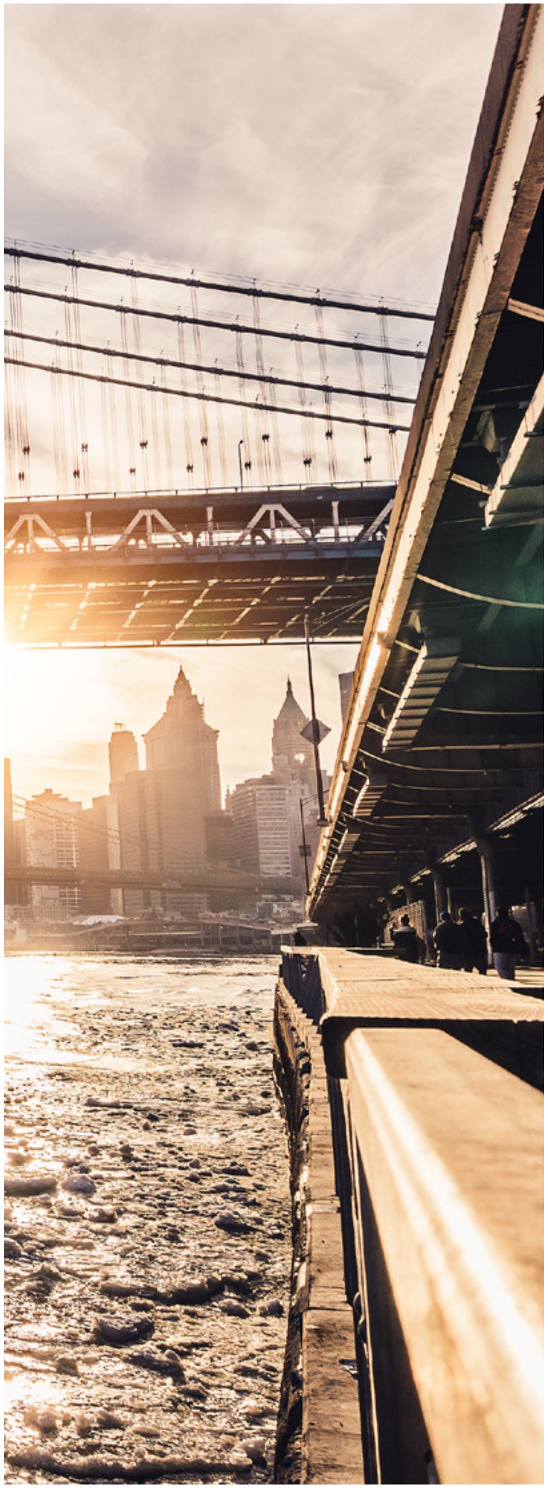
THE FUTURE OF QUANTS

What are the talent challenges & opportunities across quantitative research & trading?

MARKET UPDATE

2022



Introduction

The Quants job market has never been hotter, with the availability of Quant specialists scarce. In turn, employers are faced with a candidate-driven market, meaning talent holds the upper hand, but for how long can this continue?

In the era of the 'Great Resignation', it's never been a better time to take advantage of the job market. A number of Quant firms are having their best year, and with such successes comes considerable demand for high-caliber talent. Demand for professionals across front and back-office areas, covering the whole lifecycle from coding, validation, derivative pricing, to automating functions, is astronomically high. With big players in the crypto market for example poaching Quant talent as well, it's never been more important to know your talent, and the motivations of peers and people in the industry.

However, rumours of a recession are on the horizon, so it's a tricky talent space to predict right now. Therefore, making decisions on who and how to hire, as well as whether to look for a new role yourself isn't always a simple one, which is why it pays to work with an expert in Quant recruitment.

At Selby Jennings, we advise enterprise leaders to strike while the iron is hot: streamlining processes, upskilling the workforce, and maintaining a high degree of flexibility about where work is performed to stay at the cutting edge. We also guide Quants professionals through their career moves, offering insights on salary benchmarking and benefits packages.

As the market becomes ever more unpredictable, leaders within Quants will take stock of the industry's challenges and opportunities. In our report, 'The Future of Quants', discover the hiring trends that you should know about, with exclusive insights from our leading talent specialists across quantitative research & trading.

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5 Trends to Know About

While Quants revel in mastering complex and abstract mathematical domains under considerable pressure, we've observed them moving towards a number of hot trends that they want more exposure to. As the investment industry profoundly transforms, these trends are certainly ones to watch out for, as they lure Quant talent away from traditional players and into more innovative and technologically driven firms.

1. MACHINE LEARNING

There has been a rise in candidates looking to work for employers who use machine learning technology, and even more so, employers who take machine learning seriously and are willing to put resources, time, and cost into building a proper function around it.

Some of the most successful clients we at Selby Jennings have seen hire into this field are those who have research science teams dedicated to providing machine learning based research support to the wider organization. These research scientists work across trading, research, strategy development, and are becoming a more integral part of value chain within Quant trading firms.

Machine learning is not necessarily anything new and has been around for some time, but access to using it now has never been easier. With advancements in cloud-based technologies, we've seen many trading firms moving to the cloud, and in turn becoming much more open to bringing in machine learning models and technologies that can be used for automation, research, trading, and analytics.

Quant professionals seek working for businesses who take this investment seriously, and are at the forefront of any new technologies coming to market. **They want to work for a company who is investing in them, that will help them learn new skills and get more exposure to technology.**

2. CRYPTOCURRENCY

With more and more institutional adoption of cryptocurrency-based portfolio's, we have seen a large uptick in professionals seeking employers who are actively investing in this market. The expected growth of this market is huge, albeit not without hiccups due to the very volatile nature of cryptocurrency. But that isn't putting off Quant's mentioning cyrpto as a serious field of interest, and they want to get involved in it now while it's still a relatively new field.

The problems, challenges and opportunities cryptocurrencies face are fresh, and require new, innovative approaches to research and pricing, not typically found in traditional finance. For Quants, this means being at the forefront of making a real difference and having a profound impact. Then there is the fact that many crypto based hedge funds, trading firms, or brokers have flexible working, with some offering fully remote work. This is in stark contrast to traditional financial institutions who have been very vocal about bringing people back to the office.

3. COMMODITIES

It has been a highly volatile time for commodities markets so far this year, and we know Quants like to rise to a challenge. Many commodities trading houses, commodities groups within funds and banks are attracting quantitative talent given opportunities in the markets. Such demands are seen as positive because they can put their skills in stochastic calculus, pricing, and general mathematics to great use. We have seen an increase in demand from Quants looking to work for commodity trading advisors, electricity providers, and other types of commodity trading firms.

4. EXPOSURE TO MULTI-ASSET TRADING DESKS & MULTI-STRATEGY FUNDS

Multi-asset trading desks and multi-strategy hedge funds have seen some of the best returns this year so far, and therefore it is no surprise that Quant talent is drawn to these areas to pursue a career in. Financial services professionals typically reference global geopolitics, inflation, global economies, and the need to diversify strategies as reasons why they would like to look into a career move to a multi-strategy fund. And, with the markets currently the way they are, it makes the move even more tempting.

Multi-strategy funds offer a diversified solution to clients, and because of this they have seen some of the largest increases in asset flows of all strategies so far this year. This is especially appealing to Quants because where money flows to is where there is more opportunity for career advancement, compensation increases, and responsibilities.

5. MARKET MAKING & HFT TRADING

Job seekers continue to be very interested in high-frequency trading and market making strategies, although these positions are slightly more scarce than your typical front office Quant job at an investment bank or hedge fund, which plays into the hands of employers in an often candidate-driven market.

Market makers have had an exciting year with volatility remaining high, and Quants typically say that working with high frequency data is very challenging but very rewarding, and it is a skill set that many people would like to pick up. We see some of the highest compensation packages across the industry within this space, most likely due to the incredibly profitable nature of each trading desk within these firms.

This serves as a big attraction for quantitative research & trading professionals. However, unlike crypto funds, these traditional finance firms usually require employees to come into the office 5 days a week and are not known to have the most flexible working practices.

10 Key Strategies on Securing Front Office Talent

AND HOW TALENT CAN CAPITALIZE ON THIS

In a market where the demand for talent exceeds the supply, the need for hiring managers to be more strategic in their recruitment efforts is imperative. Professionals are currently looking at 4-5 competitive offers at the same time. To successfully hire in this landscape, we implore businesses we work with to implement 10 key recruitment strategies in order to increase the probability of securing their preferred financial professional.

1 KNOW WHAT YOU WANT

It is crucial to identify the following before you commence the hiring process:

- Amount of relevant experience
- Necessary skills required
- Outline of the interview process (how you will conduct the interview, who will be involved, and the timeframes it takes to hire)
- Approved compensation range
- Targeted start date

2 BE AGILE

Give feedback and progress people through the interview process in a timely manner. For example, give interview feedback ideally in under 24 hours, be available for consecutive weekly interviews, and conduct superdays where possible.

The average interview process should take no longer than 3-4 weeks from first round to offer.

3 INTENTIONALITY WITH EACH CONVERSATION

Beyond traditional interview questioning, share insights on your company, team, role, projects, and what the growth trajectory is for this position throughout the process. Quant professionals are selling themselves in the interview process, and hiring managers should as well. Interviews are as much of an opportunity for businesses to get to know talent as it is for professionals to get to know an organization.

They have lots of options at the end of the day, so it is important to ask yourself, why should they join us?

4 HUMANIZE THE PROCESS

People join people, not companies. By personalizing the interview process, you can reflect your team's culture and identity. Get to know someone outside of their technical skills and project experience in an interview, because good talent wants to join collaborative and welcoming teams.

5 CANDIDATE CARE

Organic and authentic communication with someone throughout the process does make a difference. A hiring manager should stay in contact with those interviewing from when they decide to offer until that person is able to start. Here are some example on how to keep the conversation going:

- Bring them onsite to meet the team in person or go out for coffee/dinner/drinks
- Share relevant textbooks/publications to help them prepare before onboarding
- Invite them to team outings that may be taking place before they start

6 BE DECISIVE

Don't wait for someone to be in final stages elsewhere before deciding to progress.

If there is interest in moving forward, don't hesitate to take next steps, otherwise another firm will hire them.

7 SPEED TO OFFER

When you identify someone with high potential, regardless of where they are in the interview process, be proactive in getting approvals through for compensation, paperwork, background checks, immigration, and anything else that can slow a process down.

A verbal offer is not enough, and talent needs to have the physical offer in hand in order to justify withdrawing from other processes. The longer they have to wait to see paperwork, the greater the chance a competitor swoop them up.

8 COMPENSATION

Offers should be best and final.
A competitive offer includes:

- First year guarantees
- Bonus buy outs
- Sign-on bonuses
- Relocation assistance
- External title promotions

9 FLEXIBLE WORKING

Gone are the days of the traditional working hours and days. Professionals now seek opportunities that embrace and incorporate flexible working hours, and working from home. Hiring managers should know a company's policy and be transparent about it with those considering joining.

10 HAVE A PLAN B

It is unlikely that the first offer put out will be accepted. So, even if you identify the perfect individual in your eyes, it is imperative to continue speaking with additional talent throughout the approvals process. Until someone starts, there is unfortunately no guarantee.

Flexibility is Here to Stay

What was once a necessity during the peaks of the Covid-19 pandemic has now become a hotly debated topic now that we are back to the new normal, and it is hard to go day without seeing an article, a poll, or an argument about working from home.

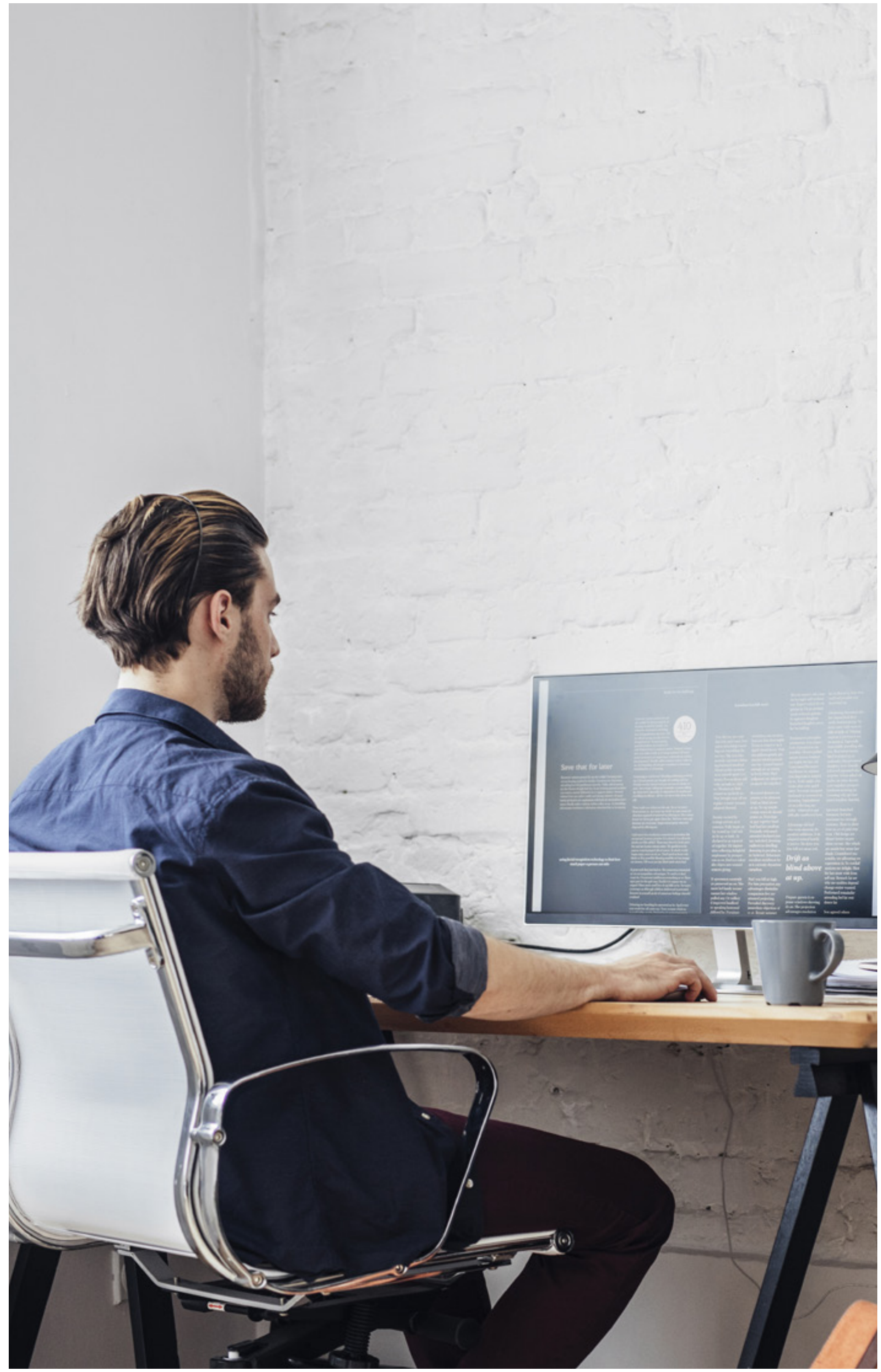
Strong opinions and policies have formed on both sides of the debate, and we believe it is beneficial to both financial services professionals and organizations to understand the range of options for both sides of the coin.

It is safe to say that the traditionally rigid and less flexible finance industry has mostly come to accept – sometimes grudgingly – that offering flexibility to employees is a must. Many believe that giving employees the option to skip commutes, spend more time with family, and maintain a better work life balance not only creates happier and more productive employees, but also gives them a leg up when it comes to attracting top talent.

On the other hand, some still believe in the merits of a fully in-office or predominantly in-office work schedule. These leaders and companies often cite slower decision making, a decrease in company culture, and a lack collaboration and growth opportunities for employees as reasons to stick to their old school approach.

Some of the big names that have come out in support of continued flexibility include UBS, Citigroup, Wells Fargo and JP Morgan. Their work plans all vary to some degree, but most require a minimum 2-3 days in-office with fully remote privileges reserved for only a small minority of employees.

With our buy-side businesses or firms with smaller and/or flatter structures, we notice similar patterns in terms of



flexible work plans, albeit announced and implemented in a much more informal manner. For example, many smaller and flatter firms typically have a majority of their workforce coming into the office 2-3 days a week voluntarily, but maintain the ability to offer top performers or top incoming talent even more flexibility, with even fully remote roles a privileged option on a case-by-case basis. This new normal has particularly benefited some of our clients who are based internationally but looking to make inroads into the US market. Whereas in the past they would need to procure a physical office in the US, many are now able to build a team of remote or flexible employees quickly and more easily than ever before.

Though the long-term implications of flexible work remain to be seen, if there are any of course, we can confidently say that those companies that wish to attract and retain top talent should be open to the idea of flexible or hybrid working. Professionals now have a level of expectation for hybrid or remote flexibility, and those firms that have leaned into flexible work and sought to make it part of their DNA now have the ability to access previously inaccessible talent that they may not have been able to hire due to geographic constraints. Remote and hybrid-friendly companies are also able to leverage their flexibility to better compete for talent with competitors who may be offering better compensation packages. In fact, behind compensation range, the second most asked question by individuals in our searches is the nature of an organization's in-office requirements.

It is safe to assume the debate over in-office vs. flexible vs. remote work will continue for months or years to come. But those companies that remain agile and open to the changing priorities will fare best in the competition for talent in a tight candidate pool.

Emerging sunshine states in the US

The South and West Coast of the US have stayed as firm favourite locations for traditional, large investment management businesses, as well as firms specializing in asset allocation, portfolio management, financial modelling, and risk management. Those firms are still rife and make up the core of the talent market, where you will most likely see Quants (Engineers, Traders, Developers, Researchers, PM's), transitioning within that same network of firms.

However, with the ongoing emergence of fintech on the West Coast, we are beginning to see a larger market for businesses that provide data-platforms for wealth, investment and asset management firms. Historically companies that acted as fully automated back-office reporting engines are now seeing a demand for front office services, including trading and rebalancing, as well as scenario analysis.

The Quant job market is expected to grow by 9.6% between 2016 and 2026, and although California and Texas are ranked first and second, for '**current employed Financial Quantitative Analysts**', we will likely see a decline next year and beyond for in-office Quants in California due to soaring living costs and many companies offering their employees the opportunity to work fully-remote from any state, without incurring the tax burden.

Markets such as Texas, with key cities such as Dallas, Houston and Austin, are therefore seeing a much larger influx of Quant talent from California, including those moving to several other non-traditional financial hubs across the Midwest/South.

With oil prices expected to stay elevated throughout the year, there has also been an uptick in commodities-focused Quants hiring, primarily in the Houston area, with a relatively even split between fundamental based portfolios and systematic. Over the last year, explosive energy prices have increased performance across machine-based hedge funds, particularly those in Texas.

Ultimately the market is seeing a much larger talent uptick in Texas than California for Quants, and we don't anticipate many hedge funds moving or looking to start up in California. However, California does still remain a bastion for systematic and fundamental focused funds, and continues to be a very fluid and versatile market for Quants. Moving into the latter half of the year and beyond, the main issue facing Californian-based firms is going to be finding out-of-state talent, particularly at a senior level, as higher living costs and increasing regulation poses a challenge.

We've also seen an increasing amount of crypto businesses setting up shop in cities across Texas as well as Florida. Florida's lower income tax, cost of living, and appeal to workers looking for more remote-friendly work environments, demonstrates why people are attracted to working here in a post-Covid world. Many businesses are seeing a lot of success building teams here, and with large conferences like the BTC Conference and a growing network of crypto professionals in Miami, it's a no brainer that many of these digital asset firms are looking to have offices in Florida.

New York has had a resurgence of talent move back to the city over the past year, with many of the biggest multi-manager hedge funds, prop trading houses, and investment banks continuing to hire aggressively in their front-office Quant teams as market volatility persists. New York has always been a hub for Quant talent, and while Covid-19 forced many out of the city, the general consensus from the Quant community is that most are excited to move back and get back to work, albeit in a flexible environment, in the city.

The bounce back of Europe

In what has been a bounce back year for investment banks in London, hiring has been vast and competing for talent has been tough. Hedge funds and asset managers have followed suit in a record year for hiring, with funds working in commodity futures or government bond-focused strategies hiring extensively across the UK capital because of favourable market conditions. There is still clear appetite for relocating from the continent to the UK, even post-Brexit.

Paris has been a massive growth hub for funds and investment banks, with US investment banks continuing their growth of fixed income desks. Despite the strength of London, a number of traders have made the move across the Channel to Paris. Part of this is naturally because of Brexit, but a lot can be attributed to the changing dynamics of banking since Covid-19. These desks have been seen as an easier alternative to London, where delays and costs on visa's for EU citizens have put unforeseen costs and pressures on hiring.

Amsterdam continues to thrive as a hub of high-frequency trading, as we have seen some of the established HFT firms continue to aggressively make offers. In addition to this, we are seeing an increase in prop trading start-ups spring up in the region. Interestingly, these start-ups, as well as the established players, are not only expanding in the traditional derivatives market making space, but we are also seeing new desks in crypto trading being built out. To note, some of the Chicago-based prop traders are launching small offices in the city to increase their exposure to Europe, which bodes well for these businesses. We have observed demand for talent relocating to the region from London and the US due to the 30% Dutch tax ruling that financial professionals can capitalize on.

Leading market makers flock to APAC

A number of leading market makers and US & UK based funds set up in Asia last year. Now we have seen many more also enter the market, with a heightened focus on the digital asset space. The rapid expansion of these businesses in Asia, backed by series A/B fundraising has meant that many people have been moving from trade finance to centralized and decentralized finance.

Singapore in particular is a hotspot for cryptocurrency start-ups, perhaps due to the VCC structure, as well as the relaxation of Covid-19 restrictions, which has encouraged hiring. Talent has responded to lucrative compensation packages, with many promised greater rewards if they are able to replicate success for their new employer.

Developers and traditional Quants have been incentivized to make the jump to crypto as well, seizing the opportunity to join greenfield build-outs. Despite the well-publicized crypto crash, it is unlikely to subside. There has already been open dialogue from a number of larger funds, market makers and exchanges such as Amber Group and Binance, and they will continue to double down on expansion efforts and capitalise on the liquid talent.

Onto the sell-side, we have seen bulge bracket investment banks bolster Quant capabilities, and in Hong Kong in particular, there has been a big push from several investment banks to elevate their algorithmic trading platforms, which has resulted in a greater demand for algo developers and execution Quants. We have also seen Barclays, who re-entered the Asian cash equities business last year, rebuild and revamp their platform.

The unprecedented level of hiring in Asia has seen a number of those professionals early in their career already make a few switches over the past two years. Hardest hit were investment banks, with recent reports suggesting the quitting rate of mid-to-junior bankers almost doubled regionwide. This is despite banks having been very vocal in providing increments to their Associate-VP compensation pool, with European banks offering 10-20% hikes for their Quant strategists.

Unsurprisingly employee retention has become a focal point this year. We are seeing firms go to extremes to retain their staff, with longer non-competes being signed, and larger budgets allocated to counter offer. Extensions for notice periods have been given in an effort to dissuade employees from leaving as well. Whilst hiring firms have respected the longer non-competes and notices, to combat this, we have also seen stipends and guarantees being offered in order to secure talent.

Businesses have realized how difficult the market is for Quant talent, and it has led to increased flexibility and open-mindedness when it comes to hiring. Employment passes and work visas are being allocated to niche roles and with the gradual loosening of Covid-19 restrictions in Asia, we have seen more relocations than prior years. This is a promising trend for a region that has become increasingly competitive with a tight talent pool.

Compensation Reports

NORTH AMERICA: INTRODUCTION

Those who work in Quant finance are known for being compensated very well, but the bar has been raised as the demand for talent grows even stronger.

Typically experienced Quant candidates on the buy side, that we would constitute as senior, have a base salary ranging from $185,000 to $250,000. However, we've seen an uptick in compensation for junior to mid-level candidates, and instances where those with 3+ years of experience are now earning $200,000 base salaries.

While the sell side is notorious for having very strict compensation bands, we've seen again an uptick in the salaries between Associate to Director level hires. Across the board we've seen an average of 10%-20% increase in base salaries from where they have been historically, inclusive of both the buy and sell side.

Guaranteed bonuses are typically offered to professionals that are leaving their current employer in Q3-Q4. However in this past year, there's been a normalized approach to paying full year minimum guaranteed bonuses to candidates that join in Q1, and Q2.

In addition to paying out higher base salaries and giving first year guaranteed bonuses, companies are also offering heftier sign on and relocation packages. Most companies are offering one time sign on bonuses subject to a one year clawback, in order to put together more competitive compensation packages, ultimately to entice candidates to join.

Relocation packages have also been used as tool to sweeten the deal so to speak, for candidates that require relocation

assistance and are out of state. Since the start of Covid-19 a lot of candidates, particularly in Quant finance, have relocated outside of the tri-state area. As there's been an increase in the amount of candidates returning to New York, relocation packages have become more common to entice candidates to return to the city.

Compensation Reports

NORTH AMERICA

PhD Graduates (USD)		
Company	**Base Salary**	**Total Compensation**
Investment Bank	$145,000 – $165,000	$250,000 – $275,000
Mid Sized Hedge Fund	$160,000 – $185,000	$300,000 – $500,000
Top Hedge Fund / Trading Firm	$175,000 – $325,000	$300,000 – $750,000

Sell Side (USD)		
Roles	**Base Salary**	**Total Compensation**
Associate/AVP	$175,000 – $195,000	$275,000 – $295,000
Vice President	$200,000 – $230,000	$375,000 – $425,000
Director / Executive Director	$250,000 – $300,000	$550,000 – $700,000
Managing Director	$350,000 – $500,000	$700,000 – $1,400,000

Buy Side (USD)		
Roles	**Base Salary**	**Total Compensation**
Quantitative Researcher (2-5 years)	$155,000 – $170,000	$350,000 – $500,000
Sr. Quantitative Researcher (5+ years)	$165,000 – $185,000	$550,000 – $800,000
Portfolio Manager (fund)	$200,000 – $300,000	10-20% of PnL
Quant Trader (prop/HFT)	$150,000 – $200,000	30-50% of PnL

Compensation Reports

EUROPE

PhD Graduates (GBP)		
Company	Base Salary	Total Compensation
Investment Bank	£85,000 – £120,000	£100,000 – £145,000
Mid Sized Hedge Fund	£85,000 – £95,000	£150,000 – £200,000
Top Hedge Fund / Trading Firm	£100,000 – £150,000	£200,000 – £250,000

Sell Side (GBP)		
Roles	Base Salary	Total Compensation
Associate	£75,000 – £120,000	£85,000 – £150,000
Vice President	£115,000 – £180,000	£135,000 – £250,000
Director / Executive Director	£180,000 – £250,000	£240,000 – £450,000
Managing Director	£250,000 – £400,000	£600,000 – £1,200,000

Buy Side (GBP)		
Roles	Base Salary	Total Compensation
Quantitative Researcher (2-5 years)	£100,000 – £120,000	£175,000 – £300,000
Sr. Quantitative Researcher (5+ years)	£110,000 – £130,000	£200,000 – £600,000
Portfolio Manager (fund)	£120,000 – £250,000	5 – 20% of PnL
Quant Trader (prop/HFT)	£75,000 – £120,000	10 – 40% of PnL

Compensation Reports

APAC

PhD Graduates (USD)		
Company	**Base Salary**	**Total Compensation**
Investment Bank	$90,000 – $100,000	$150,000 – $170,000
Mid Sized Hedge Fund	$100,000 – $110,000	$200,000 – $225,000
Top Hedge Fund / Trading Firm	$130,000 – $160,000	$220,000 – $245,000

Sell Side (USD)		
Roles	**Base Salary**	**Total Compensation**
Associate	$95,000 – $130,000	$135,000 – $160,000
Vice President	$155,000 – $190,000	$225,000 – $300,000
Director / Executive Director	$225,000 – $250,000	$350,000 – $450,000
Managing Director	$300,000 – $350,000	$700,000 – $900,000

Buy Side (USD)		
Roles	**Base Salary**	**Total Compensation**
Quantitative Researcher (2-5 years)	$95,000 – $105,000	$165,000 – $185,000
Quantitative Researcher (5-10 years)	$170,000 – $180,000	$250,000 – $275,000
Senior Quant Research/Strategist (10+ years)	$225,000 – $250,000	$400,000 – $500,000
Portfolio Manager (fund)	$200,000 – $250,000	7 – 22% of PnL
Quant Trader (prop)	$150,000 – $170,000	12 – 40% of PnL

Conclusion

Today's labor market does favour Quant professionals, placing the bargaining power very much in candidate's hands.

Even passive talent is also making moves and taking advantage of the market. Retention at the mid-senior level also poses a significant challenge to firms hiring, as the market continues to heat up.

However, with rumours of recessions swirling, firms still have a strong hand in attracting talent. Driven by a bigger potential pay package, firms are having to open up their wallets and offer lucrative compensation benefits to attract qualified individuals, allowing the right talent to capitalize on monetary oppportunities.

Regardless of the challenges, Selby Jennings is here to support those hiring, and those looking for new opportunities, as a specialist talent partner in the Quant space.

About Selby Jennings

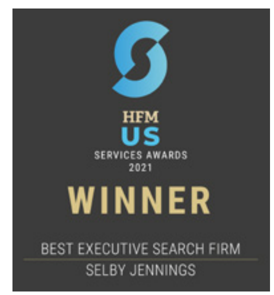
As innovation and new technology move the financial services industry forward, there is an increasing technical demand on Quants that will make it harder for firms to find the right talent. With nearly 20 years extensive experience and a well-garnered client network, we have unrivalled expertise to secure the brightest minds from systematic traders, modelers, developers, portfolio managers, to risk analysts.

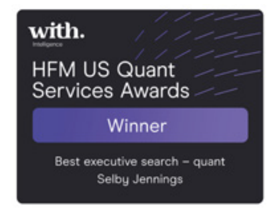
Winning 'Best Executive Search – Quant', by HFM in the European Quant Services Award 2021, as well as being named last year's Best Executive Search Firm by HFM for the US, we are committed to help our clients secure top Quant talent. We can shape the talent landscapes and influence the trajectory of growth for global investment bankers, boutique hedge funds, management consultancies, software providers, and everything in between.

Connecting top professionals with industry-leading opportunities, while providing complementary market research and insights, we harness our network and pair our expertise with advanced technology to secure Quants talent with speed, accuracy, and a reach that spans three continents.

AWARDS

- ★ Best Hedge Fund recruiter (HFM) - 2019
- ★ Best Exec Search North America - Quant (HFM) - 2020
- ★ Best Hedge Fund recruiter (HFM) - 2020
- ★ Best Exec Search Europe - Quant (HFM) - 2020
- ★ Best Recruitment Firm (Hedgeweek US) - 2020
- ★ Best Exec Search North America - Quant (HFM) - 2021
- ★ Best Hedge Fund recruiter (HFM) - 2021
- ★ Best Exec Search Europe - Quant (HFM) - 2021
- ★ Best Exec Search North America - Quant (HFM) - 2022





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Our global Quant team has extensive knowledge in the niche sector, with over 15 years of experience delivering exceptional talent to industry leading clients. Placing over 300 professional's globally in one year alone, the Quants experts at Selby Jennings have an unrivaled portfolio of clients, both large and small. Attending and speaking at various financial events, such as Bitcoin 2022 and QuantMinds Global, the award-winning talent experts offer specialist guidance in the Quants space across three continents.

Meet the rest of the Quants division **here**

SUBMIT YOUR CV

SUBMIT A VACANCY

VIEW OUR JOBS

Berlin | Boston | Charlotte | Chicago | Dallas | Frankfurt | Hong Kong | London | Los Angeles | New York | San Francisco | Singapore | Shanghai | Tampa | Zurich