



# PwC Saratoga's Brokerage & Asset Management Benchmarking Consortium

PwC Saratoga's Brokerage & Asset Management Benchmarking Consortium brings together organizations in the brokerage & asset management industry and provides a forum through which members can benchmark HR and workforce metrics with industry peers. PwC Saratoga and participating members are pleased to invite you to join our 2009 Brokerage & Asset Management Benchmarking Consortium. Membership in the consortium includes participation in an annual Human Capital Benchmarking Survey and access to annual benchmark results.

Some of the key benefits of joining the Brokerage & Asset Management Benchmarking Consortium include:

- Participation in the annual Brokerage & Asset Management HR / workforce benchmarking survey
- Participation in PwC's Health and Wellness Benchmarking Survey (covering health benefits, pharmaceutical costs, and wellness programs)
- Participation in future PwC compensation surveys
- Access to PwC thought leadership on both HR and non HR topics
- Opportunity to poll and network with your brokerage & asset management peers
- Access to Saratoga's Human Capital Effectiveness Report with over 300 metrics represented by over 300 companies across 12 industry sectors
- Access to webcasts on human capital measurement topics

You will also be able to:

- Gain a better understanding of the investment in the HR function and its areas of strength and identify opportunities for improvement
- Develop a comprehensive perspective on human capital brokerage & asset management
- Network and benchmark directly with your asset management peers in a confidential manner
- Establish consistent reporting on human capital metrics that enable an "apples-to-apples" comparison

In addition to PwC Saratoga's full suite of over 300 metrics, the Brokerage & Asset Management Benchmarking Consortium will focus on metrics such as:

#### **Attract and Retain Talent**

- Time to Accept
- 90-Day Turnover Rate
- First Year of Service Turnover Rate

#### **Management Span of Control and Eligibility for Retirement**

- Executive Span of Control
- Manager Span of Control
- Percent of Executives Eligible for Retirement Within Five Years
- Percent of Managers Eligible for Retirement Within Five Years

#### **Workforce Productivity and Profitability**

- Revenue per FTE
- Profit per FTE
- Labor Cost Revenue Percent

#### **Workforce Costs**

- Average Benefits per FTE
- Healthcare Costs per Active Employee
- Employer Contribution to Healthcare Coverage for Active Employees
- Retirement and Savings Plan Payments per Employee
- 401(k) Costs per Participating Employee
- 401(k) Percentage Match
- Severance Pay per Employee

#### **Talent Retention**

- Turnover Rate
- Voluntary Separation Rate
- High Performer Separation Rate
- One to Three Years of Service Voluntary Separation Rate
- Three to Five Years of Service Voluntary Separation Rate

#### **HR Cost and Efficiency**

- HR Costs per Employee
- HR Headcount Ratio

Future surveys may include job level, position, and/or business unit information for metrics.

The following is an abbreviated list of Brokerage & Asset Management firms who have been invited to participate in this survey. If there are other firms you feel would be appropriate to include in this survey, please let us know.

- Affiliated Managers Group
- AllianceBernstein
- Allianz Global Investors of America
- American Century Companies
- Ameriprise
- Angelo, Gordon & Company
- Bank of New York Mellon
- Barclays Global Investors
- BlackRock
- California Public Employees' Retirement System
- Charles Schwab & Company
- Citadel Investment Group
- D. E. Shaw & Company
- Diversified Investment Advisors
- E\*Trade Financial Corporation
- Eaton Vance
- Edward D. Jones & Company
- Evergreen Investment Management Company
- Federated Investors
- Fidelity
- Frank Russell Company
- ICMA Retirement Corporation
- Invesco
- Janus Capital Group
- JPMorgan Asset Management Holdings
- Legg Mason
- Massachusetts Financial Services Company
- Morgan Stanley Investment Trust
- Neuberger Berman
- New York State and Local Retirement System
- Nicholas-Applegate Capital Management
- Nomura Securities
- Northern Trust
- Nuveen Investments
- Old Mutual (US) Holdings
- Pequot Capital Management
- Pioneer Investment Management USA
- Principal Financial Group
- Prudential Investment Management
- Putnam
- Raymond James Financial
- Sanders Morris Harris Group
- Scottrade
- SEI Investments
- SWS Group
- T. Rowe Price
- TA Associates
- TD Ameritrade
- The Capital Group Companies
- The Dreyfus Corporation
- The TCW Group
- Thrivent Financial
- TIAA-CREF
- UBS
- Van Kampen Investments
- Vanguard Group
- Waddell & Reed Financial
- Wellington Management Company

#### All participants of the Brokerage & Asset Management Benchmarking Consortium will be provided with:

- PwC Saratoga's proprietary web-based data collection and reporting tool
- Standardized instructions for each data element
- PwC Saratoga resource to support your data collection team
- Rigorous data validation methodology
- Customized report containing your system's results compared against other brokerage & asset management firms
- Benchmarking report containing all available benchmark results
- Full access to PwC Saratoga's database of more than 300 metrics

The fee for joining the Brokerage & Asset Management Benchmarking Consortium is \$10,000. Please do not hesitate to contact us should you have any questions or are interested in becoming a member.

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