



# FUTURE STATE OF THE INVESTMENT PROFESSION

PURSuing BETTER OUTCOMES—FOR THE END INVESTOR, THE INDUSTRY, AND SOCIETY

Appendix B



<b>D1. What is your title?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Chief investment officer	15%	8%	13%	16%	17%	20%	14%
Chief operating officer	8%	5%	3%	18%	6%	20%	9%
Director of research	7%	6%	5%	8%	6%	11%	6%
Managing director	14%	17%	16%	14%	13%	9%	15%
Portfolio manager	25%	22%	34%	21%	24%	17%	29%
Research analyst	12%	20%	11%	11%	8%	17%	11%
Other	20%	21%	18%	13%	26%	5%	16%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D2. For how many years have you worked as an investment management professional?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Less than 2 years	4%	9%	3%	3%	2%	5%	3%
2-10 years	39%	46%	39%	63%	24%	64%	48%
10-20 years	32%	31%	38%	25%	34%	25%	33%
20 years or more	24%	14%	20%	9%	40%	5%	16%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D3. Do you hold any of the following credentials?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Chartered Financial Analyst (CFA)	63%	60%	60%	39%	80%	29%	52%
Certified/Chartered Public Accountant (CPA)	6%	8%	5%	5%	5%	7%	5%
Chartered Accountant (CA)	5%	3%	5%	10%	3%	9%	7%
Certified Financial Planner (CFP)	4%	3%	4%	4%	5%	5%	4%
Chartered Alternative Investment Analyst (CAIA)	4%	2%	3%	3%	5%	6%	3%
Financial Risk Manager (FRM)	5%	4%	6%	6%	4%	5%	6%
Master of Business Administration (MBA)	45%	38%	42%	54%	42%	68%	47%
Juris Doctor (JD)	2%	1%	2%	2%	2%	1%	2%

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Advanced degree in a technical discipline such as mathematics or a natural science	8%	10%	6%	9%	7%	15%	7%
Other graduate degree	23%	26%	21%	26%	23%	15%	23%
Other degree or professional designation	10%	6%	9%	3%	14%	6%	7%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D4. What type of institution do you work for?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Insurance company	10%	13%	11%	8%	10%	11%	10%
Public pension	4%	5%	4%	5%	2%	5%	5%
Private pension	4%	1%	5%	8%	2%	9%	6%
Family office	8%	2%	6%	14%	8%	15%	9%
Asset management firm	33%	40%	36%	34%	28%	32%	35%
Foundation	2%	0%	1%	1%	4%	5%	1%
Endowment	2%	0%	0%	2%	3%	5%	1%
Financial advisory firm focused on private investors	17%	12%	14%	10%	24%	8%	13%
Financial advisory firm focused on institutional investors	10%	14%	14%	11%	7%	6%	13%
Other	11%	12%	10%	8%	13%	3%	9%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D5. What are your institution's assets under management (in USD)?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Less than \$100 million	13%	15%	11%	11%	17%	1%	11%
\$100 million to \$250 million	4%	5%	2%	2%	5%	1%	2%
\$250 million to \$500 million	9%	18%	5%	13%	5%	13%	8%
\$500 million to \$1 billion	10%	7%	10%	17%	7%	22%	13%
\$1 billion to \$10 billion	24%	20%	23%	29%	23%	28%	25%
\$10 billion to \$50 billion	16%	11%	18%	20%	15%	20%	19%
\$50 billion or more	24%	23%	30%	8%	28%	15%	22%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D6. Where is your position located?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Argentina	2%	0%	0%	0%	0%	16%	0%
Australia	1%	7%	0%	0%	0%	0%	0%
Austria	0%	0%	1%	0%	0%	0%	1%
Bahrain	0%	0%	0%	0%	0%	0%	0%
Bangladesh	0%	0%	0%	0%	0%	0%	0%
Belgium	0%	0%	2%	0%	0%	0%	1%
Brazil	2%	0%	0%	0%	0%	20%	0%
Bulgaria	0%	0%	2%	0%	0%	0%	1%
Canada	10%	0%	0%	0%	23%	0%	0%
Chile	2%	0%	0%	0%	0%	16%	0%
China	1%	6%	0%	0%	0%	0%	0%
Colombia	1%	0%	0%	0%	0%	13%	0%
Croatia	0%	0%	0%	0%	0%	0%	0%
Czech Republic	1%	0%	4%	0%	0%	0%	3%
Denmark	1%	0%	5%	0%	0%	0%	3%
Egypt	1%	0%	0%	11%	0%	0%	4%
Finland	1%	0%	3%	0%	0%	0%	2%

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
France	1%	0%	4%	0%	0%	0%	3%
Germany	2%	0%	9%	0%	0%	0%	5%
Ghana	0%	0%	0%	2%	0%	0%	1%
Greece	1%	0%	5%	0%	0%	0%	3%
Guatemala	0%	0%	0%	0%	0%	1%	0%
Hong Kong	2%	10%	0%	0%	0%	0%	0%
India	3%	15%	0%	0%	0%	0%	0%
Indonesia	1%	5%	0%	0%	0%	0%	0%
Ireland	0%	0%	1%	0%	0%	0%	1%
Italy	1%	0%	5%	0%	0%	0%	3%
Japan	1%	8%	0%	0%	0%	0%	0%
Jordan	0%	0%	0%	1%	0%	0%	0%
Kuwait	0%	0%	0%	2%	0%	0%	1%
Luxembourg	0%	0%	1%	0%	0%	0%	1%
Malaysia	1%	7%	0%	0%	0%	0%	0%
Malta	0%	0%	0%	0%	0%	0%	0%
Mexico	2%	0%	0%	0%	0%	20%	0%
Netherlands	1%	0%	4%	0%	0%	0%	3%
New Zealand	0%	1%	0%	0%	0%	0%	0%
Nigeria	0%	0%	0%	1%	0%	0%	0%
Norway	1%	0%	3%	0%	0%	0%	2%
Pakistan	0%	0%	0%	0%	0%	0%	0%
Peru	1%	0%	0%	0%	0%	11%	0%
Philippines	1%	5%	0%	0%	0%	0%	0%
Poland	0%	0%	1%	0%	0%	0%	1%
Portugal	0%	0%	0%	0%	0%	0%	0%
Qatar	1%	0%	0%	11%	0%	0%	4%

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Republic of China (Taiwan)	0%	1%	0%	0%	0%	0%	0%
Romania	0%	0%	0%	0%	0%	0%	0%
Russia	1%	0%	3%	0%	0%	0%	2%
Saudi Arabia	2%	0%	0%	18%	0%	0%	7%
Serbia	0%	0%	0%	0%	0%	0%	0%
Singapore	3%	14%	0%	0%	0%	0%	0%
Slovenia	0%	0%	0%	0%	0%	0%	0%
South Africa	4%	0%	0%	32%	0%	0%	12%
South Korea	1%	3%	0%	0%	0%	0%	0%
Spain	1%	0%	6%	0%	0%	0%	4%
Sri Lanka	1%	6%	0%	0%	0%	0%	0%
Sweden	1%	0%	4%	0%	0%	0%	2%
Switzerland	2%	0%	10%	0%	0%	0%	6%
Thailand	1%	6%	0%	0%	0%	0%	0%
Trinidad and Tobago	0%	0%	0%	0%	0%	1%	0%
Tunisia	0%	0%	0%	1%	0%	0%	0%
Turkey	1%	0%	3%	0%	0%	0%	2%
Uganda	0%	0%	0%	1%	0%	0%	0%
Ukraine	0%	0%	0%	0%	0%	0%	0%
United Arab Emirates	2%	0%	0%	21%	0%	0%	8%
United Kingdom	4%	0%	21%	0%	0%	0%	13%
United States	32%	0%	0%	0%	77%	0%	0%
Uruguay	0%	0%	0%	0%	0%	1%	0%
Venezuela	0%	0%	0%	0%	0%	1%	0%
Vietnam	0%	2%	0%	0%	0%	0%	0%
Yemen	0%	0%	0%	2%	0%	0%	1%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D6. Region</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Asia-Pacific	18%	100%	0%	0%	0%	0%	0%
Europe	19%	0%	100%	0%	0%	0%	62%
Middle East and Africa	12%	0%	0%	100%	0%	0%	38%
North America	42%	0%	0%	0%	100%	0%	0%
Latin America	10%	0%	0%	0%	0%	100%	0%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D7. Are you female or male?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Female	14%	17%	14%	13%	13%	18%	13%
Male	84%	82%	86%	86%	85%	82%	86%
Prefer not to say	1%	1%	0%	1%	2%	0%	1%
Total	100%	100%	100%	100%	100%	100%	100%

## SKILLS FOR THE FUTURE

**Q1. Please indicate which of the following skills will be more important for the success for (a) chief investment officers/portfolio managers, (b) CEOs of asset management firms, and (c) CEOs of asset owning institutions in 5-10 years.**

### A. Which of the following skills will be more important to the success of CIOs/portfolio managers in 5-10 years?

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Specialized financial analysis skills	35%	41%	44%	27%	31%	31%	38%
Knowledge of science, engineering, and mathematics	24%	22%	26%	24%	23%	27%	25%
Sophisticated knowledge of IT (e.g., programming, artificial intelligence, etc.)	25%	26%	24%	34%	19%	34%	28%
Consultative selling skills	23%	23%	22%	27%	20%	36%	24%
Relationship-building skills	35%	32%	32%	41%	35%	45%	36%
Crisis management skills	23%	27%	26%	34%	14%	32%	29%
Ability to articulate a compelling vision for the institution	36%	31%	31%	32%	42%	34%	31%
Understanding of corporate governance/regulations	25%	24%	29%	30%	22%	22%	29%
Ability to instill a culture of ethical decision making	30%	36%	19%	26%	34%	23%	21%
International and cross-cultural skills (including foreign languages)	15%	17%	23%	14%	12%	15%	19%

### B. Which of the following skills will be most important to the success of CEOs of asset management firms in 5-10 years?

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Specialized financial analysis skills	20%	26%	22%	34%	9%	36%	27%
Knowledge of science, engineering, and mathematics	10%	10%	11%	15%	6%	22%	12%
Sophisticated knowledge of IT (e.g., programming, artificial intelligence, etc.)	12%	12%	14%	17%	10%	15%	15%
Consultative selling skills	23%	26%	23%	21%	21%	26%	22%
Relationship-building skills	38%	40%	39%	40%	35%	42%	39%
Crisis management skills	27%	31%	29%	37%	18%	39%	32%
Ability to articulate a compelling vision for the institution	49%	40%	46%	40%	61%	32%	44%
Understanding of corporate governance/regulations	28%	31%	29%	25%	27%	31%	27%



	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Ability to instill a culture of ethical decision making	38%	38%	33%	34%	44%	27%	33%
International and cross-cultural skills (including foreign languages)	21%	24%	21%	27%	15%	28%	23%

**C. Which of the following skills will be most important to the success of CEOs of asset owning institutions (pensions, foundations, endowments) in 5-10 years?**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Specialized financial analysis skills	31%	30%	33%	32%	25%	48%	33%
Knowledge of science, engineering, and mathematics	10%	7%	12%	12%	9%	18%	12%
Sophisticated knowledge of IT (e.g., programming, artificial intelligence, etc.)	13%	12%	12%	20%	11%	13%	15%
Consultative selling skills	17%	20%	20%	29%	10%	24%	24%
Relationship-building skills	34%	33%	33%	37%	32%	43%	34%
Crisis management skills	29%	35%	30%	34%	22%	37%	32%
Ability to articulate a compelling vision for the institution	40%	35%	36%	35%	46%	35%	36%
Understanding of corporate governance/regulations	39%	42%	39%	33%	41%	33%	37%
Ability to instill a culture of ethical decision making	37%	45%	36%	32%	39%	19%	34%
International and cross-cultural skills (including foreign languages)	20%	22%	16%	21%	18%	29%	18%

**Q2. How available are each of the following skills in the labor pool of prospective employees?**

<b>Specialized financial analysis skills</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	4%	2%	3%	6%	4%	4%	4%
Somewhat hard to find	33%	36%	31%	48%	27%	41%	38%
Somewhat available	43%	42%	47%	35%	43%	47%	43%
Readily available	20%	20%	19%	11%	26%	8%	16%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Knowledge of science, engineering, and mathematics</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	8%	9%	8%	5%	8%	8%	7%
Somewhat hard to find	24%	20%	27%	19%	27%	18%	24%
Somewhat available	36%	36%	36%	38%	39%	22%	36%
Readily available	32%	35%	29%	39%	27%	52%	33%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Sophisticated knowledge of IT (e.g., programming, artificial intelligence, etc.)</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	14%	17%	10%	6%	17%	10%	9%
Somewhat hard to find	38%	34%	46%	35%	38%	39%	42%
Somewhat available	38%	39%	36%	47%	36%	41%	40%
Readily available	10%	11%	8%	13%	9%	10%	10%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Consultative selling skills</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	4%	3%	3%	5%	5%	1%	3%
Somewhat hard to find	25%	23%	26%	30%	25%	22%	27%
Somewhat available	48%	50%	49%	48%	45%	51%	49%
Readily available	23%	24%	22%	17%	24%	26%	20%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Relationship-building skills</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	4%	5%	2%	4%	5%	3%	3%
Somewhat hard to find	23%	20%	25%	18%	26%	19%	22%
Somewhat available	53%	51%	50%	60%	51%	58%	54%
Readily available	20%	24%	23%	18%	18%	20%	21%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Crisis management skills</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	18%	20%	20%	8%	20%	12%	15%
Somewhat hard to find	38%	42%	36%	31%	43%	24%	34%
Somewhat available	32%	28%	32%	44%	29%	38%	37%
Readily available	12%	10%	13%	17%	8%	26%	14%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Ability to articulate a compelling vision for the institution</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	18%	21%	19%	9%	21%	5%	15%
Somewhat hard to find	35%	34%	34%	34%	40%	21%	34%
Somewhat available	36%	36%	38%	44%	30%	46%	40%
Readily available	11%	9%	8%	13%	8%	28%	10%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Understanding of corporate governance/regulations</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	4%	3%	4%	4%	5%	2%	4%
Somewhat hard to find	29%	31%	31%	17%	32%	25%	26%
Somewhat available	51%	52%	49%	56%	50%	50%	52%
Readily available	16%	15%	16%	23%	14%	24%	19%
Total	100%	100%	100%	100%	100%	100%	100%

<b>Ability to instill a culture of ethical decision making</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	11%	13%	11%	6%	13%	3%	9%
Somewhat hard to find	31%	38%	38%	22%	31%	18%	32%
Somewhat available	43%	34%	38%	55%	43%	55%	45%
Readily available	15%	15%	12%	17%	14%	24%	14%
Total	100%	100%	100%	100%	100%	100%	100%

<b>International and cross-cultural skills (including foreign languages)</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very hard to find	11%	14%	6%	6%	15%	4%	6%
Somewhat hard to find	32%	32%	27%	26%	39%	15%	26%
Somewhat available	36%	37%	47%	31%	33%	36%	41%
Readily available	21%	18%	20%	38%	13%	45%	27%
Total	100%	100%	100%	100%	100%	100%	100%

**Q3. What other skills do you think will become increasingly important for executive success in 5-10 years?**

<b>Q4. Over the next 5-10 years, which of the following skills should employers cultivate through structured training programs with their new employees?</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Specialized financial analysis skills	58%	63%	60%	63%	49%	75%	61%
Knowledge of science, engineering, and mathematics	34%	31%	30%	49%	26%	59%	37%
Sophisticated knowledge of IT (e.g., programming, artificial intelligence, etc.)	37%	38%	40%	42%	32%	45%	41%
Consultative selling skills	42%	39%	45%	51%	38%	50%	47%
Relationship-building skills	55%	55%	46%	53%	56%	73%	49%
Crisis management skills	39%	48%	39%	51%	29%	53%	44%
Ability to articulate a compelling vision for the institution	41%	45%	38%	44%	36%	55%	40%
Understanding of corporate governance/regulations	53%	55%	56%	58%	48%	61%	56%
Ability to instill a culture of ethical decision making	61%	70%	55%	60%	59%	65%	57%
International and cross-cultural skills (including foreign languages)	47%	53%	49%	66%	33%	72%	55%

## STRATEGIC THREATS AND OPPORTUNITIES FOR THE INDUSTRY

Q5. We're interested in your views on how technology and globalization will affect investment management professionals and the firms that employ them over the next 5-10 years.

<b>A. In the next 5-10 years, new information technology in the investment management industry will ...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Pose a threat to the employment of professionals like me	3%	3%	2%	2%	4%	3%	2%
2	20%	16%	27%	17%	21%	14%	23%
3	28%	29%	24%	33%	27%	35%	27%
4	37%	37%	37%	40%	37%	35%	38%
Offer new opportunities for professionals like me	11%	15%	10%	8%	11%	14%	9%
Total	100%	100%	100%	100%	100%	100%	100%

Score (1-5)

<b>B. In the next 5-10 years, new information technology in the investment management industry will ...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Pose a strategic threat to financial institutions like mine	3%	4%	3%	2%	4%	2%	2%
2	26%	23%	26%	37%	20%	42%	30%
3	27%	23%	30%	24%	28%	22%	28%
4	32%	32%	32%	26%	35%	24%	30%
Offer strategic opportunities to financial institutions like mine	13%	18%	8%	11%	13%	11%	9%
Total	100%	100%	100%	100%	100%	100%	100%

<b>C. In the next 5-10 years, globalization in the investment management industry will ...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Pose a threat to the employment of professionals like me	2%	1%	3%	1%	2%	2%	2%
2	16%	13%	20%	17%	15%	24%	19%
3	27%	21%	25%	24%	31%	28%	25%
4	38%	36%	38%	37%	40%	34%	37%
Offer new opportunities for professionals like me	17%	30%	13%	22%	13%	13%	17%
Total	100%	100%	100%	100%	100%	100%	100%

<b>D. In the next 5-10 years, globalization in the investment management industry will ...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Pose a strategic threat to financial institutions like mine	1%	1%	2%	1%	1%	1%	2%
2	17%	15%	17%	23%	15%	17%	19%
3	31%	22%	32%	27%	35%	37%	30%
4	32%	32%	33%	29%	34%	24%	32%
Offer strategic opportunities to financial institutions like mine	19%	31%	16%	20%	15%	21%	17%
Total	100%	100%	100%	100%	100%	100%	100%

**Q6. We'd like to know your outlook for consolidation, competition, and profitability for institutions like yours over the next 5-10 years.**

<b>A. In the next 5-10 years, I expect...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Substantial consolidation of the peers and competitors of my institution	27%	28%	35%	21%	29%	13%	30%
Some consolidation of the peers and competitors of my institution	57%	58%	47%	60%	58%	62%	52%
Little or no consolidation of the peers and competitors of my institution	16%	14%	17%	19%	13%	25%	18%
Total	100%	100%	100%	100%	100%	100%	100%

<b>B. In the next 5-10 years, I expect...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Many new market entrants and competitors of my institution	20%	28%	23%	22%	16%	18%	23%
A moderate number new market entrants and competitors of my institution	41%	40%	44%	32%	45%	29%	39%
Few new market entrants and competitors of my institution	39%	32%	33%	47%	39%	53%	38%
Total	100%	100%	100%	100%	100%	100%	100%

<b>C. In the next 5-10 years, I expect...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Substantial growth in profit margins among asset management firms	16%	13%	12%	31%	8%	43%	19%
Moderate growth in profit margins among asset management firms	21%	30%	16%	27%	19%	19%	20%
Little or no growth in profit margins among asset management firms	22%	22%	25%	13%	24%	15%	21%
Moderate contraction in profit margins among asset management firms	28%	24%	31%	20%	33%	15%	27%
Substantial contraction in profit margins among asset management firms	13%	11%	16%	9%	15%	7%	13%
Total	100%	100%	100%	100%	100%	100%	100%
Growth (net)	37%	43%	28%	58%	27%	62%	39%
Contraction (net)	41%	35%	47%	29%	49%	23%	40%

## THE BIG PICTURE

**Q7. To what extent do you agree with the following statements about the role of the investment management profession on society at large?**

<b>A. The investment management profession's current impact on society is...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very positive	11%	15%	10%	8%	11%	10%	9%
Somewhat positive	68%	68%	67%	76%	66%	74%	70%
Somewhat negative	19%	16%	19%	17%	21%	16%	18%
Very negative	2%	1%	5%	0%	2%	0%	3%
Total	100%	100%	100%	100%	100%	100%	100%

<b>B. The investment management profession's future impact on society is...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Much more positive than today	14%	16%	12%	20%	10%	19%	15%
Somewhat more positive than today	54%	52%	58%	38%	63%	30%	51%
Somewhat less positive than today	31%	30%	29%	41%	27%	45%	34%
Much less positive than today	1%	2%	1%	1%	1%	5%	1%
Total	100%	100%	100%	100%	100%	100%	100%

<b>C. The investment management profession's potential impact on society contingent on incorporating higher principles could be ...</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Very positive	51%	50%	41%	47%	54%	62%	44%
Somewhat positive	39%	41%	46%	37%	40%	22%	43%
Somewhat negative	9%	9%	11%	15%	4%	14%	13%
Very negative	1%	0%	1%	1%	1%	3%	1%
Total	100%	100%	100%	100%	100%	100%	100%



**Q8. To what extent do you agree with the following statements about the investment management industry?**

<b>A. Asset management fees generally reflect the value provided to clients.</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	5%	7%	5%	8%	4%	4%	6%
Agree	44%	40%	42%	56%	39%	66%	47%
Strongly disagree	34%	34%	33%	25%	39%	22%	30%
Disagree	14%	15%	17%	11%	16%	6%	15%
Neutral/no opinion	2%	4%	3%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	50%	47%	47%	63%	43%	70%	53%
Disagree (net)	48%	48%	50%	35%	55%	28%	45%

  

<b>B. Clients are often sold inappropriate financial products</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	19%	19%	13%	13%	26%	8%	13%
Agree	37%	35%	46%	31%	41%	17%	40%
Disagree	22%	28%	21%	26%	17%	26%	23%
Strongly disagree	18%	16%	17%	28%	10%	46%	21%
Neutral/no opinion	4%	3%	2%	3%	6%	2%	3%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	56%	53%	59%	44%	67%	25%	53%
Disagree (net)	40%	43%	39%	53%	27%	73%	44%

**C. Financial markets/investment management are being regulated effectively.**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	21%	18%	20%	26%	21%	24%	22%
Agree	39%	39%	45%	31%	41%	27%	39%
Disagree	26%	26%	21%	22%	31%	21%	22%
Strongly disagree	11%	15%	11%	19%	4%	25%	14%
Neutral/no opinion	3%	3%	3%	3%	4%	4%	3%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	60%	56%	64%	56%	62%	51%	61%
Disagree (net)	37%	41%	33%	41%	35%	45%	36%

**D. Over the next 5-10 years, financial markets and capitalism will contribute to increasing economic equality.**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	14%	14%	10%	21%	11%	25%	14%
Agree	36%	34%	35%	36%	37%	37%	36%
Disagree	32%	35%	37%	27%	32%	26%	33%
Strongly disagree	14%	14%	15%	14%	14%	12%	14%
Neutral/no opinion	4%	4%	3%	2%	7%	1%	3%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	49%	48%	45%	57%	47%	61%	50%
Disagree (net)	46%	48%	52%	41%	46%	38%	47%

**E. Environmental, social, and governance factors will become increasingly important to investment decision makers in the next 5-10 years.**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	26%	38%	26%	22%	21%	33%	24%
Agree	47%	43%	50%	38%	53%	29%	45%
Disagree	16%	10%	16%	21%	17%	18%	18%
Strongly disagree	8%	8%	7%	17%	5%	19%	11%
Neutral/no opinion	3%	0%	2%	3%	4%	1%	2%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	73%	81%	76%	59%	74%	62%	70%
Disagree (net)	24%	18%	22%	38%	22%	37%	28%

**F. Meaningful increases in interest rates, economic growth, the equity-risk premium, and other macroeconomic indicators will occur in the next 5-10 years.**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	14%	11%	14%	14%	14%	16%	14%
Agree	47%	52%	42%	40%	49%	47%	41%
Disagree	22%	25%	25%	23%	21%	15%	24%
Strongly disagree	10%	9%	11%	20%	6%	20%	14%
Neutral/no opinion	7%	4%	8%	4%	9%	2%	6%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	61%	62%	56%	54%	63%	64%	55%
Disagree (net)	33%	34%	36%	42%	27%	35%	38%

**G. Investors will continue to increase their allocations to passive investment vehicles over the next 5-10 years.**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	22%	21%	22%	24%	21%	24%	23%
Agree	48%	44%	49%	44%	56%	29%	47%
Disagree	18%	24%	16%	17%	17%	16%	16%
Strongly disagree	9%	8%	8%	14%	4%	26%	10%
Neutral/no opinion	3%	3%	4%	2%	3%	5%	3%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	70%	65%	72%	68%	76%	53%	70%
Disagree (net)	26%	32%	24%	30%	21%	43%	26%

**H. Financial centers in Asia will have increasing influence in the investment industry in the next 5-10 years.**

	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	20%	35%	20%	14%	16%	22%	18%
Agree	50%	44%	51%	47%	56%	35%	49%
Disagree	16%	14%	21%	17%	15%	17%	19%
Strongly disagree	8%	7%	6%	17%	4%	23%	10%
Neutral/no opinion	5%	0%	2%	5%	9%	3%	3%
Total	100%	100%	100%	100%	100%	100%	100%
Agree (net)	70%	79%	71%	61%	72%	57%	67%
Disagree (net)	24%	21%	26%	34%	19%	40%	29%

<b>I. Institutional investors will look to reduce costs by insourcing more investment management activities.</b>	All	Asia-Pacific	Europe	Middle East and Africa	North America	Latin America	EMEA
Strongly agree	15%	19%	11%	22%	10%	31%	15%
Agree	42%	51%	47%	35%	40%	32%	43%
Disagree	26%	19%	26%	21%	31%	25%	24%
Strongly disagree	7%	7%	8%	17%	4%	10%	11%
Neutral/no opinion	9%	4%	7%	5%	15%	3%	6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Agree (net)	57%	70%	58%	57%	50%	63%	58%
Disagree (net)	34%	26%	34%	38%	35%	35%	36%

## About the Report

In 2016, CFA Institute commissioned the Institutional Investor Thought Leadership Studio to survey members of the investment management profession for an overview of the current and future state of the profession. A questionnaire was distributed to two lists, one drawn from Institutional Investor's database, the other from CFA Institute. There were 1,145 responses (644 from CFA Institute) collected from 8–22 December 2016, with a margin of error of 2.9%. In addition, Institutional Investor conducted interviews with 19 executives in the investment management profession to obtain context and further details about the collected data.

### Authors:

Rebecca Fender, CFA  
Robert Stammers, CFA  
Roger Urwin, FSIP  
Jason Voss, CFA

### Contributors:

Giuseppe Balocchi, CFA  
Richard Brandweiner, CFA  
Anne Cabot-Alletzhauer  
Margaret Franklin, CFA  
Lutfey Siddiqi, CFA

**Steering Committee:** Gary Baker, CFA, John Bowman, CFA, Michael Collins, Bjorn Forfang, Stephen Horan, CFA, Nick Pollard, Nitin Mehta, CFA, Kurt Schacht, CFA, Paul Smith, CFA

Additional thanks go to Bristol Voss, Nicole Lee, Tara Smith, and Melissa Carroll of CFA Institute, and Sam Knox of Institutional Investor Thought Leadership Studio, as well as the many industry leaders who participated in the research.

## **CFA Institute**

CFA Institute is the global association of investment professionals that sets the standard for professional excellence and credentials.

The organization is a champion for ethical behavior in investment markets and a respected source of knowledge in the global financial community. The end goal: to create an environment where investors' interests come first, markets function at their best, and economies grow.

CFA Institute has more than 146,000 members in 160 countries and territories, including 140,000 CFA charterholders and 147 member societies.

The CFA Institute Future of Finance initiative is a long-term, global effort to shape a trustworthy, forward-thinking investment profession that better serves society.

For more information, visit [www.cfainstitute.org/futurefinance](http://www.cfainstitute.org/futurefinance) or contact us at [FutureFinance@cfainstitute.org](mailto:FutureFinance@cfainstitute.org) to offer your ideas about how to shape the industry for the future. We encourage you to cite this report using the link [www.cfainstitute.org/futurestate](http://www.cfainstitute.org/futurestate)

## **Institutional Investor**

Institutional Investor is among the world's leading investment information brands. Its highly regarded content reaches the world's most influential investors across an array of media platforms, conferences, capital markets databases and emerging markets information services. Institutional Investor's Thought Leadership Studio works closely with its clients to execute independent primary research, and to create relevant content to amplify the findings.



[www.cfainstitute.org](http://www.cfainstitute.org)