

Organisation and staff

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Board of Directors and Executive Board

To secure FINMA's institutional independence, it has been structured by legislators as a public-law institution with its own legal personality. Its ultimate management consists of the Board of Directors and the Executive Board.

The Board of Directors

The Board of Directors is FINMA's strategic management body. It directs, supervises and controls FINMA's executive management. It decides on matters of substantial importance, issues ordinances and circulars and is responsible for FINMA's budget. The Board of Directors bears this responsibility as a collective body. Its decisions are taken by a majority of the votes of the members present.

Members of the Board of Directors (31 December 2014)

Prof. Anne Héritier Lachat	Chair
Paul Müller	Vice-Chair
Philippe Egger	Member
Bruno Frick	Member
Prof. Yvan Lengwiler	Member
Günter Pleines	Member
Franz Wipfli	Member

On 16 April 2014, the Federal Council appointed Philippe Egger to FINMA's Board of Directors; he has been in post since 1 May 2014. Prof. Jean-Baptiste Zufferey and Joseph L. Rickenbacher resigned from FINMA's Board of Directors in August 2014 and October 2014, respectively.

Committees of the Board of Directors

The Board of Directors forms an Audit and Risk Committee, a Nomination Committee and a Takeover Committee from among its members.

The Takeover Committee is the body to which appeals against decisions of the Swiss Takeover Board may be filed. The other committees, unless otherwise stipulated, act in an advisory capacity and submit proposals to the Board of Directors. Each committee has a chair who liaises with the Board of Directors and the Executive Board. In addition to its standing committees, the Board of Directors may form ad hoc committees to prepare business or commission individual members to undertake special tasks.

The standing committees of the Board of Directors and their members (31 December 2014)

	Audit and Risk Committee	Nomination Committee	Takeover Committee
Prof. Anne Héritier Lachat		Chair	
Paul Müller	X		
Philippe Egger			
Bruno Frick			Chair
Prof. Yvan Lengwiler			X
Günter Pleines		X	
Franz Wipfli	Chair		X



From left to right: Paul Müller, Franz Wipfli, Philippe Egger, Prof. Anne Héritier Lachat, Prof. Yvan Lengwiler, Günter Pleines, Bruno Frick

The Executive Board

The Executive Board is FINMA's operational management body. It is responsible for supervising banks, insurance companies, exchanges, securities dealers and other financial intermediaries in accordance with the law and the strategy applied. It prepares the necessary files and materials for decisions on matters dealt with by the Board of Directors and is responsible for implementing the resolutions of the Board and its committees.

Members of the Executive Board (31 December 2014)

Mark Branson	CEO
Dr Peter Giger	Deputy CEO and Head of Insurance division
Dr Nina Arquint	Head of Strategic Services division
Léonard Bôle	Head of Markets division
Dr Michael Loretan	Head of Asset Management division
Michael Schoch	Head of Banks division
Dr David Wyss	Head of Enforcement division
Andreas Zdrenyk	Head of Operations division

New Executive Board

Patrick Raaflaub resigned as CEO of FINMA at the end of January 2014. Mark Branson, who had taken over as acting CEO on 1 February, was confirmed by the Federal Council as the new CEO on 26 March. Prior to this appointment, he had been Head of Banks division.

Michael Schoch was appointed by the Board of Directors as the new Head of Banks division. He had previously been Head of the Risk Management section in the Banks division and had been in charge of the division on an interim basis since 1 February 2014.

Yann Wermeille, previously Head of Markets division, resigned his post on 1 April 2014. The Board of Directors appointed Léonard Bôle and Michael Loretan to succeed Yann Wermeille on the Executive Board.

The Markets division has been split in two. Responsibility for licensing and supervising asset managers and collective investment schemes was assigned to the Asset Management division under Michael Loretan, who had previously been in charge of FINMA's Credit Suisse supervision team.

The new Markets division under Léonard Bôle is responsible for supervising financial market infrastructures and combating money laundering. It also supervises self-regulatory organisations, directly subordinated financial intermediaries and audit firms. In 2004, Léonard Bôle joined the Federal Banking Commission, which then became FINMA. Prior to his appointment to the Executive Board, he had been Head of the Anti-Money Laundering section since 2009.

René Schnieper retired from his position as Head of Insurance division, leaving FINMA at the end of July 2014.

Peter Giger, who was appointed by the Board of Directors as the new Head of Insurance division and Deputy CEO, took up his post with FINMA on 1 October 2014. He had previously worked for more than 20 years in the insurance sector. Most recently, he was Chief Financial Officer General Insurance at the Zurich Insurance Group.

Enforcement Committee

The Enforcement Committee (ENA) is a standing committee of the Executive Board responsible for making decisions on enforcement. Except for matters of substantial importance reserved for the Board of Directors, it decides on enforcement rulings, as well as initiating and discontinuing important proceedings, in particular against supervised institutions and individuals.

Permanent members of the Enforcement Committee (31 December 2014)

Dr Nina Arquint	Chair
Mark Branson	
Dr David Wyss	

Where a supervised institution is the subject of enforcement proceedings, the Executive Board member responsible for its supervision joins the Enforcement Committee for that specific case.



From left to right: Léonard Bôle, Dr Nina Arquint, Dr David Wyss, Dr Peter Giger, Mark Branson, Andreas Zdrenyk, Michael Schoch, Dr Michael Loretan

In 2014, FINMA introduced a competency model which assesses FINMA employees in four competency areas and identifies fields in which they have potential for development. In 2014, in addition to its established employee development strategy, FINMA introduced a programme for identifying and fostering the potential of certain employees.

The new competency model applies across most of the HR value chain. It is used, for instance, in recruitment, in the Management by Objectives (MbO) process and in staff development. In the 2013 MbO process, line managers for the first time defined objectives for their staff in terms of key behavioural competencies. Evaluation of the individual competency targets adds a new dimension to the overall assessment process and helps ensure that personal targets and development goals are identified.

Introduction of a development programme

In 2014, in addition to its established employee development strategy, FINMA introduced a programme for identifying and fostering employee potential. Its aim is to enable long-term resource planning for internal management and specialist functions by preparing employees to take on higher-level functions and/or increased responsibilities. Every year the divisions agree on who should remain in or be admitted to the programme.

Key personnel figures

The maximum headcount approved by the Board of Directors for 2014 for permanent employment was 481 full-time equivalent positions, of which an average of 462 were filled in the same year. FINMA employed an average of 509 employees (2013: 504) across 483 full-time equivalent positions (2013: 468) in permanent and temporary employment. Approximately 24% of staff work part-time (2013: 20%). The headcount approved by the Board of Directors for 2015 has remained unchanged.

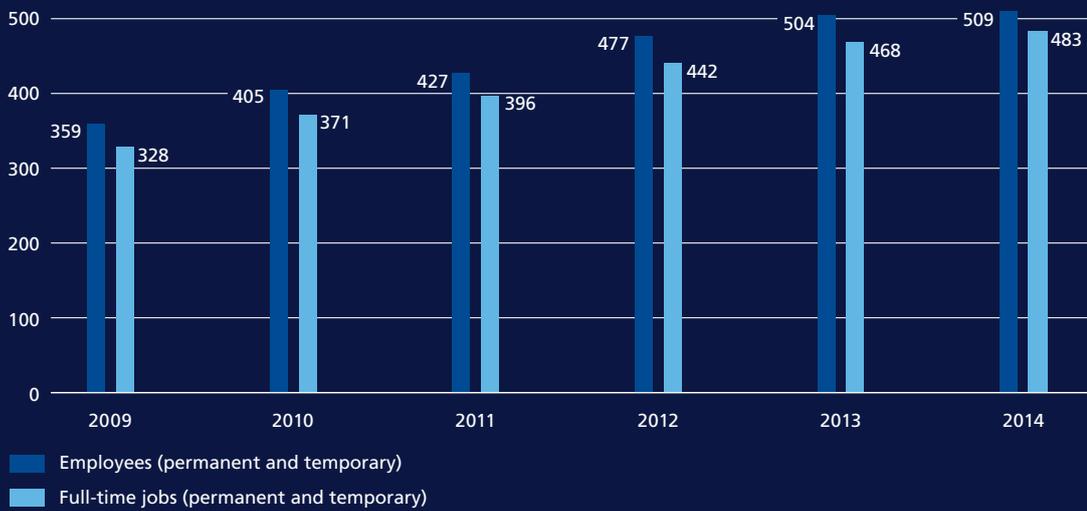
The average age of employees in 2014 remained unchanged at 41. Approximately 74% of staff (2013: 69%) are aged between 30 and 49. 20% (2013: 21%) are aged 50 and over, while 6% are young talents (2013: 11%). Senior management positions are held by 234 employees (2013: 214) or 47% (2013: 42%). Senior management at FINMA covers all line management and specialist functions in salary bands 1 to 3. Of senior management, 89 employees (38%) have a line management function (2013: 35%), with women accounting for around 20% of line managers (2013: 19%). In 2014, women accounted for 37% of the organisation as a whole (2013: 37%). At the end of 2014, the number of non-Swiss employees was 76 (2013: 75).

At the end of December 2014, staff turnover (excluding retirement) was 10% (2013: 11%), dropping slightly. It is encouraging to see that 20% of FINMA's staff have worked for the authority and its predecessors for over ten years.⁸² FINMA's attractiveness for well-qualified specialists was further enhanced through the introduction of new staff development initiatives. In 2014, an increased number of various positions were filled by internal candidates.

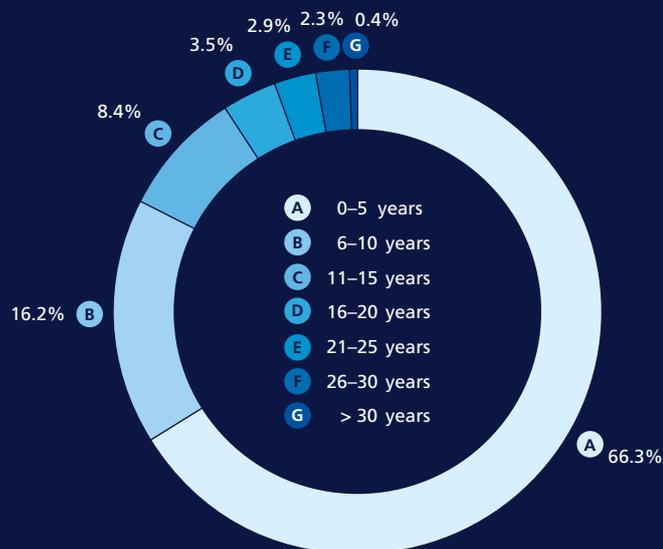
⁸² See "FINMA staff: years of service" chart, p. 95.

Selected FINMA staff statistics

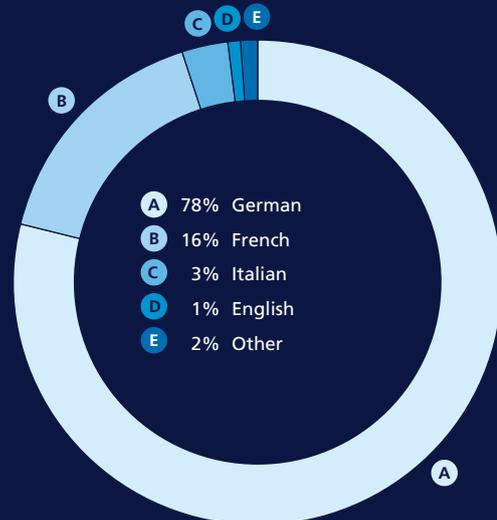
Average headcount



Years of service



Breakdown by language



FINMA moves to new premises in Bern

FINMA has put its original plan into practice and moved to a new central location in Bern. This will lead to streamlined processes and provide easier access for both visitors and staff.

All of FINMA's 420 employees working in Bern have now moved from the three original buildings to the new FINMA headquarters at Laupenstrasse 27. The move back to the city centre, which is easier for commuters and guests of FINMA to reach by public transport, had been planned for some time.

The first relocation phase involved renovation and conversion work, the installation of IT infrastructures, and invitations to tender for cleaning services, electricity, the staff restaurant and other externally sourced services. The go-ahead for the second phase, in which staff were relocated to the new premises, was given at the start of February 2014, with IT staff moving into Laupenstrasse ahead of schedule in mid-March. The main relocation phase began at the end of March with staff from Schwanengasse and was completed on 7 April when the last few employees moved across from Einsteinstrasse.

The third phase ended when the premises in Einsteinstrasse were handed over to the Federal Office for Buildings and Logistics and the offices in Schwanengasse to the new tenant.

Relocation makes good sense

All the objectives for the relocation to the new headquarters, including the financial targets, were met. Combining the three previous FINMA offices in Bern at one central location will result in recurring annual rental savings of more than CHF 850,000.

FINMA can now offer its employees good working conditions in a central location, with an ideal combination of individual offices and open-plan areas. Laupenstrasse also offers a meeting room zone for external visitors, a staff restaurant and parking facilities. Processes will be streamlined as all FINMA staff will now be working together under the same roof. With its two locations, in Bern and Zurich, FINMA is well placed to fulfil its current mandate.



FINMA's new headquarters at Laupenstrasse in Bern

Corporate governance

FINMA's Code of Conduct was updated in 2014. The code, which is binding on the Board of Directors and all FINMA employees, was tightened to improve the handling of conflicts of interest when dealing with banks in crisis. The changes came into force on 1 September 2014.

The issue of personal conflicts of interest is a sensitive one, particularly when a bank finds itself in a crisis. Crises of this kind can often develop very rapidly and have significant financial consequences. In order to avoid conflicts of interest among those working for it, FINMA has made some changes to its Code of Conduct. It now requires FINMA executives to deposit their savings with the Federal Employees' Savings Bank in order to minimise potential conflicts

of interest. This rule applies to the Chair of the Board of Directors and all members of the Executive Board who have decision-making powers in a banking crisis. The new Code of Conduct also sets out disclosure obligations for the entire Board of Directors, the Executive Board and other functions so that an overview of potential conflicts of interest already exists before any banking crisis arises.

Mandataries acting on FINMA's behalf

To fulfil its remit, FINMA can appoint mandataries to act on its behalf. FINMA makes use of this cost-efficient supervisory instrument on a case-by-case basis and maintains a list of candidates to whom these mandates may be given. FINMA invited new tenders for its standard mandates in 2014.

FINMA mandates place different requirements on mandataries and demand specific specialised skills. FINMA has therefore respecified its standard mandates on the basis of requirements profiles. The standard mandate types are:

- investigations into or audits of licensed financial intermediaries;
- investigations into activities carried on without the required licence;
- resolution and crisis management of licensed financial intermediaries;
- bankruptcy liquidation proceedings and liquidations of supervised institutions.

The announcement of these mandates has met with significant interest, and FINMA now has a list of candidates which is tailored to the specific requirements profiles. Providers with the necessary qualifications and experience can apply to be added to the list at any time.