

MARKET INTELLIGENCE REPORT

# Private Banking Career Intelligence 2026

## H2 2026 Edition

Hiring signals, compensation benchmarks, and AUM portability intelligence for senior relationship managers, team heads, and market leaders across 12 global wealth hubs.

---

### Document Version 2.0

Last Updated: June 2026

For Private Banking Professionals

**EXECUTIVE PARTNERS**

Geneva · [execpartners.ch](https://execpartners.ch)

# Contents

---

<b>01</b>	<b>Executive Summary</b>	3
<b>02</b>	<b>Compensation Benchmarks</b>	4
<b>03</b>	<b>Hub Intelligence</b>	7
<b>04</b>	<b>AUM Portability Intelligence</b>	9
<b>05</b>	<b>Revenue &amp; P&amp;L Readiness</b>	11
<b>06</b>	<b>Strategic Guidance for H2 2026</b>	12
<b>07</b>	<b>Sources &amp; References</b>	13

## 01 PART 1

## Executive Summary

---

Three structural shifts are defining the private banking talent market in H2 2026. Together, they are changing how offers are made, how fast they close, and which bankers receive them.

### 1. The Credit Suisse Alumni Pool Is Thinning

Banks that moved decisively in 2024 secured the most portable, best-documented books from the Credit Suisse talent pool. Those still calibrating are now competing for a smaller and materially more expensive residual pool. The window for opportunistic hiring from this cohort at 2024 pricing has closed.

### 2. Compliance Infrastructure Has Become the Industry's Most Effective Retention Tool

Senior bankers with CHF 300M+ books are discovering mid-negotiation that the documentation required to re-onboard their clients at a new institution, under current FinSA and KYC obligations, takes six to eighteen months they did not price into their decision. This is not an accident of bureaucracy. It is a structural feature that banks have built into the system, and it is reshaping how, and when, senior relationship managers can credibly move.

### 3. The Definition of a Portable Book Has Narrowed

Banks are approving offers faster when portability logic is pre-documented: AUM composition, wallet share by client, compliance status, and a written three-year revenue case. Bankers who walk into a first conversation with that documentation are closing offers in weeks. Bankers who arrive with a verbal AUM figure and no supporting case are waiting months, and in a meaningful number of cases, the process stalls entirely.

### Market Velocity Snapshot

Dubai and Milan are currently the two highest-velocity hiring markets in Executive Partners' network. Geneva remains the deepest market by volume of senior mandates. Singapore is accelerating on the back of China family wealth flows into MAS-licensed platforms. London, Hong Kong, and New York remain selective but consistent, prioritising bankers with dual-market connectivity and clean, documented books.

This report covers twelve wealth management hubs: Geneva, Zurich, Dubai, Singapore, London, Hong Kong, New York, Miami, Paris, Milan, Madrid, and Lisbon. It is based on Executive Partners' placement data from 2024 to 2026, drawn from over 200 transactions, supplemented by market research and confidential compensation surveys.

## 02 PART 2

## Compensation Benchmarks

Indicative ranges compiled from Executive Partners placement data, 2024–2026. Actual offers vary materially based on AUM quality, portability, wallet share, and individual track record. Figures represent typical Senior Relationship Manager and Team Head packages.

### Geneva & Zurich

Swiss Onshore · Cross-border · UHNW · EAM

Senior RM · CHF 100–300M AUM	<b>CHF 180,000–350,000 base + 50–150% bonus</b>
Team Head · CHF 500M+ AUM	<b>CHF 280,000–450,000 base + 80–200% bonus</b>
Market Head	<b>CHF 350,000–600,000+ base + carry / equity</b>

### Dubai (DIFC · ADGM)

GCC Onshore · NRI · CIS · African Family Offices

Senior RM · USD 150–400M AUM	<b>USD 200,000–400,000 base + 60–180% bonus (tax-free)</b>
Team Head · USD 800M+ AUM	<b>USD 350,000–550,000 base + 100–250% bonus</b>
Premium vs. Geneva equivalent	<b>Total compensation 20–40% above Swiss equivalent</b>

### Singapore

China Family Wealth · SEA Entrepreneurs · ASEAN

Senior RM · SGD 200–500M AUM	<b>SGD 220,000–420,000 base + 60–150% bonus</b>
Team Head · SGD 1B+ AUM	<b>SGD 400,000–650,000 base + 100–200% bonus</b>
China / SEA connectivity	<b>Commands material premium in 2026</b>

### London

MENA · Russian-speaking · Indian · International UHNW

Senior RM · GBP 100–250M AUM	<b>GBP 150,000–300,000 base + 40–120% bonus</b>
Team Head · GBP 500M+ AUM	<b>GBP 250,000–450,000 base + 80–180% bonus</b>
Dual-licensed bankers	<b>Premium for FCA + UAE or Swiss equivalents</b>

## Hong Kong

Mainland China · North Asia · SFC-licensed platforms

Senior RM / Team Head	<b>HKD 1,800,000–3,500,000 base + variable</b>
North Asia / Mainland China coverage	<b>Books above SGD 300M command top offers</b>
SFC licensing	<b>Required — factor into onboarding timeline</b>

## New York

LATAM UHNW · International Family Offices

Senior RM (international focus)	<b>USD 200,000–450,000 base + variable</b>
Multi-family office roles	<b>Above-market total comp for the right profile</b>
Focus	<b>Internationally-oriented mandates only</b>

## Miami

LATAM Offshore · Brazilian, Argentine, Colombian UHNW

Senior RM · International focus	<b>USD 180,000–380,000 base + variable</b>
LATAM offshore specialists	<b>Strong demand · clean, documented books essential</b>
Trend	<b>Consolidating as primary US offshore gateway for LatAm wealth</b>

## Paris

French Onshore UHNW · EU Cross-border · Family Offices

Senior RM	<b>EUR 160,000–300,000 base + variable</b>
Specialisation	<b>French fiscal &amp; succession planning expertise</b>
Profile in demand	<b>Personal UHNW relationships with French entrepreneurs and family offices</b>

 **Milan**

*Italian Entrepreneur Wealth · Northern Italy UHNW*

Senior RM	<b>EUR 150,000–280,000 base + variable</b>
Market status	<b>One of the most active European markets for senior talent in 2026</b>
Profile in demand	<b>Genuine Italian UHNW relationships with cross-border structuring knowledge</b>

 **Madrid**

*Spanish Onshore · Entrepreneur Wealth · LATAM-connected*

Senior RM	<b>EUR 140,000–260,000 base + variable</b>
Market trend	<b>Deepening as domestic entrepreneur wealth grows</b>
Profile in demand	<b>Bridges Spanish onshore wealth with Luxembourg / Swiss structuring</b>

 **Lisbon**

*Expat UHNW · EU Residency-driven Wealth · Affluent HNW*

Senior RM	<b>EUR 120,000–240,000 base + variable</b>
Market status	<b>Emerging EU wealth node, NHR-regime attracted wealth</b>
Role profile	<b>Often blends private banking with wealth planning / family-office services</b>

## 03 PART 3

## Hub Intelligence

Hiring signals, client segments, and Executive Partners observations from active mandates across all 12 covered hubs, as of H2 2026.

### **Geneva** VERY HIGH

*UHNW, Cross-border, EAM, Swiss Onshore, LATAM, MEA, CIS*

The Credit Suisse alumni pool is thinning. Banks that moved in 2024 secured the talent. Those still calibrating are now competing for a smaller, more expensive pool. Cross-border franchise depth and EAM connectivity are the differentiators hiring managers are paying a premium for in H2 2026.

### **Zurich** HIGH

*Swiss Onshore, DACH, International UHNW, EAM*

Zurich remains the primary hub for DACH onshore wealth. UBS, Julius Baer, ZKB, Pictet and Vontobel are all actively building. Demand is highest for bankers with proven German-speaking entrepreneur and family-office relationships and balance-sheet fluency.

### **Dubai** EXTREMELY HIGH

*GCC Onshore, NRI, CIS, African family offices, Expat UHNW*

Dubai is the fastest-moving hiring market in EP's network in 2026. DIFC and ADGM platforms are expanding simultaneously. The talent gap for senior bankers with GCC and NRI coverage is acute, and banks are moving faster on offers and paying above-cycle to close. Tax-free structures make total compensation significantly above Geneva equivalent at comparable seniority.

### **Singapore** HIGH

*China Family Wealth, SEA Entrepreneurs, North Asia, ASEAN*

MAS-licensed platforms are consolidating market share. Demand is concentrated on bankers with genuine Mainland China and SEA family wealth relationships. Mandarin fluency combined with a portable book above SGD 300M is the profile commanding the strongest offers in 2026.

### **London** MODERATE

*MENA, Russian-speaking, Indian, International UHNW*

Post-Brexit cross-border complexity has settled into a new normal. London remains a critical booking centre for international UHNW, particularly MENA and South Asian wealth. Hiring is selective but consistent. Bankers with dual-licensed capability (UK FCA plus Swiss or UAE equivalents) are unusually well-positioned.

### **Hong Kong** MODERATE

*Mainland China, North Asia, SFC-licensed platforms*

Hong Kong remains the primary APAC gateway for Mainland China flows despite geopolitical headwinds. SFC oversight is stringent. Senior bankers with established Mainland relationships and a track record at a reputable international platform are commanding significant premiums as the talent pool for genuinely portable books tightens.

 **New York** SELECTIVE

*Latin American UHNW, International Family Offices, Global UHNW*

New York operates at the intersection of US domestic wealth and international booking complexity. Executive Partners focuses exclusively on internationally-oriented mandates: LATAM-facing bankers, multi-family office roles, and senior hires at international private banks with US-resident UHNW client bases.

 **Miami** GROWING

*LATAM Offshore, Brazilian, Argentine, Colombian UHNW*

Miami is consolidating its position as the primary US offshore gateway for Latin American wealth. Platforms are investing significantly in compliance infrastructure to handle the cross-border complexity. Bankers with established Brazilian, Argentine and Colombian HNW and UHNW relationships are in strong demand, particularly those with a clean, documented cross-border book.

 **Paris** STABLE

*French Onshore UHNW, EU Cross-border, Family Offices*

Paris operates as an EU onshore hub with deep domestic client connectivity. The family-office ecosystem is maturing. Bankers who understand French fiscal and succession planning and hold personal UHNW relationships with established French entrepreneurs and family offices are the profile in demand.

 **Milan** ACTIVE

*Italian Entrepreneur Wealth, Northern Italy UHNW, Cross-border*

Northern Italy remains one of the most active European markets for senior private banking talent in 2026. Italian entrepreneur and family-business wealth is growing, and the appetite among Swiss and international platforms for bankers with genuine Italian UHNW relationships, particularly those with cross-border structuring knowledge, is high.

 **Madrid** GROWING

*Spanish Onshore, Entrepreneur Wealth, LATAM-connected*

Spain's private banking market is deepening as domestic entrepreneur wealth grows and cross-border connectivity with Luxembourg and Swiss platforms increases. Madrid is an increasingly important hub for bankers who bridge Spanish onshore wealth with international structuring needs.

 **Lisbon** EMERGING

*Expat UHNW, EU Residency-driven Wealth, Affluent HNW*

Lisbon is an emerging EU wealth node driven by a growing expat and digital-nomad UHNW base, NHR regime-attracted wealth, and Portugal's position as a low-friction EU entry point. Roles often blend private banking with wealth planning and family-office-style services.

## 04 PART 4

## AUM Portability Intelligence

Portability is the single variable that determines how fast an offer moves from interest to signature. The data below reflects Executive Partners' placement experience across segments, seniority levels, and booking centres.

### Transfer Rates by Segment

Typical realised transfer rates within the first 12 months of a move, by client segment.

Client Segment	Typical Transfer Rate
Family Office AUM (RM owns relationship)	70–85%
HNW · USD 5–50M (personal relationships)	60–75%
UHNW · USD 50M+ (within 12 months)	45–65%
Institutional / Corporate (committee-driven)	20–40%

### Portability Ranges by Seniority

RM Seniority	Typical Portability	Context
Junior RM (0–3 years, domestic book)	10–30%	Limited client relationships; institutional loyalty high
Mid-Career RM (5–10 years, regional network)	35–65%	Established client base; moderate institutional stickiness
Senior RM / Team Head (10+ years)	45–75%	Strong personal relationships; portability depends on documentation quality
Market Leader / MD with platform relationships	30–55%	Mixed personal and institutional relationships; structuring-dependent

### What Banks Look for in 2026

#### Wallet share above 40%

Top clients with 40%+ of total wealth in your book transfer at materially higher rates.

#### Clean cross-border documentation

FINMA and KYC standards have hardened. Open documentation reduces your effective AUM by 20–30%.

#### Pre-documented business case

Banks close offers three times faster when portability logic arrives pre-built, not verbal.

#### Non-solicit clarity

Understanding your clause before the first call puts you in a stronger negotiating position.

## Booking-Centre Framework

Booking centres determine which legal entity administers client assets, which jurisdiction's regulatory framework applies, and which tax and structuring rules govern the relationship. The choice of booking centre is often as important to portability as the underlying client relationship itself.

Booking Centre	Regulatory Context & Strengths
Switzerland (Geneva, Zurich)	<b>FINMA-regulated; deep cross-border infrastructure; strong for EU, MEA, LATAM, CIS</b>
UAE (DIFC, ADGM)	<b>DFSA / FSRA-regulated; fast-growing; tax-free; strong for GCC, NRI, CIS, African wealth</b>
Singapore	<b>MAS-regulated; primary hub for China, SEA family wealth</b>
Hong Kong	<b>SFC-regulated; primary gateway for Mainland China flows</b>
United Kingdom	<b>FCA-regulated; international booking centre for MENA, South Asian UHNW</b>
Luxembourg	<b>CSSF-regulated; EU cross-border structuring hub</b>

## Wealth Segmentation Definitions

Segment	Wealth Threshold	Client Characteristics
HNW (High Net Worth)	<b>USD 1M–30M</b>	Professionals, entrepreneurs, established business owners
UHNW (Ultra-High Net Worth)	<b>USD 30M–100M+</b>	Business founders, major shareholders, family offices
VHNW (Very High Net Worth)	<b>USD 100M+</b>	Multi-generational wealth, institutional-scale family offices

## 05 PART 5

## Revenue & P&L Readiness

Before any serious conversation with a bank, a senior banker's business case should be able to withstand the same scrutiny a receiving platform's risk and onboarding committee will apply. The checklist below reflects the documentation Executive Partners recommends preparing in advance.

### Revenue Attribution & Book Composition Checklist

- Book composition verified: portfolio split confirmed across asset classes
- Client concentration assessed: largest 5 clients represent under 40% of AUM
- Recurring fee revenue confirmed: 70%+ of revenue from recurring fees, not one-off transactions
- Wallet share documented per client, with supporting evidence where possible
- Cross-border compliance status reviewed for each major relationship
- Three-year revenue projection modelled under realistic transfer assumptions
- Pricing discipline demonstrated: fee negotiation skills and fee-compression resistance
- Profitability per client mapped against the receiving platform's P&L targets

### Candidate Readiness: Critical Red Flags

The following are deal-breaking issues that, if unresolved, materially slow or derail a move regardless of headline AUM.

Red Flag	Description
Unverified AUM	<b>Headline AUM figures that cannot be substantiated with statements or supporting documentation</b>
Single-client concentration	<b>One client representing more than 50% of the book, creating institutional dependency risk</b>
Undocumented retention claims	<b>Verbal assurances of client loyalty with no wallet-share or tenure evidence</b>
Open compliance items	<b>Unresolved KYC, source-of-wealth, or cross-border documentation gaps</b>
Committee-dependent relationships	<b>Institutional or corporate mandates where the relationship sits with a committee, not the individual</b>

## 06 PART 6

## Strategic Guidance for H2 2026

---

### For Senior RMs

The bankers getting the best offers right now are not the ones with the largest books. They are the ones who arrive with a written portability case: AUM composition, wallet share by client, compliance status, and a realistic transfer timeline. That document changes the conversation from negotiation to approval.

### For Team Heads

Demand written clarity on revenue-sharing models before you engage seriously with any platform. The gap between verbal commitment and contractual reality on bonus pools and team-move support is where most deals fall apart at the final stage. Get it in writing before you brief your team.

### On Timing

H2 2026 is active. Bonus season created natural transition points in Q1, and the bankers who moved are now onboarding. New mandates are opening through summer. Plan for a 3 to 6 month garden leave and model the non-compete buyout into your offer. The preparation window before your first call is where the negotiating advantage is built.

### On the Swiss Mobility Window

In Swiss private banking, maximum negotiating leverage exists after bonus visibility but before payment, typically mid-December to late January. This differs materially from investment banking timelines and should shape when conversations begin, not just when they conclude.

## 07 PART 7

## Sources & References

---

- [1] Executive Partners. (2026). Placement Data and Confidential Compensation Surveys, 2024–2026.
  - [2] PwC Switzerland. (2023). Successful Private Banking Business Models.
  - [3] City Wealth Magazine. (2025, October 4). Private Bankers and Their Salaries — 2025 Update.
  - [4] Wall Street Oasis. (2022). Private Banking Compensation Benchmarks.
  - [5] Finma. (2024). FinSA and Client Onboarding Requirements for Cross-Border Relationships.
  - [6] MAS Singapore. (2025). Wealth Management Licensing and Family Office Framework.
- 

*Data compiled from Executive Partners placements, market research, and confidential compensation surveys (2024–2026). Figures are indicative and vary based on AUM quality, portability, and individual performance.*

---

## Ready to calibrate your next move?

Confidential. Senior-level. No obligation. No CV required at this stage.

- [Calculate your Portability Score](#)
- [Open the Business Plan Simulator](#)
- [Speak with a Recruiter, in confidence](#)

Subscribe to [Private Wealth Pulse](#) for ongoing market intelligence.

### EXECUTIVE PARTNERS

Geneva-based executive search for Private Banking & Wealth Management  
200+ placements across 12 global hubs · [execpartners.ch](#)

© 2026 Executive Partners. All rights reserved. GDPR Compliant. Confidentiality Guaranteed.