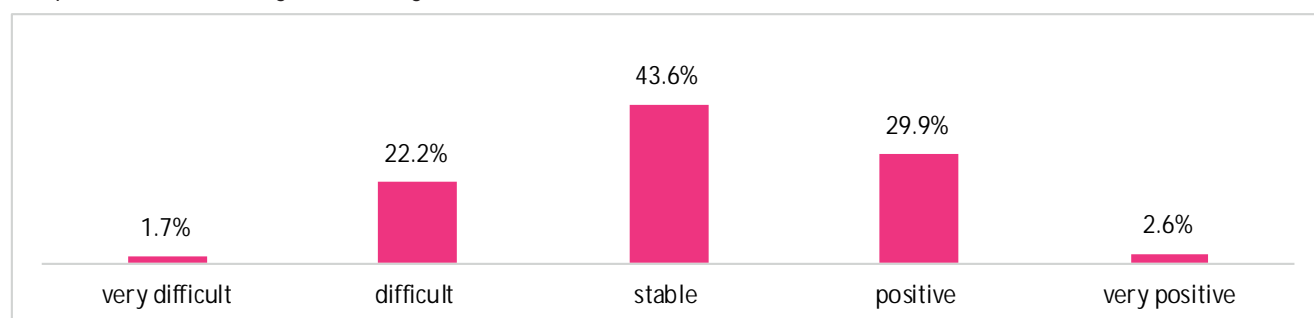
Banks with 50 to 199 employees



Banks with 1 to 49 employees



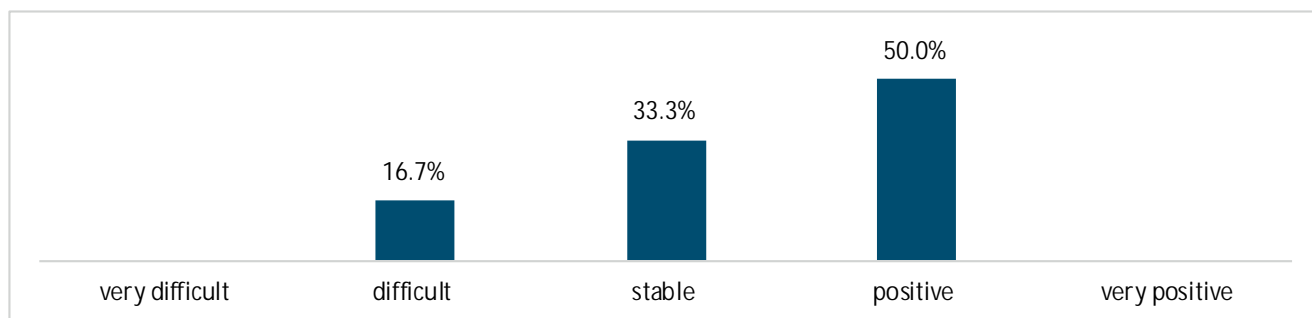
Independent asset managers (all categories)



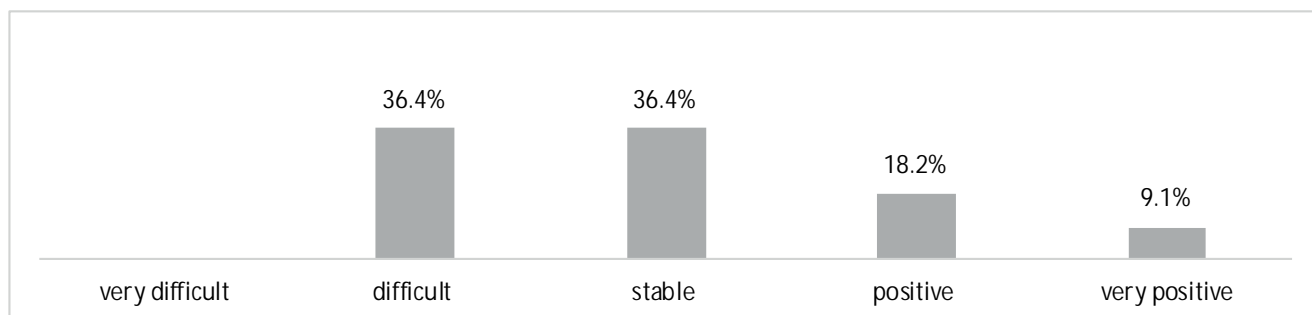
■ Outlook for 2019

19. For your company, the year 2019 is likely to be

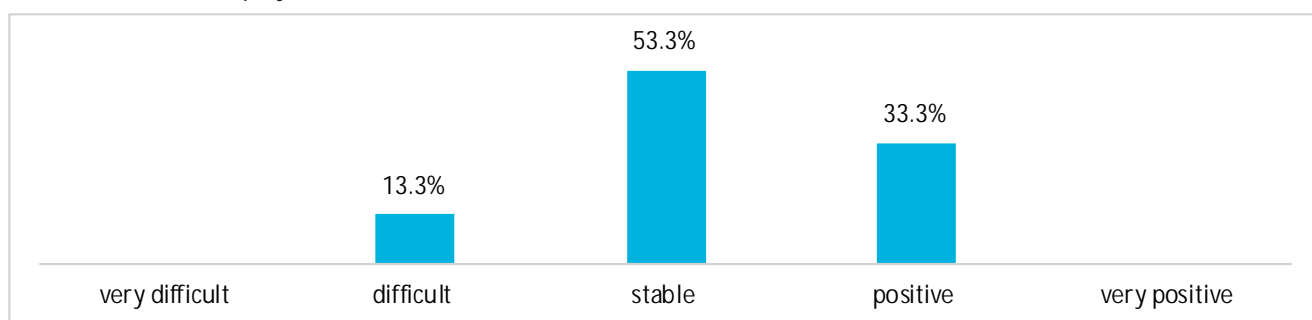
Banks with 200 or more employees



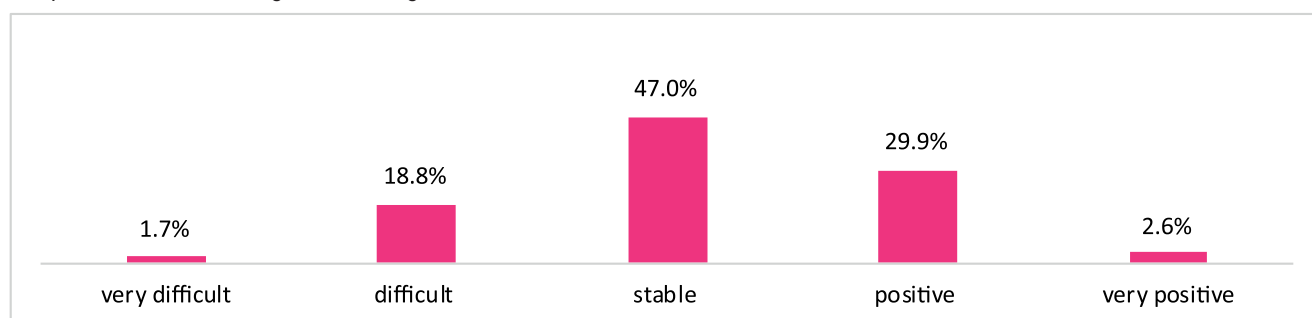
Banks with 50 to 199 employees



Banks with 1 to 49 employees



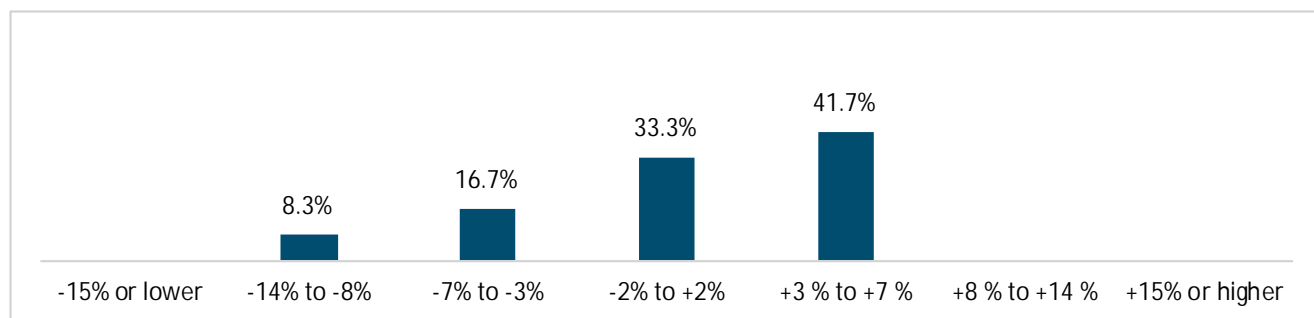
Independent asset managers (all categories)



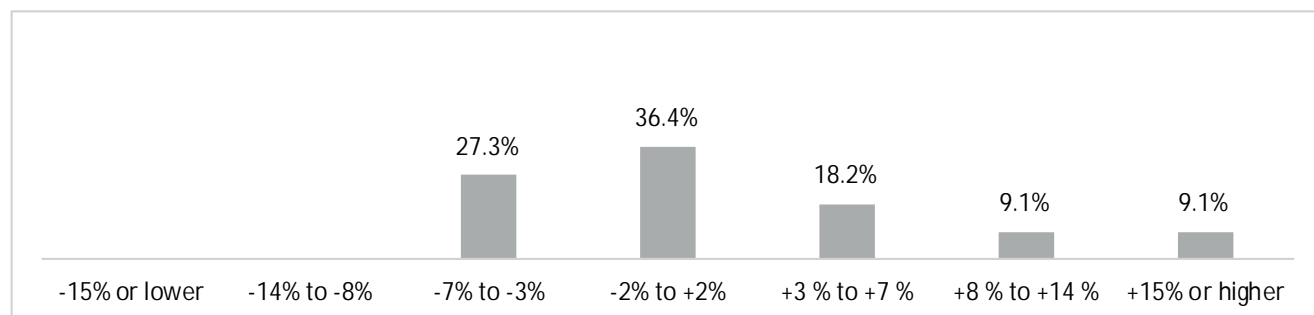
■ Outlook for 2019

20. Expected change in net profit, 2019 vs. 2018

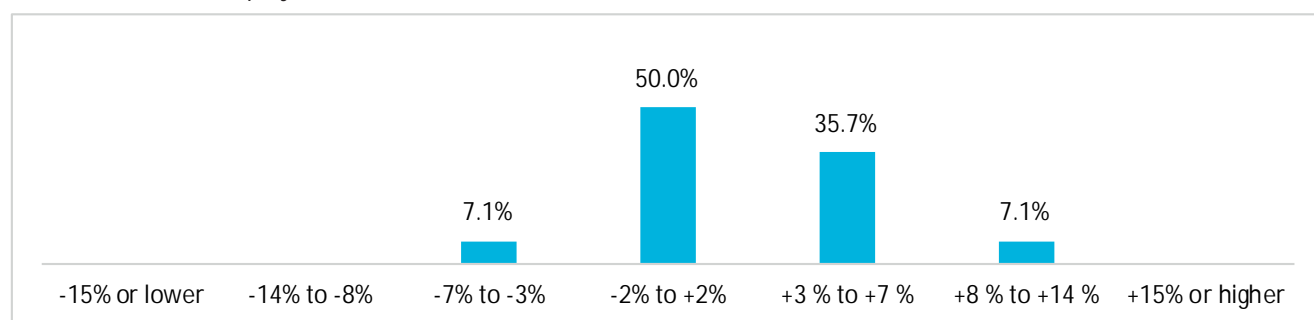
Banks with 200 or more employees



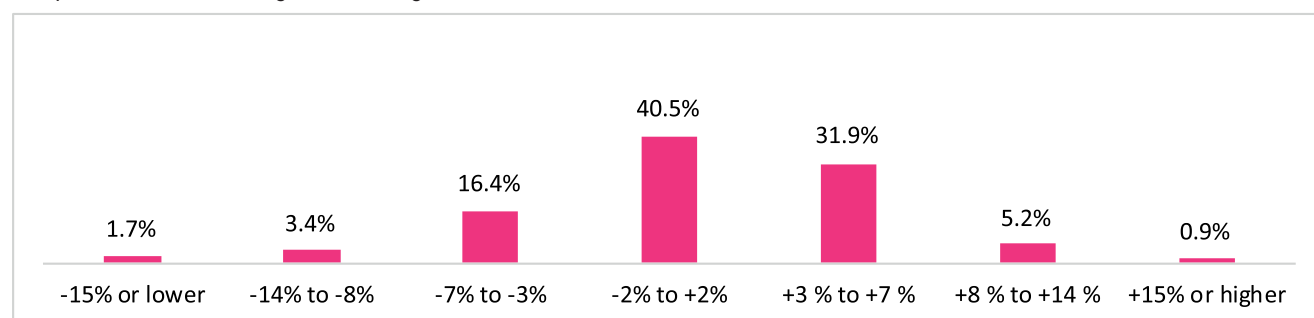
Banks with 50 to 199 employees



Banks with 1 to 49 employees



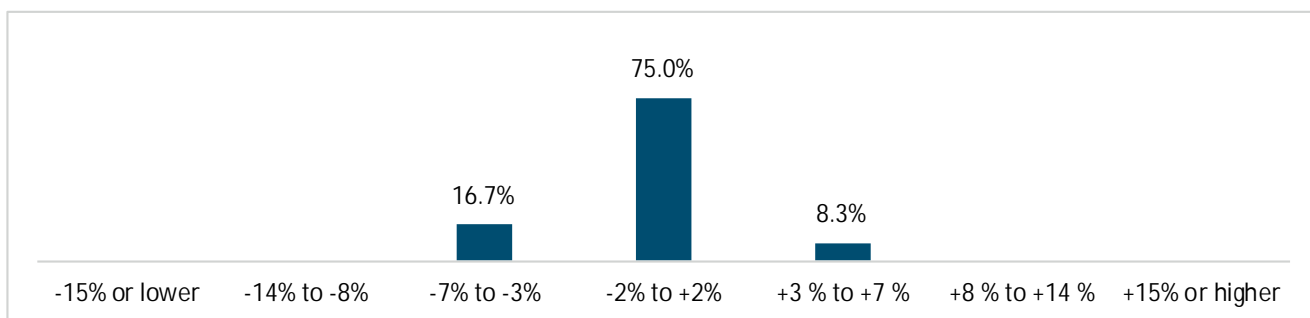
Independent asset managers (all categories)



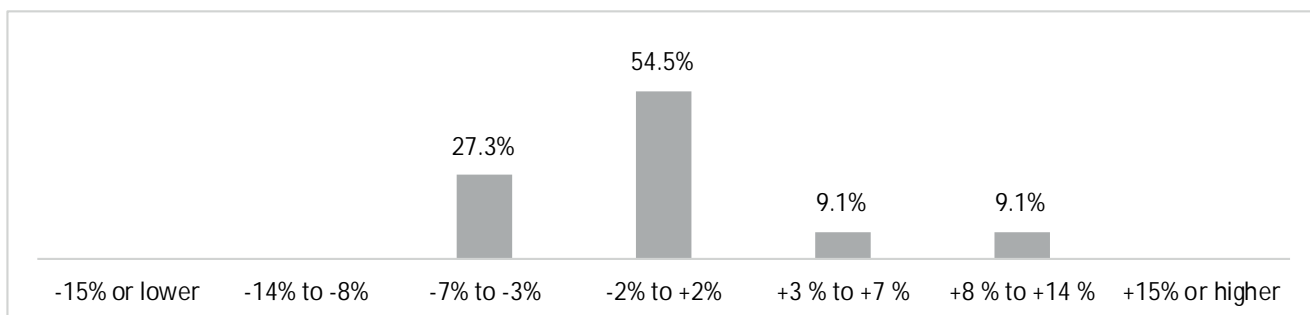
■ Outlook for 2019

21. In 2019, you expect the number of employees in Geneva to

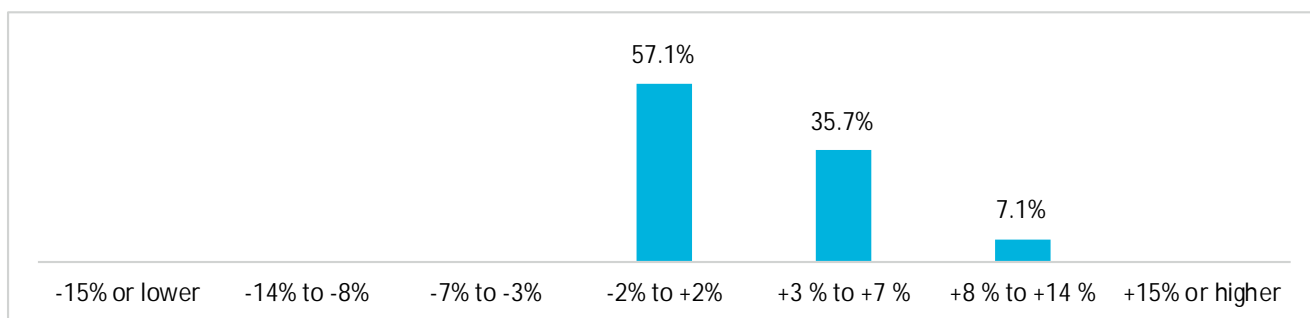
Banks with 200 or more employees



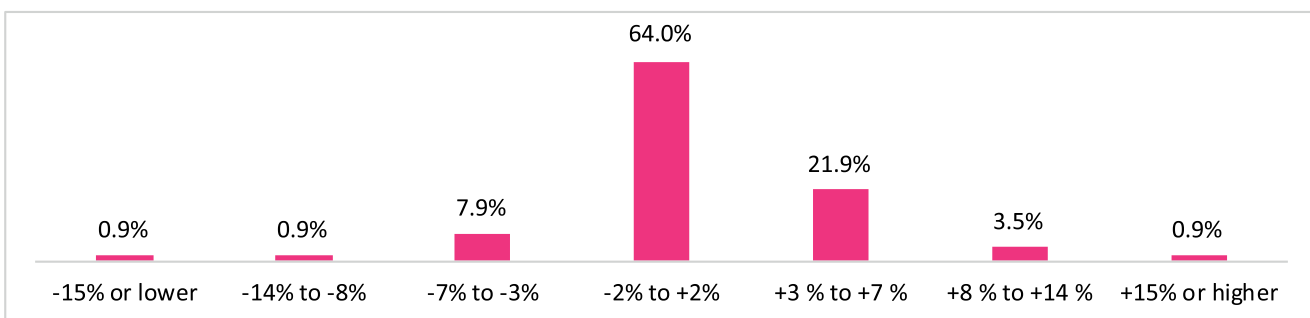
Banks with 50 to 199 employees



Banks with 1 to 49 employees



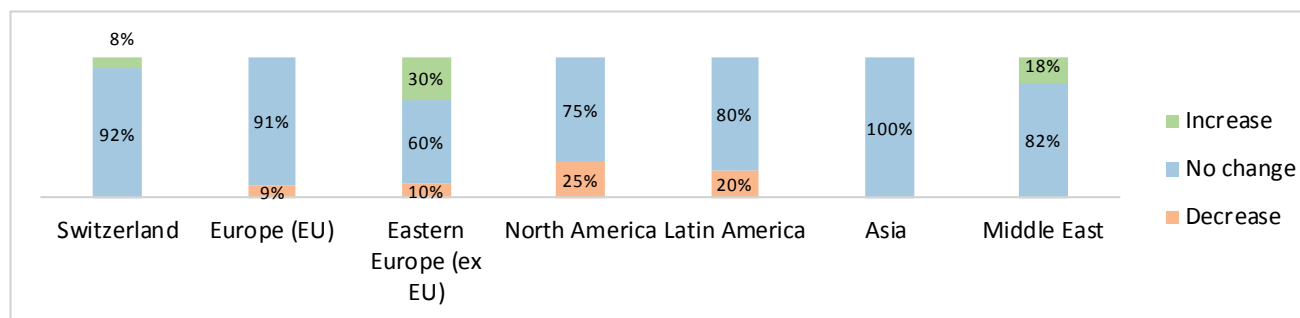
Independent asset managers (all categories)



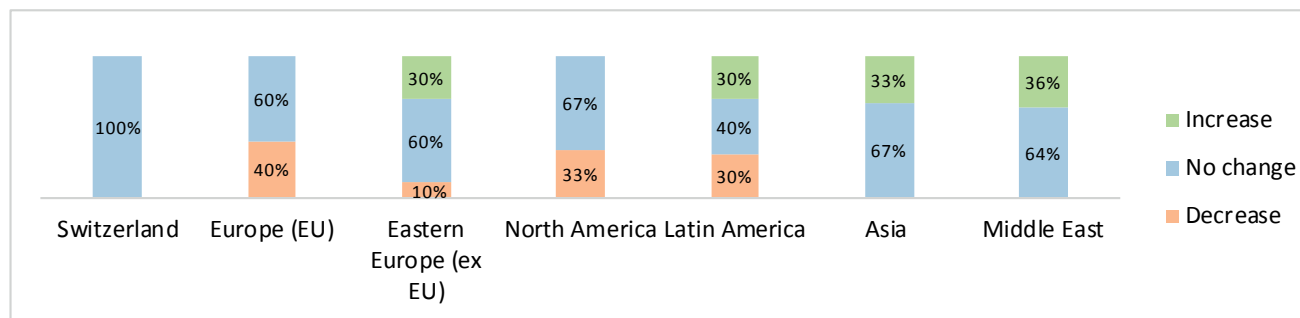
■ Framework conditions

22. In 2017, the attractiveness of the Geneva financial center for your clients from

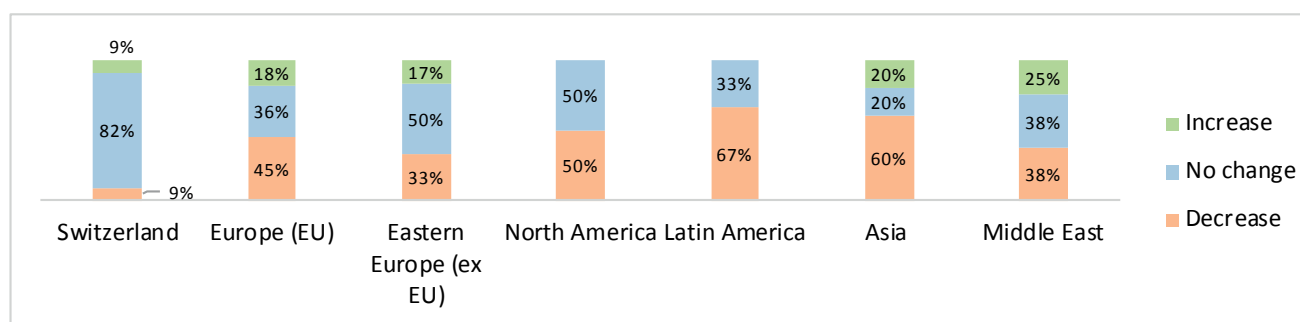
Banks with 200 or more employees



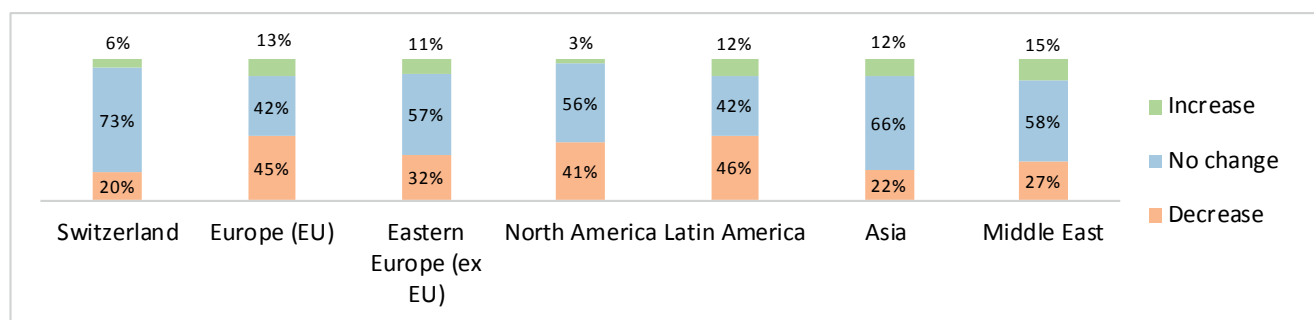
Banks with 50 to 199 employees



Banks with 1 to 49 employees



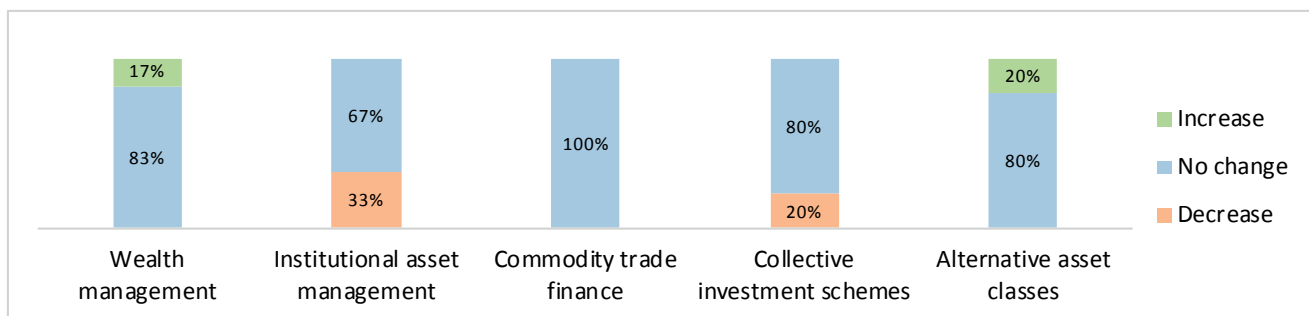
Independent asset managers (all categories)



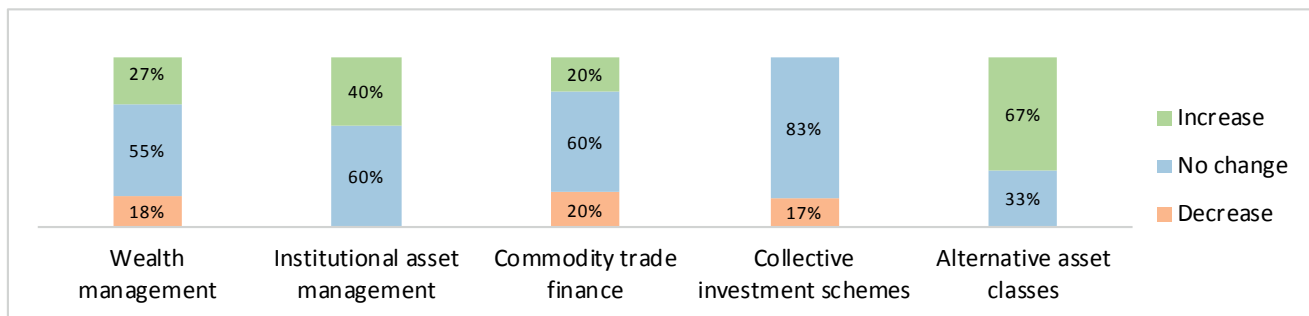
■ Framework conditions

23. In 2017, the attractiveness of the Geneva financial center for the following activities

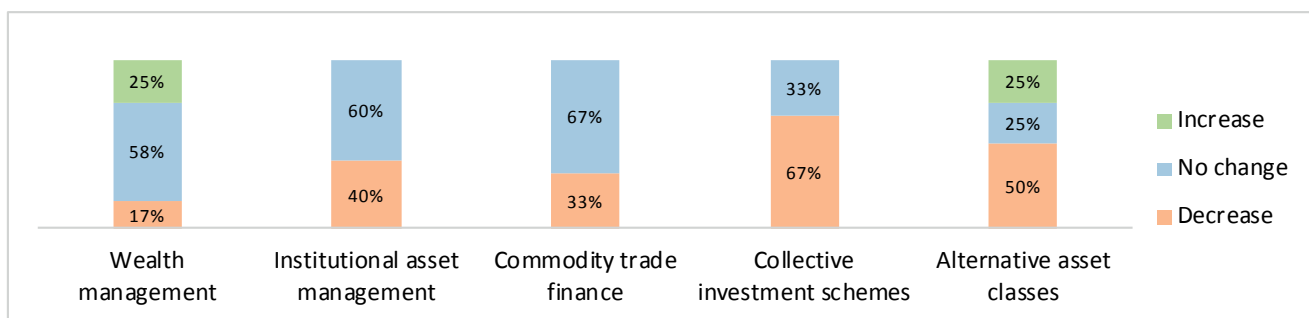
Banks with 200 or more employees



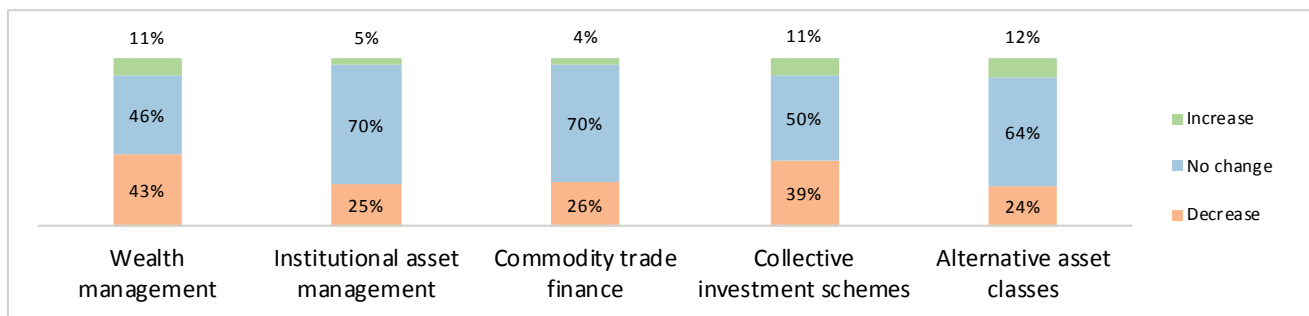
Banks with 50 to 199 employees



Banks with 1 to 49 employees



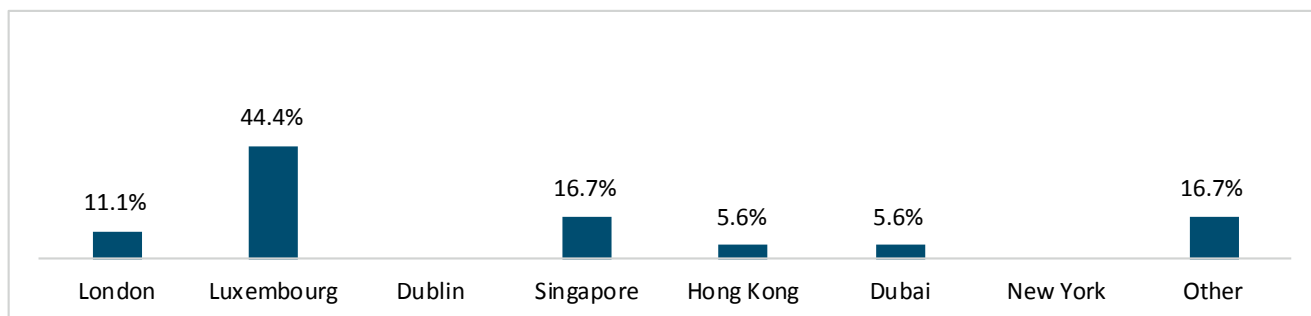
Independent asset managers (all categories)



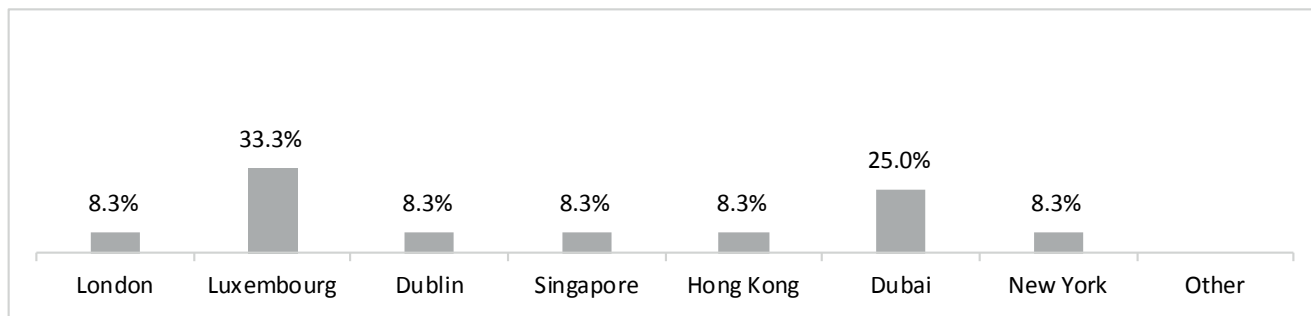
■ Framework conditions

24. If you relocated activities away from Geneva, which of the following financial centers would you consider moving to? (max. 2 answers)

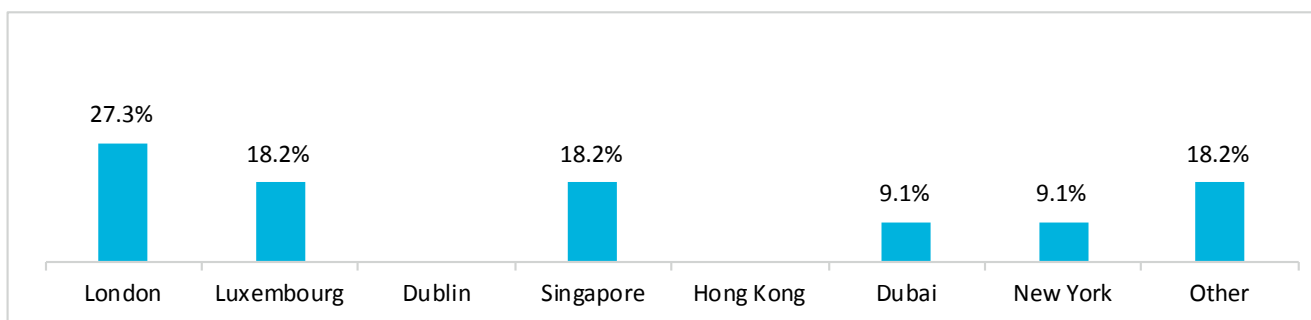
Banks with 200 or more employees



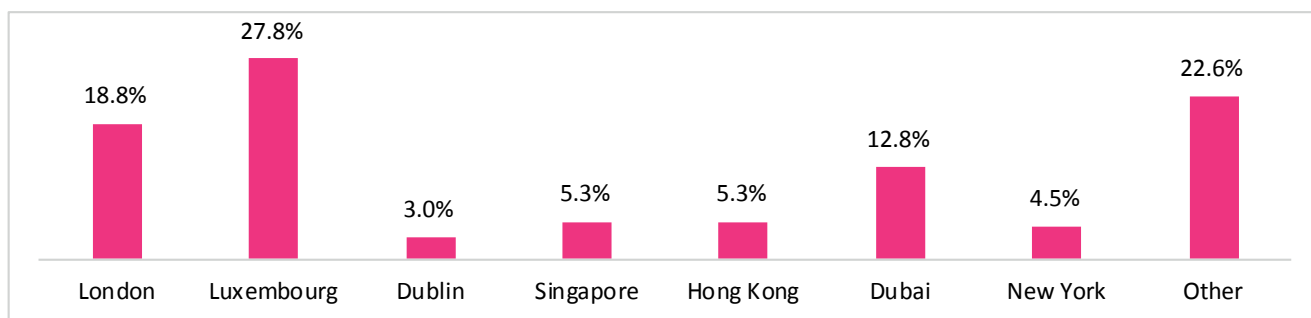
Banks with 50 to 199 employees



Banks with 1 to 49 employees



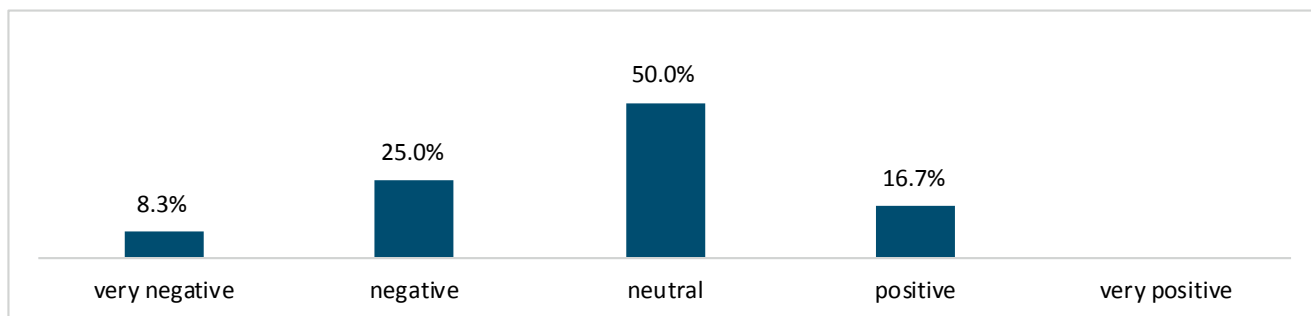
Independent asset managers (all categories)



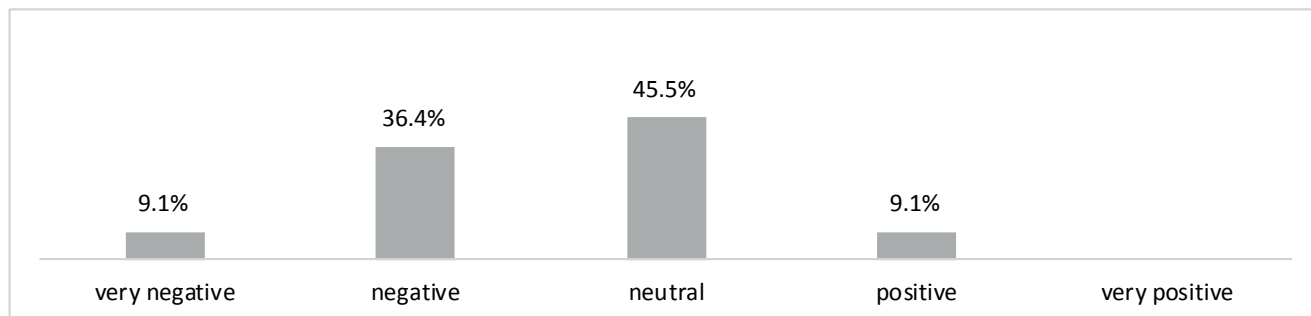
■ Framework conditions

25. What impact do you expect the new standard for automatic exchange of information to have on your company?

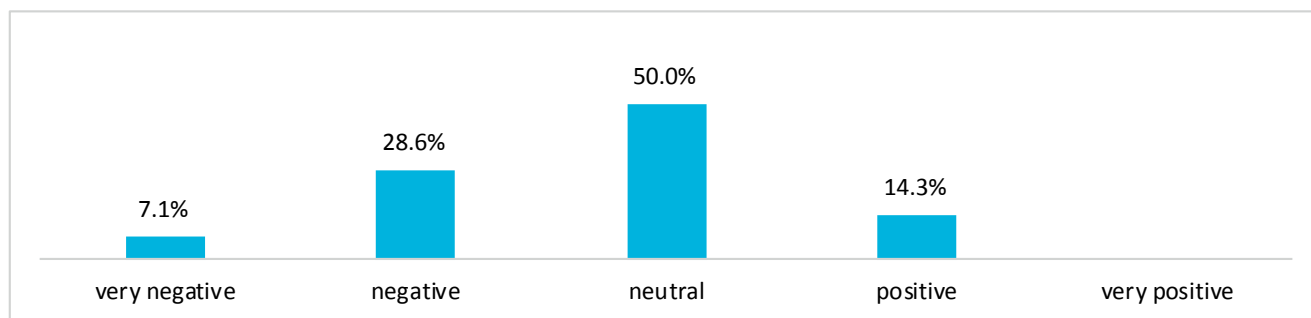
Banks with 200 or more employees



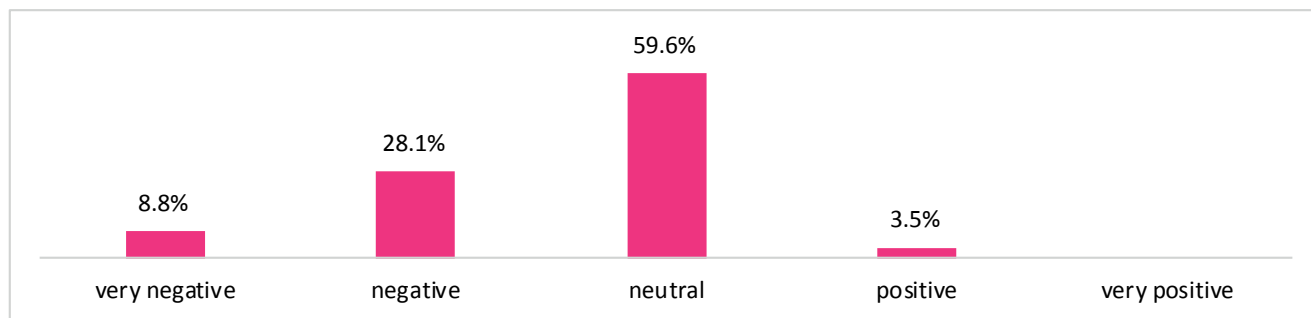
Banks with 50 to 199 employees



Banks with 1 to 49 employees



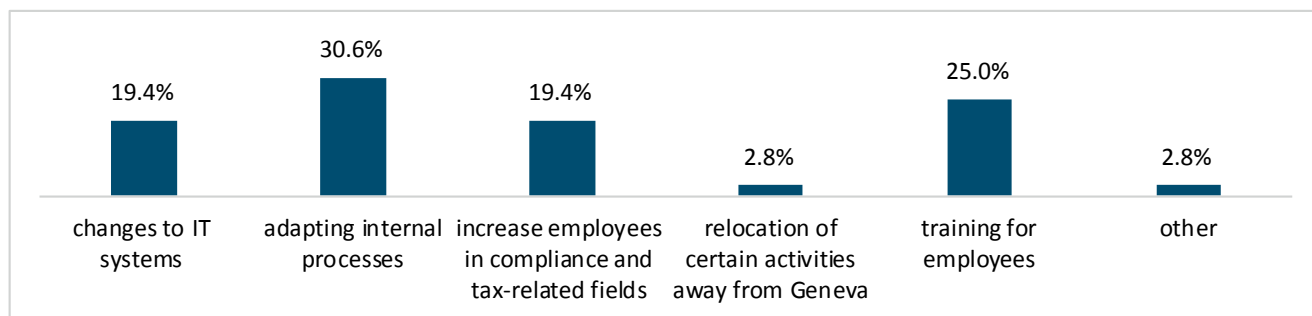
Independent asset managers (all categories)



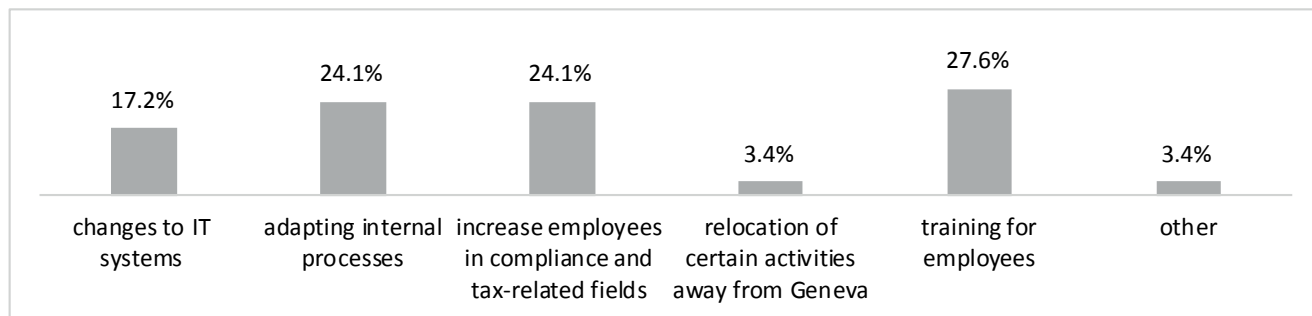
■ Framework conditions

26. What practical consequences would automatic exchange of information have on your company?
(more than one answer possible)

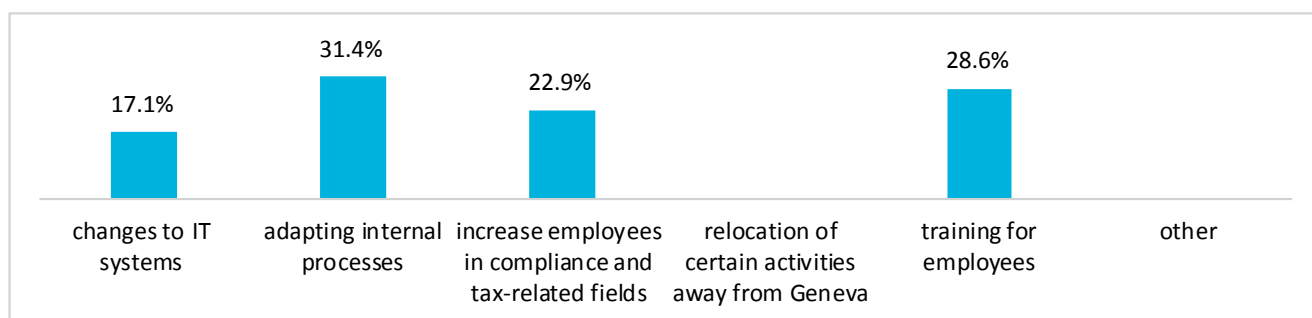
Banks with 200 or more employees



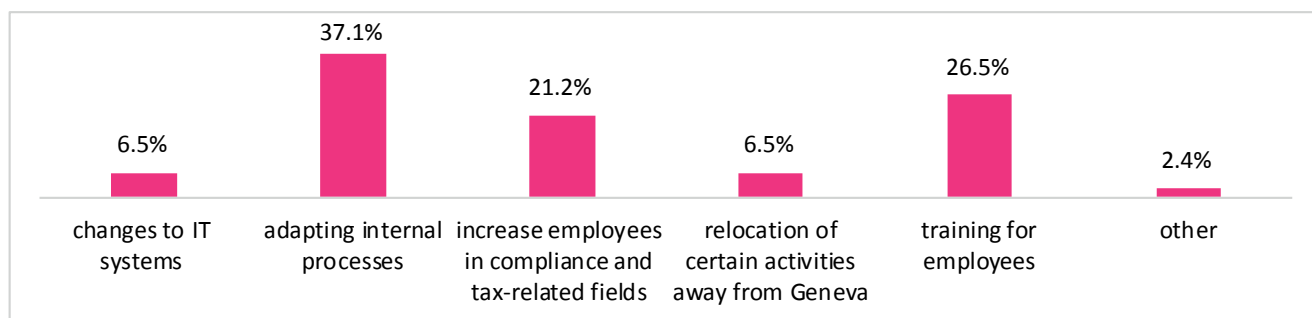
Banks with 50 to 199 employees



Banks with 1 to 49 employees



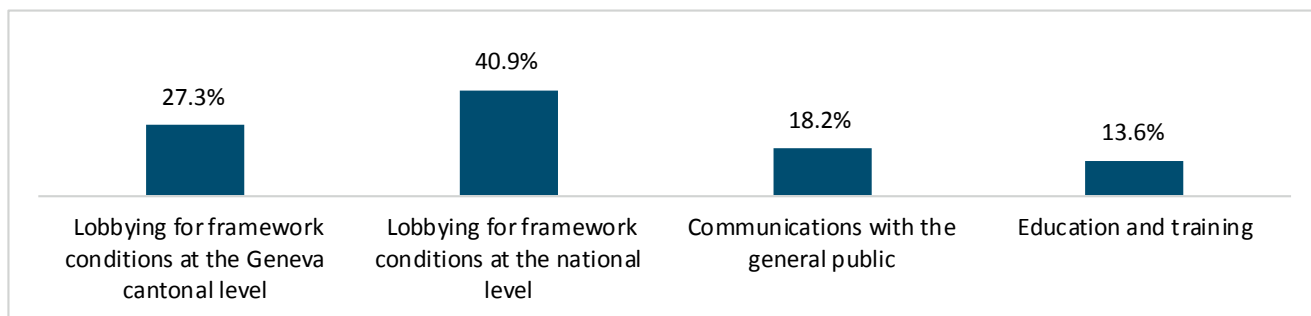
Independent asset managers (all categories)



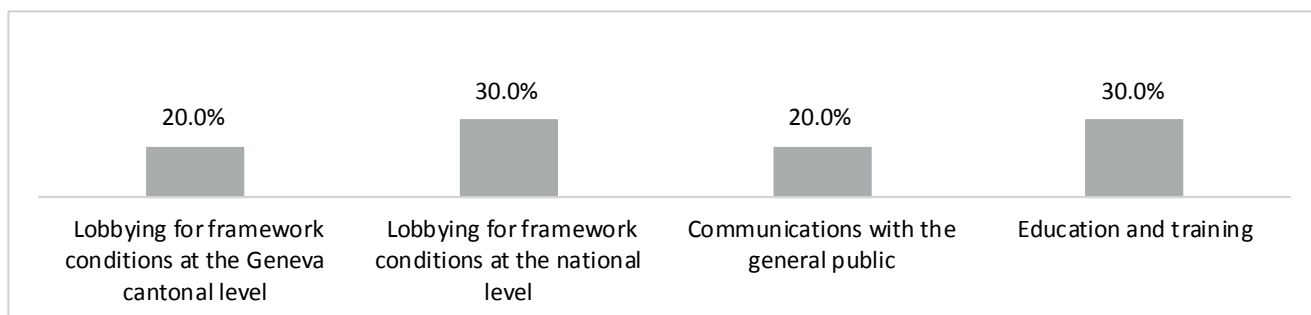
■ Framework conditions

27. In your opinion, which of the following areas for action should the Geneva Financial Center prioritize? (more than one answer possible)

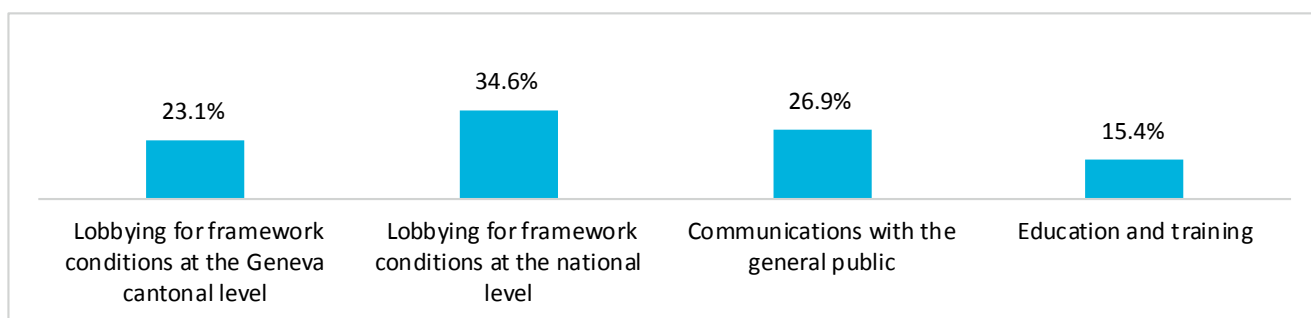
Banks with 200 or more employees



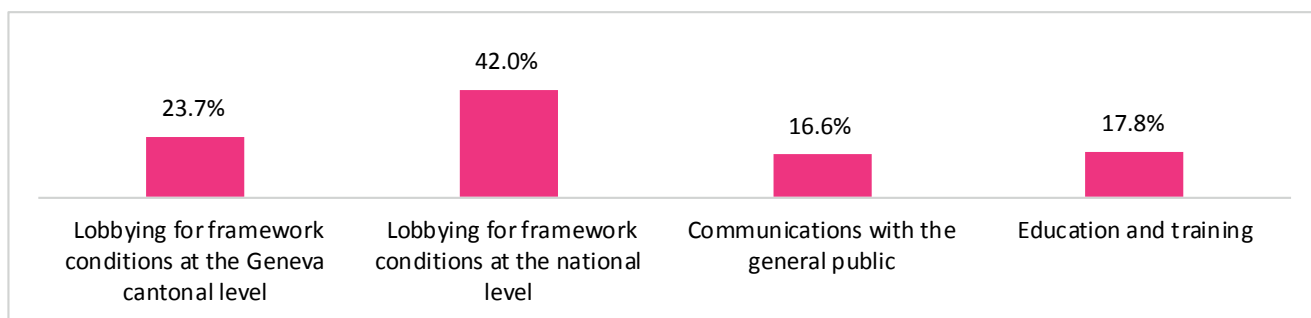
Banks with 50 to 199 employees



Banks with 1 to 49 employees



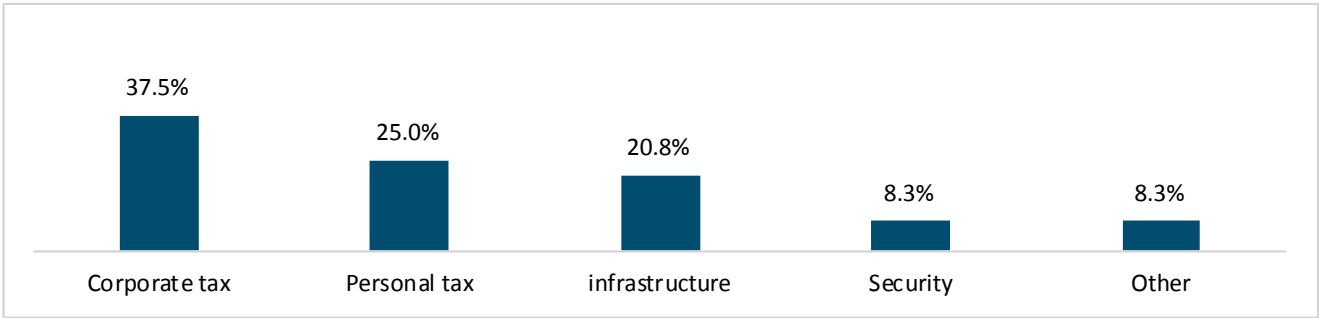
Independent asset managers (all categories)



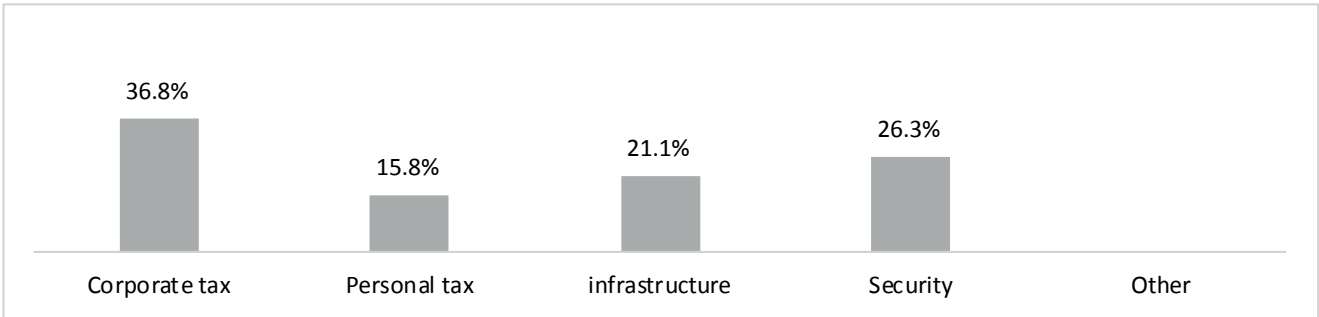
■ **Framework conditions**

28. Areas to prioritize at the Geneva cantonal level
(more than one answer possible)

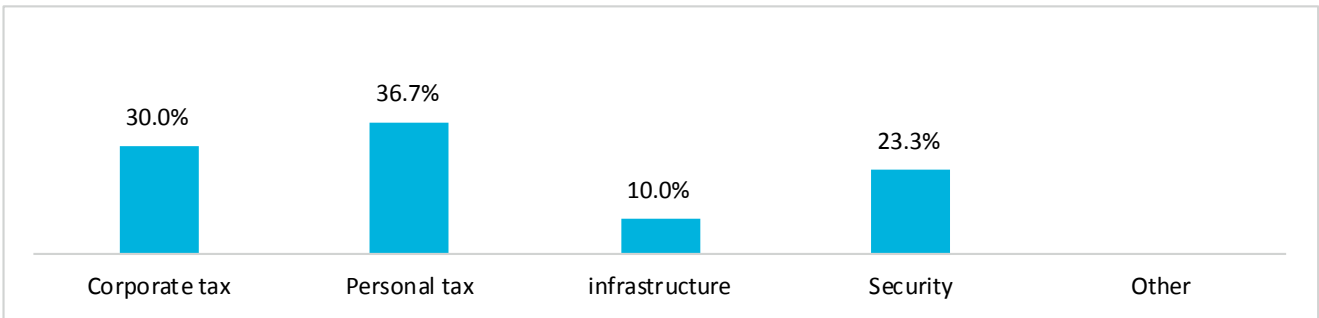
Banks with 200 or more employees



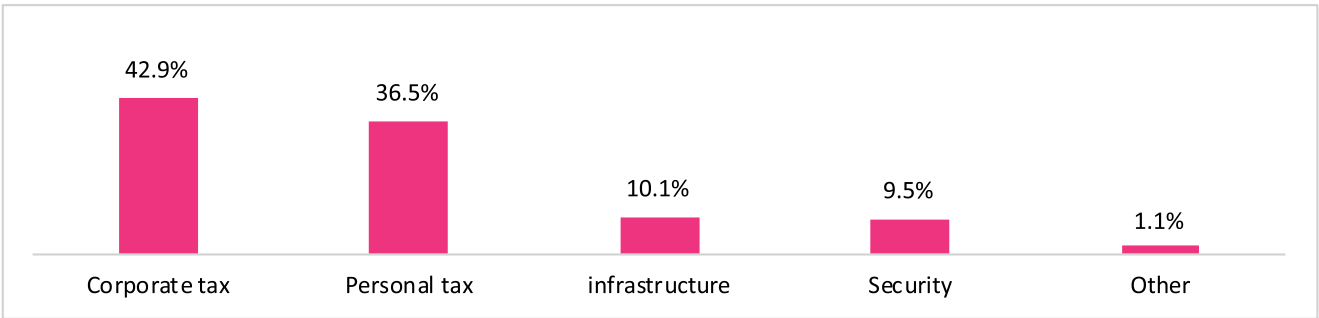
Banks with 50 to 199 employees



Banks with 1 to 49 employees



Independent asset managers (all categories)

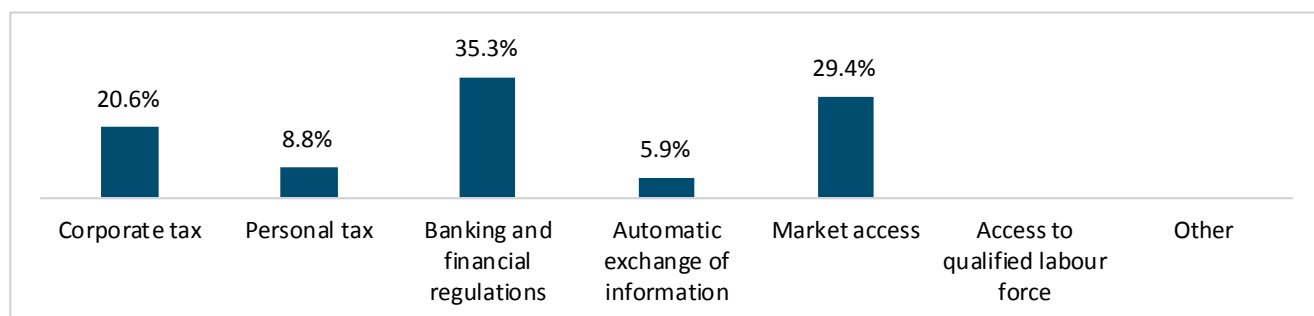


■ Framework conditions

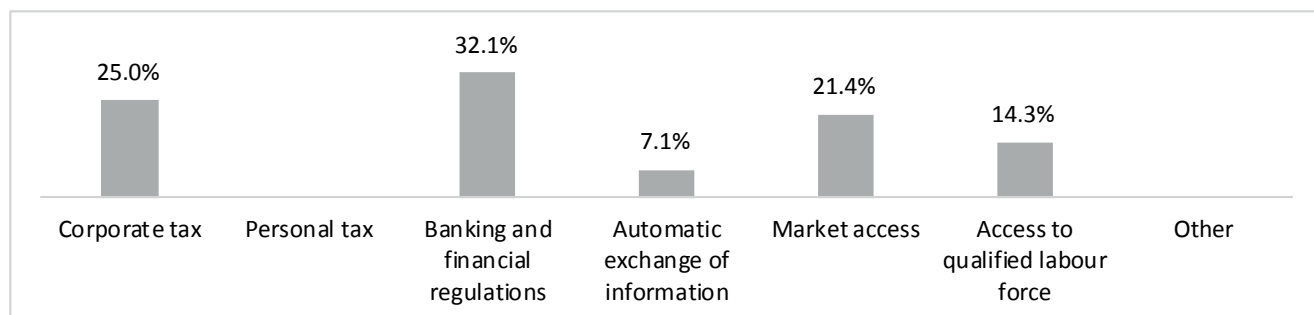
29. Areas to prioritize at the national level

(more than one answer possible)

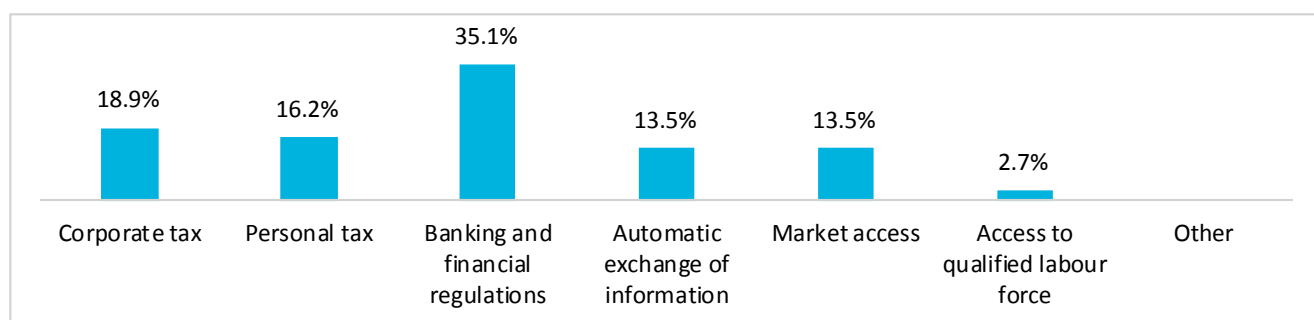
Banks with 200 or more employees



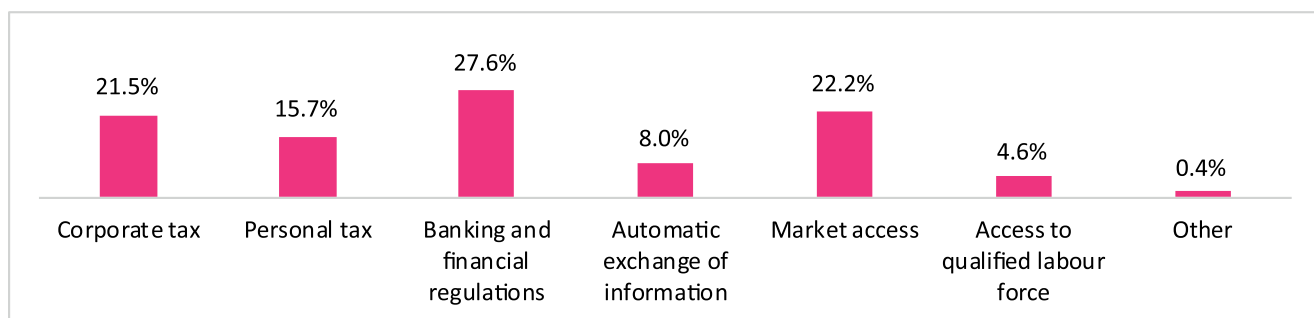
Banks with 50 to 199 employees



Banks with 1 to 49 employees



Independent asset managers (all categories)

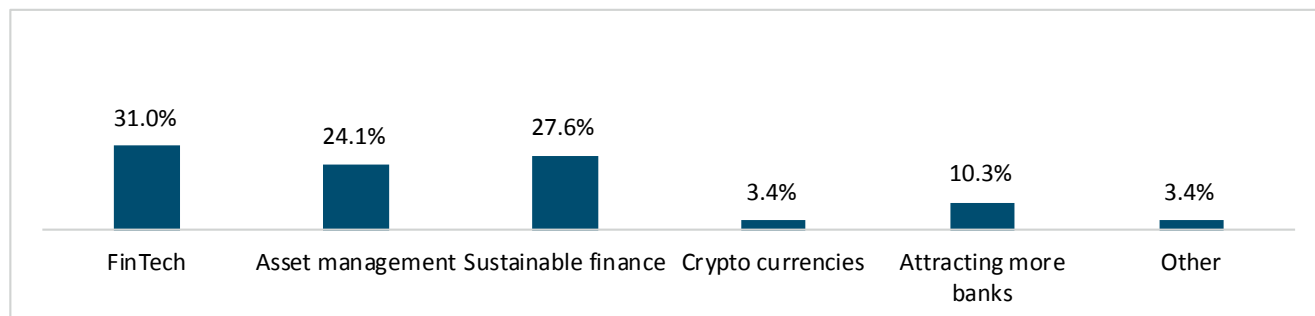


■ Framework conditions

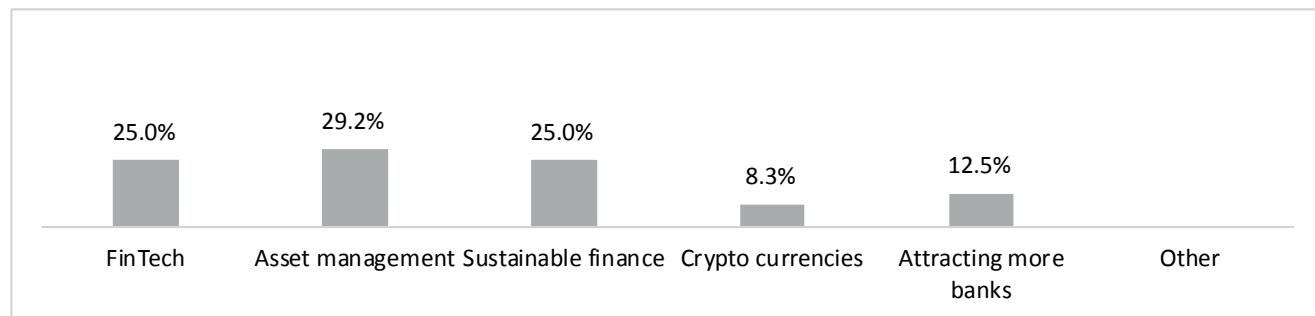
30. Which others areas for action should the Geneva Financial Center also prioritize?

(more than one answer possible)

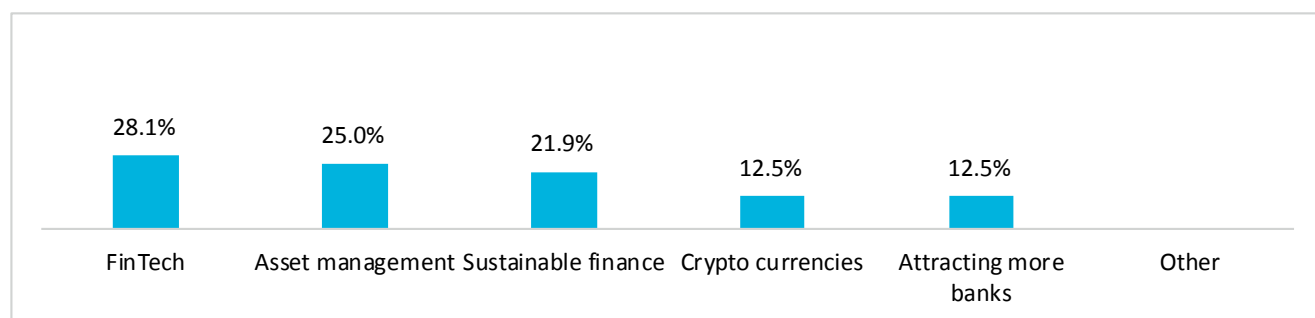
Banks with 200 or more employees



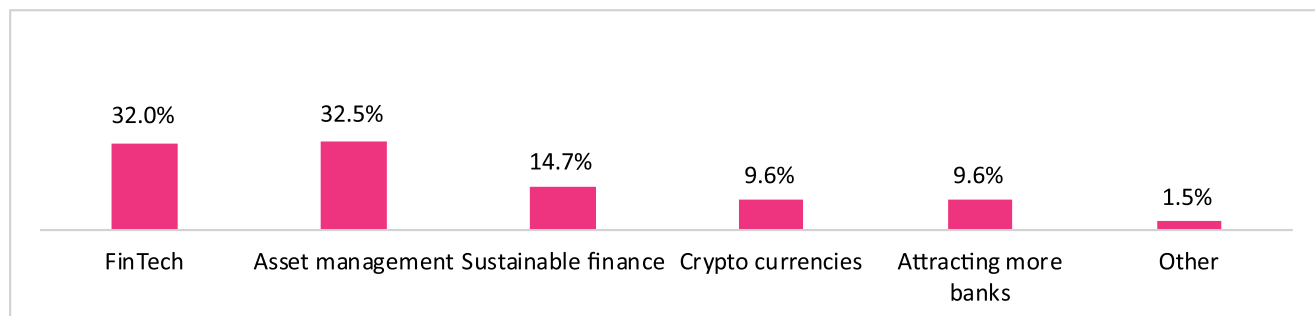
Banks with 50 to 199 employees



Banks with 1 to 49 employees



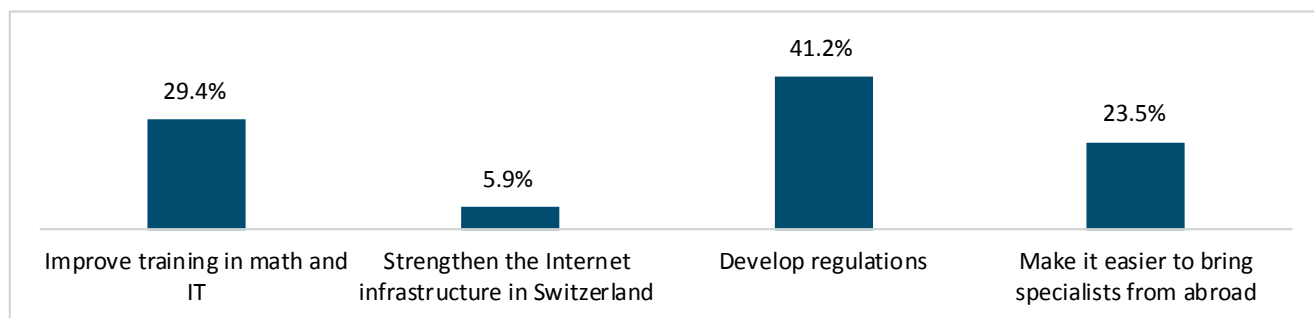
Independent asset managers (all categories)



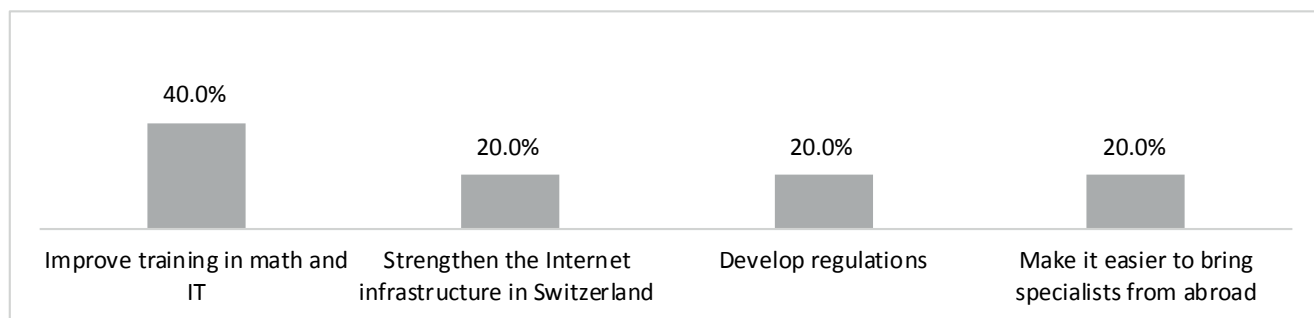
■ Framework conditions

31. The banking sector is becoming increasingly digitised. What are the main priorities for successfully implementing this digital transformation? (more than one answer possible)

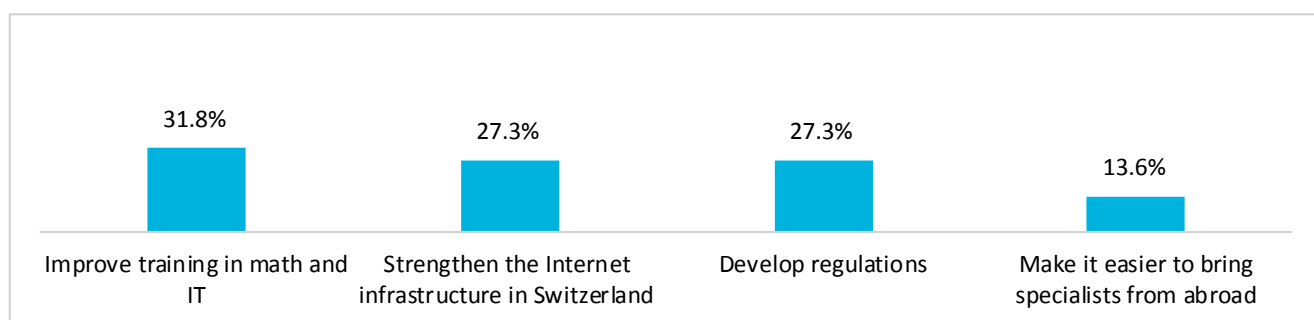
Banks with 200 or more employees



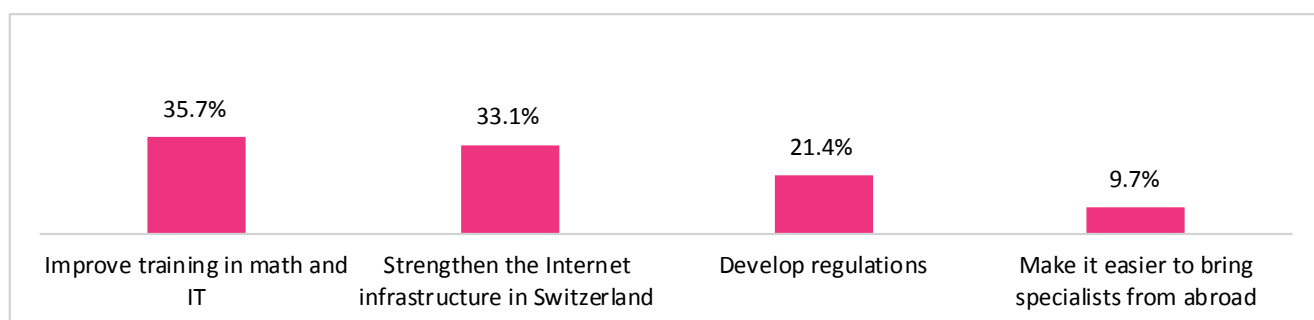
Banks with 50 to 199 employees



Banks with 1 to 49 employees



Independent asset managers (all categories)



Graphic design: François Dumas – www.DREAMaxes.com
Edition: Fondation Genève Place Financière

The Economic survey 2018-2019 is available in English and French at www.geneva-finance.ch

© October 2018 Fondation Genève Place Financière



Geneva Financial Center

Rue du Général-Dufour 12
P.O. Box 5312
CH - 1211 Geneva 11

T +41 (0)22 849 19 19

www.geneva-finance.ch
info@geneve-finance.ch



#FGPF