

# Thinking Ahead Institute | State of the industry scorecard – 2023



# TAI Investment industry scorecard 2023

	Balanced scorecard – system assessment factors	2023	
Alignment	1. Trust measures	4.8	Moderate
	2. Transparency		
	3. Ethical condition		
	4. Incentives structuring		
	5. Culture		
	6. Society		
Costs	7. Aggregate costs	4.4	Moderate
	8. Cost structure and transparency		
Efficiency	9. AO organisational effectiveness	4.5	Moderate
	10. AM organisational effectiveness		
	11. Long-term effectiveness/sustainability		
	12. Value chain effectiveness		
	13. Effective regulation		
Overall		4.6	Moderate

n = 41

2018		2015	
4.3	Moderate	4.2	Moderate
3.3	Poor	2.9	Poor
4.6	Moderate	4.3	Moderate
4.2	Moderate	4.0	Moderate

n = 46

NA

Scale of 1-9

Very poor (< 2); Poor (< 4); Moderate (< 6); Good (< 8); Very good (> 8)

# TAI Investment industry scorecard 2023 | historical perspective

	Balanced scorecard – system assessment factors	2023	
Alignment	1. Trust measures	5.2	Moderate
	2. Transparency	5.0	Moderate
	3. Ethical condition	5.6	Moderate
	4. Incentives structuring	4.4	Moderate
	5. Culture	4.9	Moderate
	6. Society	3.9	Poor
Costs	7. Aggregate costs	4.3	Moderate
	8. Cost structure and transparency	4.4	Moderate
Efficiency	9. AO organisational effectiveness	5.1	Moderate
	10. AM organisational effectiveness	5.4	Moderate
	11. Long-term effectiveness/sustainability	3.7	Poor
	12. Value chain effectiveness	3.7	Poor
	13. Effective regulation	4.4	Moderate
Overall		4.6	Moderate

n = 41

2018		2015	
4.0	Moderate	4.4	Moderate
4.3	Moderate	4.2	Moderate
5.2	Moderate	5.0	Moderate
3.7	Poor	3.5	Poor
4.6	Moderate	4.0	Moderate
3.9	Poor		
2.8	Poor	2.8	Poor
3.7	Poor	3.0	Poor
4.4	Moderate	3.9	Poor
5.8	Moderate	5.8	Moderate
3.9	Poor	3.8	Poor
3.8	Poor	3.5	Poor
5.0	Moderate	4.4	Moderate
4.2	Moderate	4.0	Moderate

n = 46

NA

Scale of 1-9

Very poor (< 2); Poor (< 4); Moderate (< 6); Good (< 8); Very good (> 8)

# TAI Investment industry scorecard 2023 | asset manager vs asset owner perspective

	Balanced scorecard – system assessment factors	2023	
Alignment	1. Trust measures	5.2	Moderate
	2. Transparency	5.0	Moderate
	3. Ethical condition	5.6	Moderate
	4. Incentives structuring	4.4	Moderate
	5. Culture	4.9	Moderate
	6. Society	3.9	Poor
Costs	7. Aggregate costs	4.3	Moderate
	8. Cost structure and transparency	4.4	Moderate
Efficiency	9. AO organisational effectiveness	5.1	Moderate
	10. AM organisational effectiveness	5.4	Moderate
	11. Long-term effectiveness/sustainability	3.7	Poor
	12. Value chain effectiveness	3.7	Poor
	13. Effective regulation	4.4	Moderate
Overall		4.6	Moderate

n = 41

AM		AO	
5.2	Moderate	5.4	Moderate
5.0	Moderate	5.1	Moderate
5.2	Moderate	5.5	Moderate
4.1	Moderate	4.5	Moderate
3.8	Poor	5.2	Moderate
4.0	Moderate	3.9	Poor
5.0	Moderate	4.5	Moderate
4.6	Moderate	4.4	Moderate
4.6	Moderate	5.8	Moderate
4.2	Moderate	5.9	Moderate
3.2	Poor	4.1	Moderate
3.0	Poor	4.1	Moderate
4.4	Moderate	4.3	Moderate
4.3	Moderate	4.8	Moderate

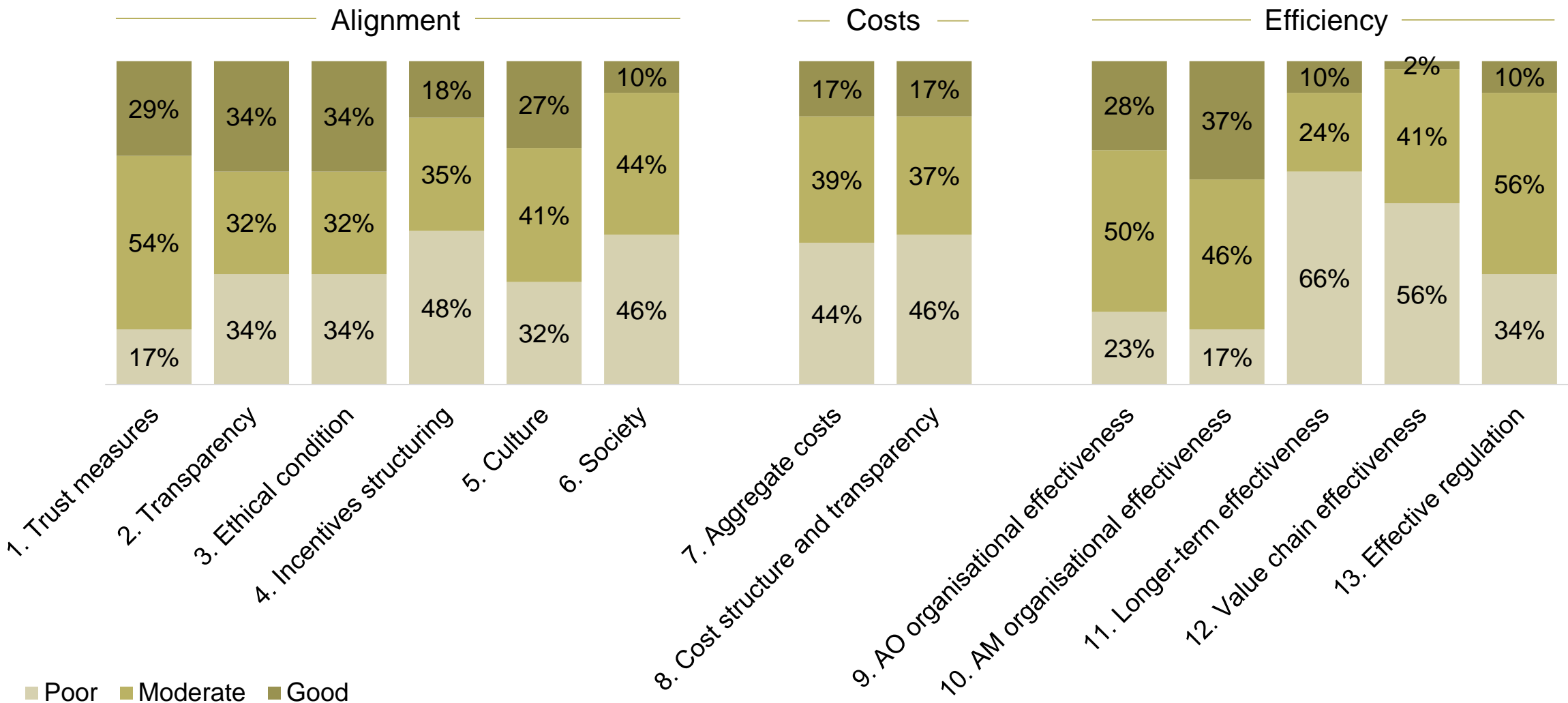
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n = 21

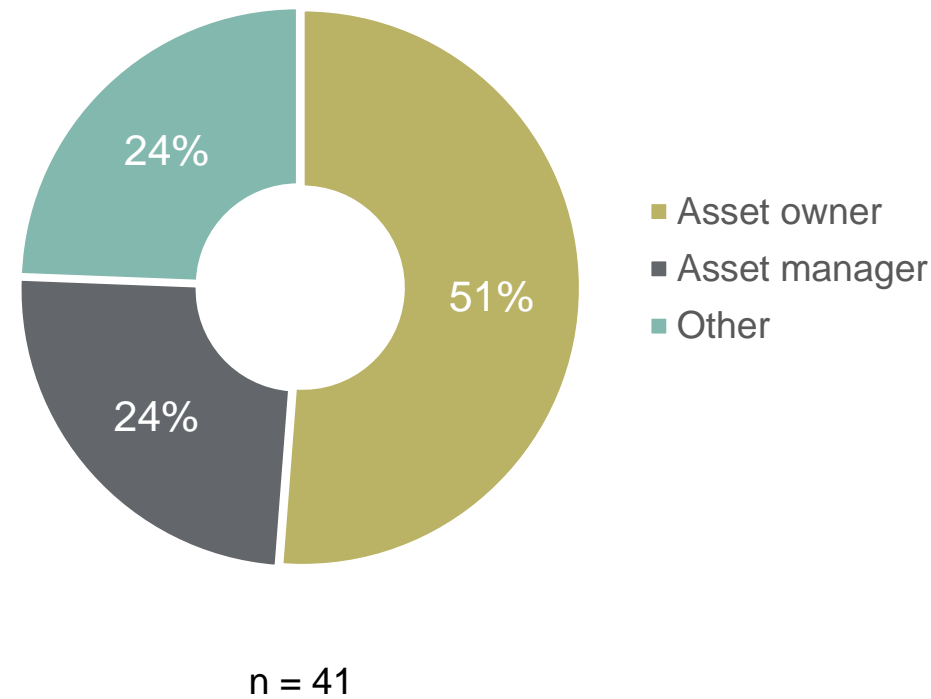
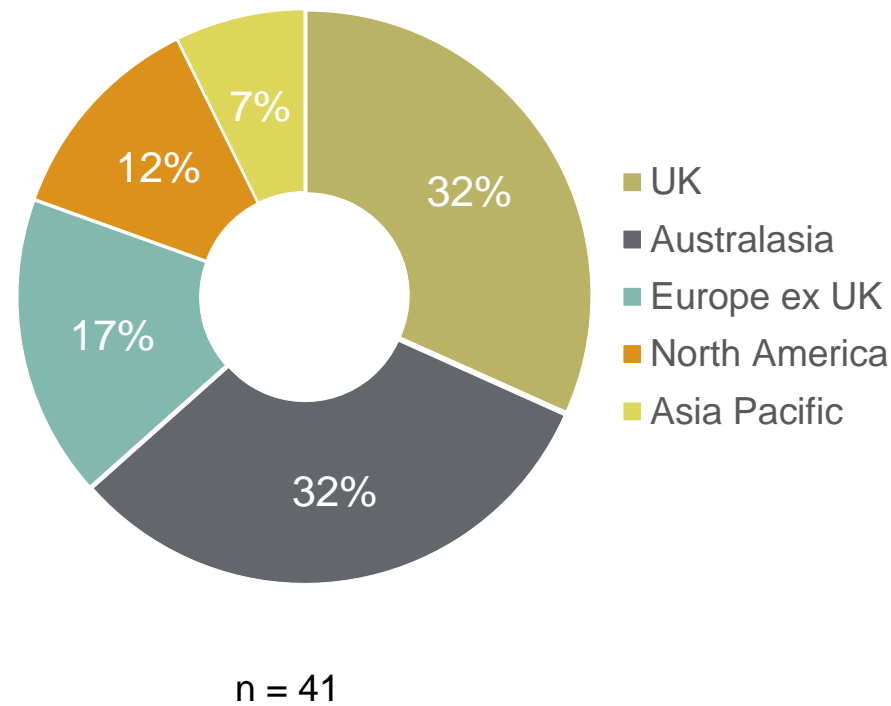
Scale of 1-9

Very poor (< 2); Poor (< 4); Moderate (< 6); Good (< 8); Very good (> 8)

# 2023 Investment industry survey by category



# 2023 Investment industry survey demographics



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The Thinking Ahead Institute (TAI) is a not-for-profit research and innovation network motivated to influence the investment industry for the good of savers worldwide and to mobilise capital for a sustainable future. Since its establishment in 2015, over 90 investment organisations have collaborated to bring this vision to light through designing fit-for-purpose investment strategies; working towards better organisational effectiveness; and strengthening stakeholder legitimacy.

Led by Marisa Hall, Tim Hodgson and Roger Urwin, the Thinking Ahead Institute connects our members from around the investment world to harness the power of collective thought leadership and develop innovative solutions for the investment industry.

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