

Living Ratings

The brand and digital intelligence of
the world's leading asset managers 2021



Living®

RATED INTELLIGENCE

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HERE WE ARE IN 2021 - HAVE WE MOVED ON?

We're now 20 months into the pandemic and getting used to the "new normal." Welcome to the world of hybrid working, continued digital communications, limited face-to-face contact (in the working world anyway) and, dare I say it, digital fatigue.

Having seen a vast improvement in online communications across the board last year, this year sees momentum fading and digital inflation kicking in.

Perhaps this is sadly a reflection of the Covid Economy, where the divide between the 'haves' and 'have-nots' has widened. With 42 firms in our worst performing category, Lacklustre, this is the third highest in the last five years (63: 2017 and 46: 2019). At the opposite end of the scale is our top-performing category, Determined, which this year has 15 asset managers achieving this status – the highest number over the last five years.

To reflect the constant evolution in digital, our criteria has undergone some readjustments together with the introduction of new metrics. Admittedly this does make it hard for asset managers to compare year-on-year performance, but it has also demonstrated that the firms who have made our Top 20 have all continued to evolve, adapt and innovate – an impressive achievement.

So, what are the learnings from this year's report?

Engagement

This year we have seen innovation in functionality marginally decrease in several categories across the board, namely information architecture (64%: 2021 vs. 66%: 2020), quality search (12%: 2021 vs. 15%: 2020) and the provision of a document library (52%: 2021 vs. 53%: 2020). However, we have seen a considerable increase in firms utilising marketing automation or personalisation tools (68%: 2021, an

increase of 10% from last year). The sector has talked about personalisation for a while, so it's great to see those firms embracing the technology available.

As search evolves and becomes an increasingly important part of the online experience, we are looking for a quality search, that returns pictorial results and is intuitive, quick and predictive. This year we have seen that only 12% of the Top 100 meet this standard (vs. 15% in 2020).

An examination of the social media channels utilised reveals that the quality has also dropped here, with only 34% of firms having a high-quality LinkedIn channel (61%: 2020) and only 27% being active on Instagram (36%: 2020). The growth of Instagram has receded this year after having a small increase last year. It's certainly a channel we encourage you to strongly consider; it's perfect for your people, culture and purpose.

Evidence

Our Evidence criteria paints a slightly more encouraging picture.

This year has seen an increase in firms including their brand positioning up front and central on their home page, something we have encouraged since the start of Living Ratings. In an era where you are competing heavily against your peers for new clients, it's crucial to state who you are, what you do and why you matter.

We have also seen the continued increase in use of podcasts and audio, diversity and inclusion content and clear links to ESG policy with substantive explanatory content.



Kate Shaw, Co-founder and CEO

However, on the downside, it's once again disappointing to see such low quality fund and strategy pages. This should be the heart of an asset manager's website, with more than just performance data; we're looking for detailed fund manager bios, associated podcasts and videos, and related content such as thought leadership or commentary. Dropping from 24% in 2020 to 8% in 2021, is a backwards step for the sector. Providing high-quality profiles of your people and fund managers has also decreased from 19% in 2020 to just 10% this year. Remember, this is the opportunity to showcase the firm's intellectual capital – your people. Don't be a faceless asset manager.

No time to hide...

Aside from numerous statistics and data that this report provides, page 25 highlights the four key areas of focus for the coming year.

As the title of this report says, this is no time to hide or stand by as your peers embrace digital and have innovation in their sights. As ever, time moves on and so should you.

WANT THE GOOD VIEWS OR THE BAD VIEWS?

Is your brand's digital intelligence performing optimally?

Our bespoke digital diagnostic report provides an in-depth analysis of your brand, website and social media footprint, competitor benchmarking together with recommendations and an evidence-based roadmap to improve your digital intelligence.

To find out how we can bring your brand and digital proposition to life, please contact:

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Living 

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HIGHLY RATED

About Ratings

Now in its 31st edition, Living Ratings benchmarks the brand and digital intelligence of the world's leading asset managers.

These studies provide our clients with evidence-based insight that continually enhances their marketing communications and gives us unparalleled knowledge of our specialist sectors.

Digital diagnostic

In addition to our annual Ratings report, we also offer an in-depth diagnostic of your brand, website and social media footprint, analysing your digital intelligence and comparing your firm against your closest competitors.



Our analysis is the logical first step on the journey to improve your brand and digital intelligence, empowering you with objective evidence and a clear strategy.

Analysis

To analyse how your brand and digital footprint performs against a set of proven benchmarks.

Re-alignment

To re-align your brand and digital strategy to ensure that any future-generated content receives the maximum exposure with your target audience.

Connectivity

To connect your social media strategy with your brand and content strategy.

Purpose

To ensure that your CMS platform is the right fit for your purposes and goals.

Implementation

To enable you to implement enhancements and corrections in line with best practice.

UX

To improve the user experience and information architecture of your website.

Understanding

To understand what is required to create a better brand and digital experience for all your stakeholders – internal and external (and to gain a higher Ratings score in the next review).

WHO, WHAT, WHEN & HOW

Rating and classifying each firm

In July, August and September 2021, our analysts reviewed the brand and digital intelligence of the world's leading asset managers – source: ©IPE Top 500 Asset Managers published in June 2021. Each of the 100 firms was rated through the eyes of an intermediary and measured against 100+ criteria, including several new metrics covering engagement (website functionality and the social media channels used) and evidence (brand and content on website and social media).

How we calculate our scores

Each firm is allocated an overall percentage score. This is calculated by adding the scores for the individually weighted engagement and evidence criteria. We then use the separate engagement and evidence scores to classify each asset manager with one of four definitions of their digital presence – Determined, Energetic, Focused or Lacklustre.

Sector averages are based on the full listing of the top 100 firms. The five firms with the highest scores are also reviewed with expanded case studies.

1 WEBSITE
FUNCTIONALITY

2 WEBSITE
CONTENT

3 SOCIAL MEDIA
PRESENCE

4 SOCIAL MEDIA
CONTENT



RESHARPENING THE CRITERIA

What's hot and what's not

In our latest report we have significantly raised the bar on what we expect a progressive and global asset manager should be delivering from a brand, content and functionality perspective. Here are a few of our key measurement points – some familiar, some new.

ENGAGEMENT

Intuitive IA and UX

We continue to reward asset managers that take time to create well-thought-out user journeys across their websites, aided by a considered and pared-down primary navigation and an intuitive approach to how content is consumed. These firms show that they care about messaging and content.

Marketing automation and personalisation

Firms that use automation or personalisation technology to deliver tailored content are at the forefront of the asset management sector. They know it's not one size fits all and are rewarded for their time, effort and commitment.

SEO & accessibility

Search engine optimisation (SEO) remains critical to your basic digital operations. We apply specialist third-party software to scan every website and provide an SEO and accessibility score.

High-quality search

We have once again raised the bar in this category as search technology improves each year and becomes more affordable. We celebrate asset managers that take time to think not only about delivering filtered results, but about how those results are curated and presented.

Strong social media channels

Asset managers that use a range of active social media channels and promote content that is original and authentic can expect high scores. We also look positively on firms that use different channels for each of their different target audiences.

EVIDENCE

Quality fund or strategy pages

Given that these pages are often the most visited part of an asset manager's digital presence, we place great emphasis on these being brilliantly designed, easy to consume and data-rich.

Case studies

Demonstrating how your firm has solved an investment challenge or helped a client is far more powerful than just pushing products. Provide the evidence.

Fund manager and people profiles

In a world where digital still needs to bridge the gap in face-to-face interaction, showcasing intellectual capital is critical.

Diversity and gender-related content

It's well publicised that the asset management industry has a problem when it comes to diversity and gender balance. We reward firms who admit this issue and deliver content that demonstrates how they are addressing it.

Social media engagement levels

New for 2021, we looked at the engagement levels on LinkedIn. Many firms have a lot of followers, but are they engaging with their followers?

NOW IS THE TIME TO GET PERSONAL...

And our Ratings' statistics back this up. In this year's report we found 68% of asset managers are utilising a marketing automation or personalisation tool.

We've been talking about personalisation in the B2B sector for years. In our personal lives, it's become expected, almost the norm. Companies such as Netflix and Amazon would not be the same if they didn't serve you content they thought you would like, based on your previous views or purchases. So, isn't it time to think like these retail giants?

Where do you start with personalisation?

There are several levels of personalisation. First, you should have different target audiences on your site, such as retail, intermediary or institutional and adapt the content for each audience. In some cases, it will not be possible to fully re-purpose the content, such as your thought leadership; both an institutional and intermediary audience will find the content useful and informative. However, in others, such as case studies and specific educational content or tools, personalised content should be considered.

The next level is geographic content. Living Ratings looks at the website in the region where the firm is headquartered, but we would expect to see slightly different content in Europe vs. Americas vs. Asia. With a fairly sophisticated content management system, this is easily achievable.

And then we have true personalisation – based on individual preferences or business strategy targets. And there are many tools available to implement this, but you need to set your strategy first.

Start with determining buyer personas; the profile of the different groups you are trying to reach. Assign them a name and demographic information; then think about their challenges and goals. Analyse your visitor stats and research your client base, both existing and potential, look at your social media followers on LinkedIn. Research, research, research.

Then you need to audit the materials and content with which you want to target them. Consider each piece of content and map it to your persona.

This is where your business strategy comes in. Are you looking to increase assets in a particular asset class, fund, strategy or region? Or are you looking to cross sell by raising the profile of funds or strategies they may be interested in but are not

currently invested? Finally, you could even start by segmenting content by webinar, video, email or podcast and forming your strategy that way. You will probably already have captured data for content such as this (confirming email registration for a webinar or podcast or already subscribed to your mailing list).

As consumers we are more likely to make a purchase or feel more engaged with a brand if we are served with personalised content. According to results from an @Adobe brand content survey in 2019:

84% of people said they receive un-personalised content.

26% of people said they would stop paying attention to a brand if content isn't contextually relevant.

34% of people said they were more likely to make an unplanned purchase after seeing personalised content.

Admittedly these are survey results from Adobe, not an asset manager, but you can see how personalisation could enable better interaction, engagement and potentially more sales in the asset management arena.

To quote one of the most widely used personalisation tools in the asset management sector, Marketo, 62% of consumers say that personalised content makes them more likely to look for more information or content about a brand.

So, let's stop thinking about B2B (business to business) and start thinking along the lines of B2H (business to human). After all, your visitors are real life people who have emotions and are ultimately looking for a connection with your brand.

ARE YOU DETERMINED OR NOT?

By analysing the individual engagement and evidence scores, we have categorised each of the leading firms' digital intelligence into four areas.



ASSET MANAGER RATINGS AND RANKINGS

| Living Ratings 2021 Ranking | Living Ratings 2020 Ranking | IPE 100 2021 Ranking | Firm name | Score / 1,200 | % | Category |
|--------------------------------|--------------------------------|-------------------------|---------------------------------------|------------------|--------|----------|
| 1 ↑ | 2 | 1 | BlackRock | 1012 | 84.33% | ● |
| 2 ↑ | 48 | 39 | abrdn | 1005 | 83.75% | ● |
| 3 ↓ | 1 | 28 | Schroder Investment Management | 998 | 83.17% | ● |
| 4 ↑ | 37 | 56 | Aviva Investors | 981 | 81.75% | ● |
| 5 ↓ | 3 | 70 | Janus Henderson Investors | 955 | 79.58% | ● |
| 6 ↑ | 9 | 74 | NN Investment Partners | 948 | 79.00% | ● |
| 7 ↑ | 11 | 4 | State Street Global Advisors | 928 | 77.33% | ● |
| 8 ↓ | 5 | 25 | DWS Group | 923 | 76.92% | ● |
| 9 ↑ | 13 | 62 | Baillie Gifford & Co | 920 | 76.67% | ● |
| 10 ↓ | 6 | 7 | PIMCO | 916 | 76.33% | ● |
| 11 ↓ | 10 | 20 | Nuveen | 915 | 76.25% | ● |
| 12 ↓ | 4 | 45 | MFS Investment Management | 914 | 76.17% | ● |
| 13 ↓ | 7 | 81 | Russell Investments | 910 | 75.83% | ● |
| 14 ↑ | 16 | 5 | Capital Group | 904 | 75.33% | ● |
| 15 ↑ | 19 | 53 | Columbia Threadneedle Investments | 873 | 72.75% | ● |
| 16 ↑ | 17 | 6 | J.P. Morgan Asset Management | 857 | 71.42% | ● |
| 17 ↓ | 8 | 13 | Franklin Templeton | 845 | 70.42% | ● |
| 18 ↑ | 23 | 2 | Vanguard Asset Management | 837 | 69.75% | ● |
| 19 ↓ | 12 | 34 | AllianceBernstein | 826 | 68.83% | ● |
| 20 ↑ | 27 | 17 | Invesco | 807 | 67.25% | ● |
| 21 ↓ | 15 | 31 | Allianz Global Investors | 796 | 66.33% | ● |
| 22 ↓ | 14 | 8 | BNY Mellon Investment Management | 774 | 64.50% | ● |
| 23 ↓ | 20 | 19 | Northern Trust Asset Management | 773 | 64.42% | ● |
| 24 ↓ | 21 | 18 | Wellington Management International | 769 | 64.08% | ● |
| 25 ↑ | 62 | 35 | New York Life Investments | 766 | 63.83% | ● |
| 26 — | N/A | 84 | TD Asset Management | 765 | 63.75% | ● |
| 27 ↑ | 50 | 96 | Voya Investment Management | 764 | 63.67% | ● |
| 28 ↑ | 39 | 47 | Dimensional Fund Advisors | 760 | 63.33% | ● |
| 29 — | N/A | 91 | Vontobel | 758 | 63.17% | ● |
| 30 ↑ | 73 | 11 | Legal & General Investment Management | 757 | 63.08% | ● |
| 31 ↑ | 33 | 68 | Fidelity International | 755 | 62.92% | ● |
| 32 ↑ | 46 | 76 | Mercer | 747 | 62.25% | ● |
| 33 ↓ | 22 | 69 | Neuberger Berman | 739 | 61.58% | ● |
| 34 ↑ | 75 | 101= | The Carlyle Group | 737 | 61.42% | ● |
| 35 ↑ | 61 | 24 | Insight Investment | 735 | 61.25% | ● |
| 36 ↑ | 38 | 14 | T. Rowe Price | 734 | 61.17% | ● |
| 37 ↓ | 25 | 63 | RBC Global Asset Management | 725 | 60.42% | ● |
| 38 ↑ | 56 | 54 | Principal Global Investors | 723 | 60.25% | ● |
| 39 ↑ | 42 | 97 | Pictet Asset Management | 721 | 60.08% | ● |
| 40 ↑ | 66 | 51 | Ostrum Asset Management | 719 | 59.92% | ● |
| 41 ↓ | 31 | 41 | Blackstone | 715 | 59.58% | ● |
| 42 ↑ | 43 | 36 | MetLife Investment Management | 710 | 59.17% | ● |
| 43 ↓ | 32 | 99 | Eastspring Investments (Singapore) | 709 | 59.08% | ● |
| 44 ↑ | 51 | 57 | Credit Suisse Asset Management | 696 | 58.00% | ● |
| 45 ↑ | 55 | 23 | AXA Investment Managers | 695 | 57.92% | ● |
| 46 ↑ | 81 | 12 | PGIM (PGIM Investments) | 691 | 57.58% | ● |
| 47 ↓ | 28 | 3 | Fidelity Investments | 690 | 57.50% | ● |
| 48 ↑ | 64 | 21 | UBS Asset Management | 689 | 57.42% | ● |
| 49 ↑ | 88 | 32 | Generali Investments | 688 | 57.33% | ● |
| 50 ↑ | 80 | 27 | BNP Paribas Asset Management | 687 | 57.25% | ● |



| Living Ratings 2021 Ranking | Living Ratings 2020 Ranking | IPE 100 2021 Ranking | Firm name | Score / 1,200 | % | Category |
|--------------------------------|--------------------------------|-------------------------|--|------------------|--------|------------|
| 51 ↑ | 86 | 65 | Eurizon Asset Management | 686 | 57.17% | Energetic |
| 52 ↓ | 45 | 16 | Natixis Investment Managers | 685 | 57.08% | Lacklustre |
| 53 ↓ | 34 | 75 | SEI Investments | 681 | 56.75% | Lacklustre |
| 54 ↓ | 24 | 15 | Morgan Stanley Investment Management | 680 | 56.67% | Focused |
| 55 ↑ | 74 | 88 | Swiss Life Asset Managers | 679 | 56.58% | Focused |
| 56 ↓ | 52 | 101= | Guggenheim Investments | 676 | 56.33% | Lacklustre |
| 57 ↓ | 36 | 78 | Barings | 670 | 55.83% | Focused |
| 58 ↑ | 82 | 67 | MEAG | 667 | 55.58% | Energetic |
| 59 ↑ | 92 | 58 | Brookfield Asset Management | 665 | 55.42% | Focused |
| 60 ↓ | 49 | 52 | Charles Schwab Investment Management | 661 | 55.08% | Focused |
| 61 ↓ | 35 | 10 | Goldman Sachs Asset Management International | 651 | 54.25% | Focused |
| 62 ↑ | 70 | 33 | APG Asset Management | 644 | 53.67% | Lacklustre |
| 63 ↓ | 26 | 40 | Federated Hermes | 643 | 53.58% | Lacklustre |
| 64 ↓ | 54 | 59 | Aegon Asset Management | 623 | 51.92% | Lacklustre |
| 65 ↑ | 77 | 43 | HSBC Global Asset Management | 622 | 51.83% | Lacklustre |
| 66 ↑ | 68 | 71 | M&G Investment Management | 618 | 51.50% | Lacklustre |
| 67 ↑ | 79 | 93 | The TCW Group | 610 | 50.83% | Lacklustre |
| 68 ↓ | 58 | 95 | SEB | 605 | 50.42% | Lacklustre |
| 69 ↑ | 84 | 89 | Caisse de dépôt et placement du Québec | 603 | 50.25% | Lacklustre |
| 70 ↓ | 44 | 86 | BMO Global Asset Management | 560 | 46.67% | Lacklustre |
| 71 ↓ | 60 | 37 | Manulife Investment Management | 557 | 46.42% | Lacklustre |
| 72 ↓ | 67 | 79 | PGGM | 555 | 46.25% | Lacklustre |
| 73 ↓ | 71 | 85 | Nordea Asset Management | 549 | 45.75% | Lacklustre |
| 74 ↓ | 72 | 46 | Wells Fargo Asset Management* | 544 | 45.33% | Lacklustre |
| 75 ↓ | 69 | 60 | Union Investment | 543 | 45.25% | Lacklustre |
| 76 = | 76 | 61 | Apollo Global Management | 542 | 45.17% | Lacklustre |
| 77 ↓ | 59 | 64 | Macquarie Asset Management | 523 | 43.58% | Lacklustre |
| 78 ↑ | 85 | 82 | Loomis, Sayles & Company | 507 | 42.25% | Lacklustre |
| 79 ↓ | 53 | 77 | Stifel | 506 | 42.17% | Lacklustre |
| 80 ↑ | 90 | 104 | Anima | 500 | 41.67% | Lacklustre |
| 81 ↑ | 83 | 9 | Amundi | 486 | 40.50% | Lacklustre |
| 82 = | N/A | 105 | SLC Management | 458 | 38.17% | Lacklustre |
| 83 ↓ | 78 | 72 | DekaBank | 451 | 37.58% | Lacklustre |
| 84 ↓ | 41 | 98 | Kohlberg Kravis Roberts & Co. | 448 | 37.33% | Lacklustre |
| 85 ↑ | 96 | 22 | Sumitomo Mitsui Trust AM (SuMi Trust) | 438 | 36.50% | Lacklustre |
| 86 ↓ | 57 | 29 | Affiliated Managers Group | 430 | 35.83% | Lacklustre |
| 87 ↑ | 91 | 50 | Nomura Asset Management Co | 425 | 35.42% | Lacklustre |
| 88 ↑ | 93 | 80 | Dodge & Cox | 401 | 33.42% | Lacklustre |
| 89 ↓ | 65 | 90 | Nikko Asset Management | 400 | 33.33% | Lacklustre |
| 90 ↑ | 95 | 55 | Asset Management One International | 357 | 29.75% | Lacklustre |
| 91 = | N/A | 100 | Achmea Investment Management | 346 | 28.83% | Lacklustre |
| 92 ↓ | 87 | 30 | Geode Capital Management | 345 | 28.75% | Lacklustre |
| 93 ↑ | 94 | 92 | Samsung Asset Management | 323 | 26.92% | Lacklustre |
| 94 ↑ | 99 | 83 | E Fund Management Co | 312 | 26.00% | Lacklustre |
| 95 ↑ | 98 | 49 | Ping An Asset Management | 278 | 23.17% | Lacklustre |
| 96 ↑ | 97 | 42 | MUFG Asset Management | 255 | 21.25% | Lacklustre |
| 97 = | N/A | 106 | Bosera Asset Management | 231 | 19.25% | Lacklustre |
| 98 = | N/A | 87 | Taikang Asset Management Co. | 223 | 18.58% | Lacklustre |
| 99 = | N/A | 38 | China Life Asset Management Company | 200 | 16.67% | Lacklustre |
| 100 = | N/A | 103 | China Asset Management | 127 | 10.58% | Lacklustre |

*Following sale of WFAM to GTCR LL and Reverence Capital Partners, L.P., rebranded as Allspring Global Investments as of October 11, 2021.

Note: Mellon and Dreyfus Cash Investment Strategies have been excluded from our analysis as BNY Mellon Investment Management was rated instead. PGIM Fixed Income and Generali Insurance Asset Management were also both excluded, with PGIM Investments and Generali Investments rated instead.

ICBC Wealth Management Co, China and CMB Wealth Management, China and Taikang Asset Management, China were all excluded due to no website presence.

FOLLOW THE LEADERS

Engagement and evidence: the leaders

Asset managers who take a determined approach to digital engagement have a relentless client focus. Their successful formula balances two key elements:

ENGAGEMENT

Determined asset managers recognise the potential of useful digital functionality backed by a client-focused channel strategy. They can then create appealing and relevant content in a variety of media including graphics, audio, animation and video that captivates, informs and motivates the target audience.

EVIDENCE

Determined asset managers promote clear purpose. They offer the user informative, brand-driven messaging, relevant subject matter and the kind of insight that shows a deep understanding of client issues and interests. This demonstrates the ability to help clients succeed.

ENGAGEMENT

| | Firm name | Engagement score (%) |
|-----|---------------------------------------|----------------------|
| 1 | abrdn | 87.50% |
| 2 | Franklin Templeton | 84.17% |
| 3 | Janus Henderson Investors | 82.50% |
| 4 | Vanguard Asset Management | 82.00% |
| 4= | Invesco | 82.00% |
| 6 | NN Investment Partners | 81.33% |
| 7 | BlackRock | 81.17% |
| 8 | Nuveen | 80.83% |
| 9 | Capital Group | 78.17% |
| 10 | Schroder Investment Management | 78.00% |
| 11 | PIMCO | 77.67% |
| 12 | Fidelity Investments | 77.50% |
| 13 | State Street Global Advisors | 77.17% |
| 13= | DWS Group | 77.17% |
| 15 | Aviva Investors | 76.83% |
| 16 | MFS Investment Management | 76.50% |
| 17 | Columbia Threadneedle Investments | 75.50% |
| 18 | Legal & General Investment Management | 75.33% |
| 19 | Allianz Global Investors | 75.17% |
| 20 | New York Life Investments | 73.50% |

EVIDENCE

| | Firm name | Evidence score (%) |
|----|-------------------------------------|--------------------|
| 1 | Schroder Investment Management | 88.33% |
| 2 | BlackRock | 87.50% |
| 3 | Aviva Investors | 86.67% |
| 4 | Russell Investments | 80.83% |
| 5 | abrdn | 80.00% |
| 5= | Baillie Gifford & Co | 80.00% |
| 7 | State Street Global Advisors | 77.50% |
| 8 | Janus Henderson Investors | 76.67% |
| 8= | NN Investment Partners | 76.67% |
| 8= | DWS Group | 76.67% |
| 11 | MFS Investment Management | 75.83% |
| 12 | PIMCO | 75.00% |
| 13 | J.P. Morgan Asset Management | 74.17% |
| 14 | Capital Group | 72.50% |
| 15 | Nuveen | 71.67% |
| 16 | Columbia Threadneedle Investments | 70.00% |
| 17 | AllianceBernstein | 69.17% |
| 18 | Mercer | 68.33% |
| 19 | Wellington Management International | 66.67% |
| 20 | Northern Trust Asset Management | 65.83% |

THE NUMBERS THAT DEFINE ASSET MANAGERS: **ENGAGEMENT**



of websites provide strong **information architecture**.
2020: 66%



of websites have a high-quality **search functionality and results**.
2020: 15%



of websites provide strong **information architecture**.
2020: 66%



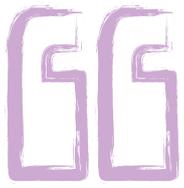
of websites have a **document library** resource.
2020: 53%



of websites use **marketing automation or personalisation**.
2020: 58%

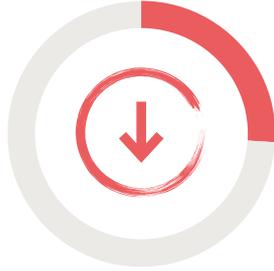


of websites use **voice-activated search**.
2020: 7%



ONE OF THE BIGGEST IMPROVEMENTS HAS BEEN IN THE AVERAGE SEO SCORE, UP BY 16%.

26%



of websites offer **intermediary tools**.
2020: 28%

83%



is the average **SEO score** for websites.
2020: 67%

34%



of firms have a high-quality **LinkedIn** channel.
2020: 61%

27%



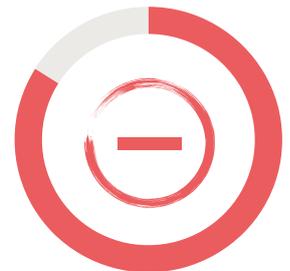
of firms are now active on **Instagram**.
2020: 36%

40%



of websites offer **blog functionality**.
2020: 52%

84%



is the **average accessibility score**.
2020: N/A

THE NUMBERS THAT DEFINE ASSET MANAGERS: EVIDENCE

50%



of firms state their **brand positioning** upfront on their website home page.
2020: 44%

8%



of firms provide high-quality **fund and strategy** pages.
2020: 24%

48%



of firms share **brand values** on their websites.
2020: 48%

10%



of firms provide high-quality **fund manager profiles**.
2020: 19%

49%



of firms have a prominent **diversity and inclusion** proposition.
2020: 38%

26%



of firms have specific **gender-related** content.
2020: 30%

GG ONLY 50% OF THE TOP 100 ASSET MANAGERS TELL WEBSITE VISITORS WHO THEY ARE AND WHY THEY MATTER ON THEIR HOME PAGES.



of firms provide a link to their **ESG policy**.
2020: 61%



of firms use **podcasts and audio** on their websites.
2020: 44%



of firms provide **case studies** on their websites.
2020: 10%



provide targeted content in a **blog**.
2020: 51%



demonstrate a clear **content strategy** on their websites.
2020: 60%



have a clear **social media strategy**.
2020: 48%

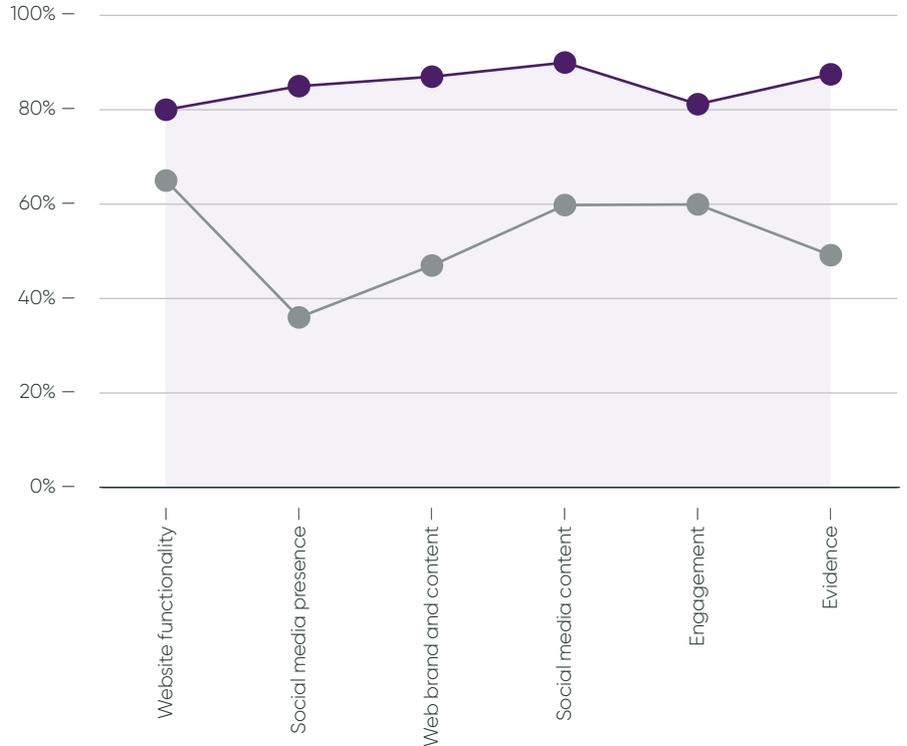
1 BlackRock

www.blackrock.com



- BlackRock
- Sector average

Classification:
▶ Determined



BlackRock's brand and digital intelligence continues to go from strength to strength, holding up well to our toughest Ratings' criteria to date. Intermediaries are never more than a few clicks from 'BlackRock's Research Institute' as well as their corporate site, which evidences their ESG and corporate sustainability credentials. The website contains a plethora of tools, many of which are publicly accessible, together with an 'Insights Hub' for intermediaries to help guide their clients in today's environment. They have arguably the best Instagram channel in the sector, which showcases their purpose, culture and careers. BlackRock's LinkedIn channel also utilises the 'Life' pages with careers, diversity and inclusion content, and a behind-the-scenes look at life at the firm. Our deserved 2021 leader.

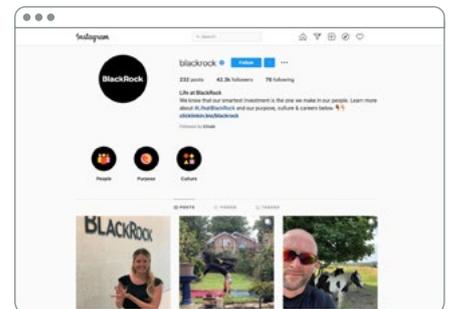
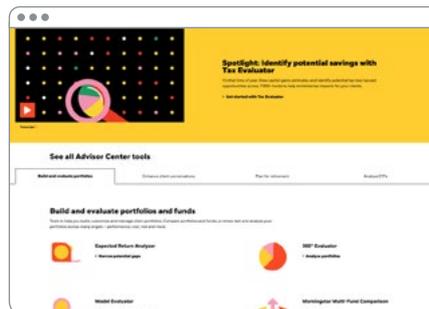
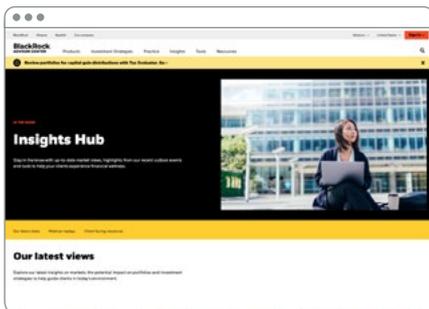
KEY FEATURES

Engagement:

- ▶ Market-leading user experience across the website
- ▶ Smart intermediary online tools keep intermediaries coming back
- ▶ One of the few asset managers to exploit voice activation
- ▶ Thoughtful curation of LinkedIn and Instagram social channels

Evidence:

- ▶ Clear about who they are, what they do, and why they matter
- ▶ Website content is enhanced by a strong visual identity system
- ▶ Delivers useful and relevant educational content for intermediaries
- ▶ Cohesive social media strategy evident



Images © BlackRock

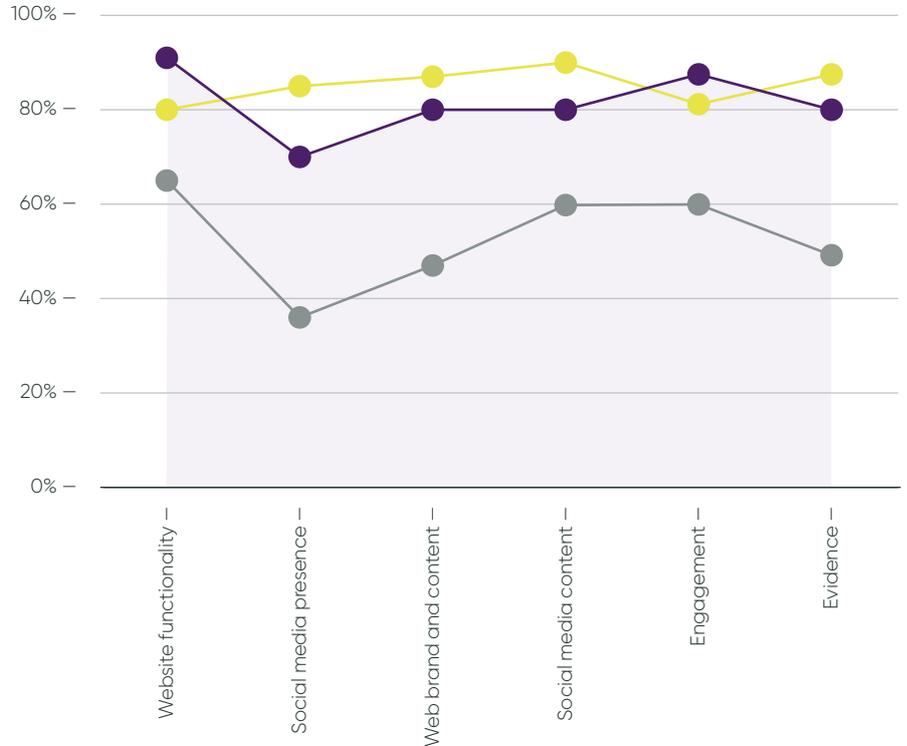
2 abr dn

www.abrdn.com



- abr dn
- Sector leader
- Sector average

Classification:
▶ Determined



abr dn's distinctive new brand and digital expression makes a stunning debut among this year's leading asset managers. The new website pretty much ticks all our boxes in terms of our engagement and evidence criteria, with content created to support each of their segmented audiences' needs. The website navigation is exceptionally user friendly with quick access to fund information from the home page, as well as highlighting their specialist investment capabilities. Their 'Thinking Aloud' blog is sector-leading and the site contains a variety of engaging content from podcasts and videos to tools, educational content, and webinars. abr dn's social media channels also rate well, with LinkedIn used to maximum effect. Overall, abr dn's brand and digital intelligence is one to watch.

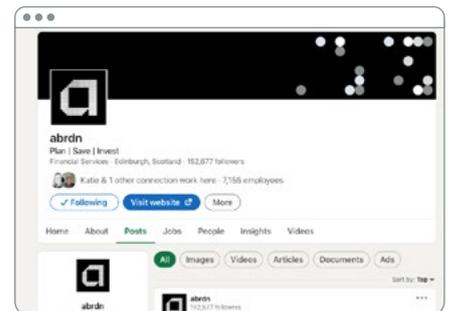
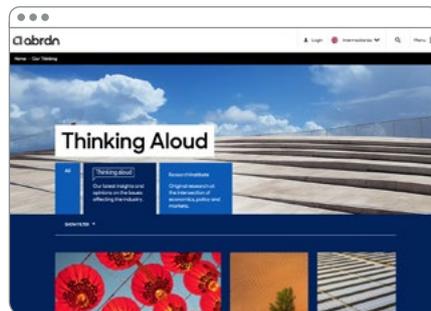
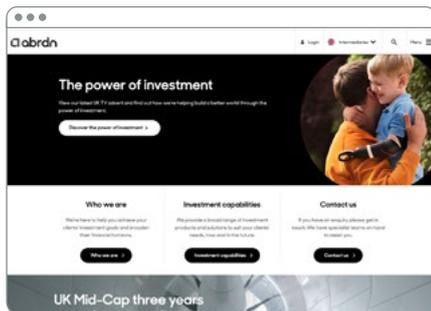
KEY FEATURES

Engagement:

- ▶ Dedicated online tools for intermediaries
- ▶ Clear website navigation that creates an intuitive user experience
- ▶ Integrated sector-leading blog functionality
- ▶ High SEO and accessibility scores

Evidence:

- ▶ Brand positioning up front on the new website
- ▶ Fund pages are best-in-class and rich with data
- ▶ Audio and video are used effectively to deliver a mix of content
- ▶ Well-curated and thoughtful use of social media channels



Images © abr dn

3

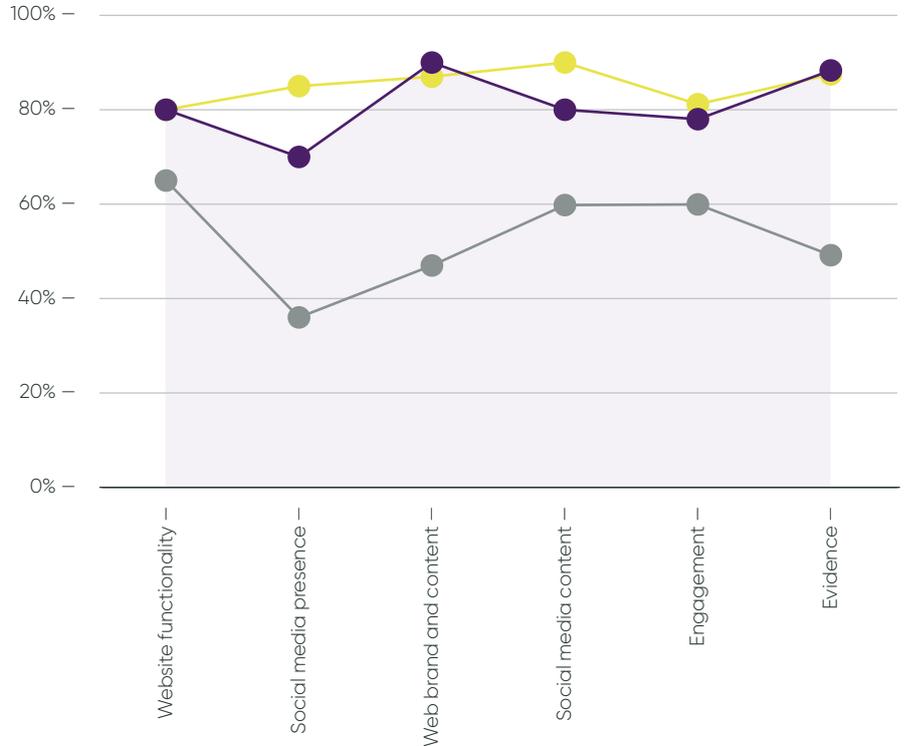
Schroder Investment Management

www.schroders.com



- Schroder Investment Management
- Sector leader
- Sector average

Classification:
▶ Determined



Schroders continues to be one our "Ratings' heroes" with yet another strong showing across their digital footprint and an impressive overall score. Their content is exceptional and again this year, tops our evidence category for brand and content, scoring 90%. Schroders' brand positioning is on every footer of every site globally and their use of infographics to illustrate monthly economic data, which is then distributed via social media, is outstanding. Surveys are animated and interactive, and their search functionality is predictive and pictorial – among the best in the sector. Schroders' social media presence is client-first, supporting the firm's insights and issue-led content.

KEY FEATURES

Engagement:

- ▶ Efficient predictive search with impressive pictorial results
- ▶ A multi-lingual experience that demonstrates a truly global outlook
- ▶ User experience is logical, clear and consistent
- ▶ Social media channels used in harmony with the website

Evidence:

- ▶ Clear intermediary-focused content strategy is evident
- ▶ Design used to enhance content across their digital footprint
- ▶ High-quality fund pages deliver useful and relevant content
- ▶ Compelling mix of content types used to full effect across all channels



Images © Schroders



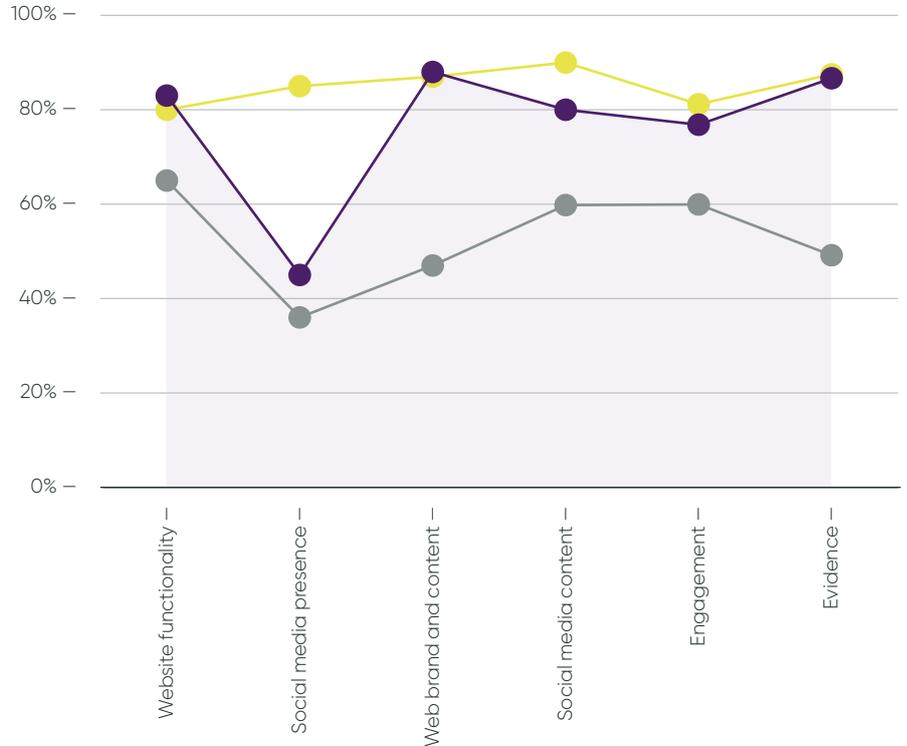
4 Aviva Investors

www.avivainvestors.com



- Aviva Investors
- Sector leader
- Sector average

Classification:
▶ Determined



Aviva Investors is a new entry in our Top 10. Their website is a study in consistent, differentiated brand content and visual language, with the site scoring a perfect 100 for accessibility. Aviva’s brand purpose is up front and central on the home page, with brand values clearly stated and supported by evidence. There’s also a determined use of content hubs to house features and editions, investment thinking and their house view publications. Social media content also scores highly, although Aviva could benefit from a broader use of channels, especially Instagram.

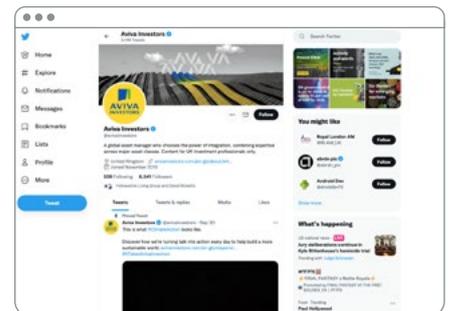
KEY FEATURES

Engagement

- ▶ Succinct primary navigation makes it easy to find content
- ▶ The associated user journey has been well thought out
- ▶ Leading the way in terms of web accessibility standards
- ▶ LinkedIn is the central point of focus for the firm’s social media

Evidence

- ▶ Brand values with evidence to support them
- ▶ Distinctive visual language used across all digital channels
- ▶ High-quality intermediary education area
- ▶ Evidence of client-first social media content



Images © Aviva Investors

5

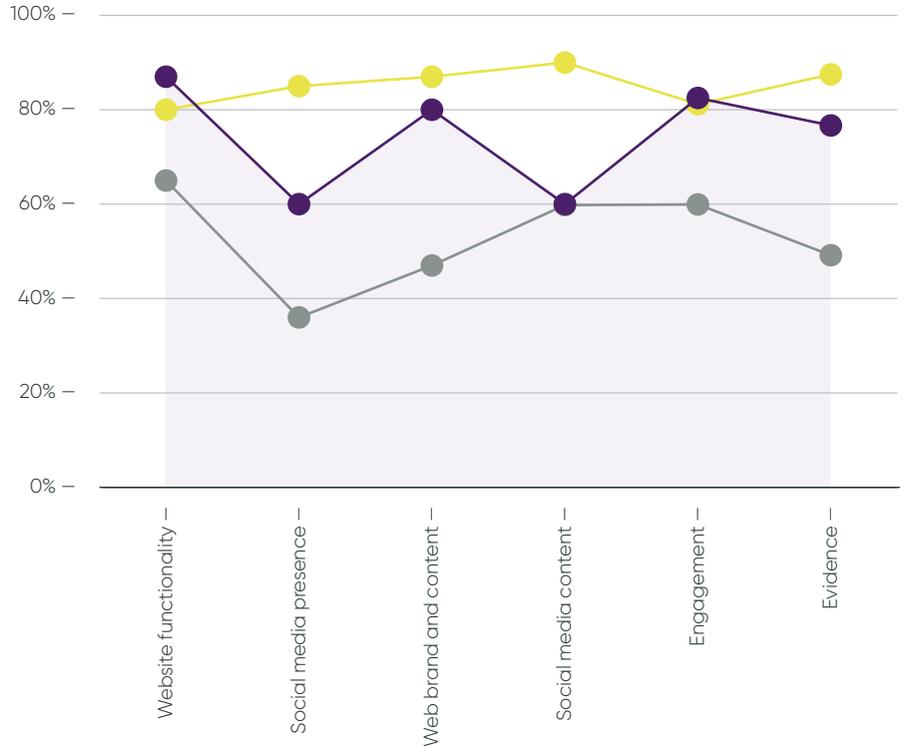
Janus Henderson Investors

www.janushenderson.com



- Janus Henderson Investors
- Sector leader
- Sector average

Classification:
▶ Determined



A solid performance from Janus Henderson again this year. Their website serves up a rich mix of intermediary-focused content aligned with robust functionality. One of the highlights for us is the 'Knowledge Labs' area where intermediaries can hone their skills with a series of programs, supported by insights and perspectives, and with access to experts. Janus Henderson's blogs also add to the continued intermediary-focus, as do the investment ideas and featured funds, all highlighted on the firm's home page. LinkedIn is properly leveraged to further demonstrate Janus Henderson's credibility and the firm's investment capabilities.

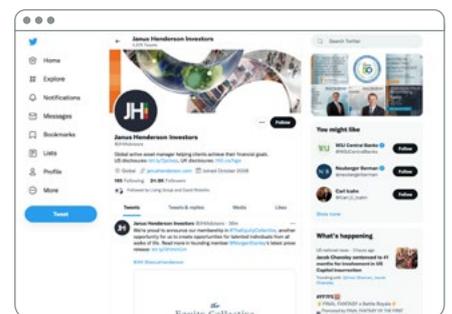
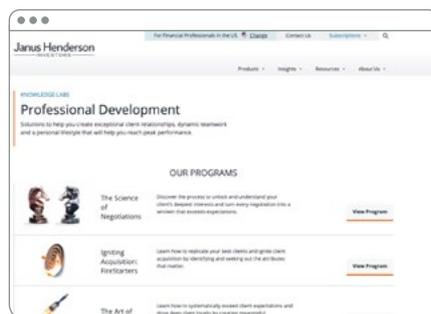
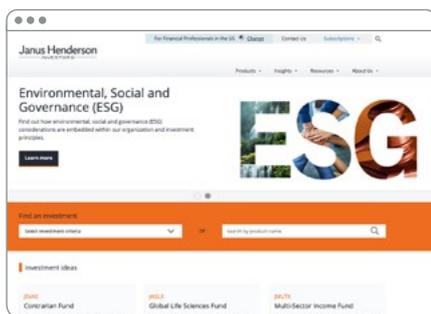
KEY FEATURES

Engagement

- ▶ Pared-back website navigation denotes confidence and clarity
- ▶ Intermediary online tools that are helpful, useful and relevant
- ▶ One of the few firms that uses website functionality to aid intermediaries, rather than hinder
- ▶ Broad mix of social media channels used to deliver content

Evidence

- ▶ Sector-leading intermediary education content
- ▶ Informative fund pages deliver a wide range of investment data
- ▶ A strong use of video content to deliver manager updates
- ▶ Social media content is both client-first and issue-driven



Images © Janus Henderson

6

NN Investment Partners

www.nnip.com



Classification:
 ▶ Determined

Key features

- ▶ High-scoring SEO performance
- ▶ Clear and intuitive website information architecture
- ▶ Brand proposition up front on the home page
- ▶ Use of interactive content across social media channels

7

State Street Global Advisors

www.ssga.com



Classification:
 ▶ Determined

Key features

- ▶ Dedicated online tools for intermediaries
- ▶ Website content enhanced by brand and design
- ▶ Case studies deliver compelling evidence of capabilities
- ▶ Client-first approach to social media content

8

DWS Group

www.dws.com



Classification:
 ▶ Determined

Key features

- ▶ Logical and consistent website user experience
- ▶ Brand values provide deeper insight into the firm
- ▶ Distinctive brand experience across the website
- ▶ Strong content-focused approach to all digital channels

9

Baillie Gifford & Co

www.bailliegifford.com



Classification:
 ▶ Determined

Key features

- ▶ Sector-leading SEO and website accessibility scores
- ▶ Advisor-first content strategy evident across website
- ▶ Design plays a key role in engaging communication of content
- ▶ Effective use of social media channels, especially LinkedIn

10

PIMCO

www.pimco.com



Classification:
 ▶ Determined

Key features

- ▶ Useful online data tools for intermediaries
- ▶ High-quality fund and strategy website pages
- ▶ Strong fund manager profiling demonstrates intellectual capital
- ▶ Issue-led content delivered across social media channels

Want to know how your firm has scored across each of our key criteria?

Please get in touch to arrange a meeting.

Mark Stephenson
 Business Development Manager
mark.stephenson@living-group.com

TIME WAITS FOR NO ASSET MANAGER



Today's 'new normal' marketing strategy is built, ideally, around a handful of face-to-face target audience interactions but largely remains solidly and stubbornly remote.

And as evidenced by our leaders in this year's report, the savvy firms that understand this are the ones that have invested in their brand and digital intelligence to deliver rich online experiences that are relevant, helpful and useful to intermediaries. They understand that life and the way we do business has quite possibly changed for good and seized the opportunity with both hands.

Here's what these firms are doing well and why.

Here are four of the key opportunities that will help you achieve greater brand and digital intelligence.



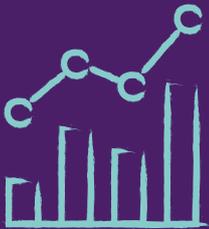
1. BRAND: WHAT DO YOU WANT TO BE FAMOUS FOR?

Our leaders have all worked incredibly hard to evidence who they are, what they do and why they matter to their intermediary audiences. They understand that their brand is their North Star – guiding and supporting the firm's business and marketing strategies. They also know that the most compelling content is aligned with their firm's brand, evidencing their investment capabilities, skills and strengths.



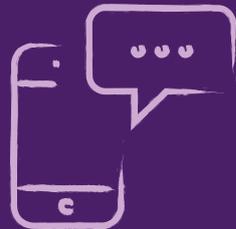
2. PEOPLE: DO YOU SHOWCASE HUMANITY?

Our leaders do it in bucketloads. They understand that their most valuable asset is their people – the specialists who make a difference to intermediaries and help build trust in their brand and funds. The best firms showcase this talent through informative manager profiles enriched with blog posts, podcasts and video. It's clear that they invest in, and then promote, their intellectual capital – they are not faceless asset managers.



3. DATA: DO YOU HAVE ALL THE FACTS AND ALL THE FIGURES?

We know asset managers produce and sit on mountains of data, often delivered as static dreary charts and tables via dull and uninspiring presentations. Our leaders are saying 'no' to this approach and instead are publishing data and content in an engaging and dynamic manner via online tools or infographics that allow the intermediary audience to interact with it, embracing the technology at their fingertips.



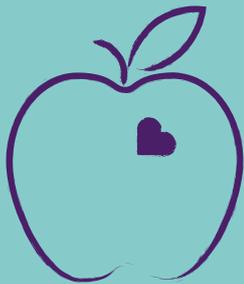
4. SOCIAL: WHO ARE YOU ENGAGING WITH?

A key insight from this year's research was the lack of engagement with audiences on social media channels. Leading asset managers take time to think carefully about their social strategy, set realistic KPIs and ask themselves the question, 'what am I trying to achieve on social media and who am I trying to reach?' Too many firms blindly post the same content across every one of their social media channels with little thought to whom they are communicating.

KEEPING SCORE

Would you like a more detailed analysis of your firm? Do you feel you could benefit from a new brand and website, relevant content or a more effective social media strategy? If so, we'd love to hear from you.

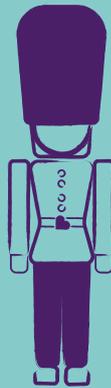
GET IN TOUCH...



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CREATING

DIFFERENCE

About Living

At Living we blend our deep sector knowledge, uncompromised thinking and award-winning creativity to help our clients in the financial, professional services and technology sectors create difference through branding expressions that engage, digital experiences that disrupt, and integrated advertising campaigns that drive results.

What defines us

Our specialists' deep understanding of our clients' sectors means we challenge thinking and perception, inspire excitement and ambition, and help to deliver rewarding outcomes. In a world that is content rich, visually crowded and always changing, we empower our clients to communicate their difference and stay ahead.

What we do

Engaging branding

Our creative teams in New York, London and Hong Kong deliver award-winning ideas with proven results, driving your business performance with strategic thinking,

brand creation and enhancement, and stand-out messaging. We fuse these key elements together to generate highly-effective visual and verbal expressions of your firm.

Disruptive digital

Our digital team connects your brand and your audiences. Around the world. Around the clock. We build seamless brand experiences online, using bespoke information architecture, engaging design and cutting-edge technology across multiple devices and platforms.

Integrated campaigns

We can help transform your brand objectives into tangible business benefits – stimulating dialogue, lifting your profile, prompting consideration,

and spurring action. We research, plan and execute advertising and social media campaigns worldwide, applying distinctive ideas and creative, backed by relevant analytics to measure your success.

Creating difference for our people and communities

We don't just make a difference for our clients. We also make a difference for the talented people on our teams and the communities where we work. We have an open and collaborative culture that gives our people room to thrive. We encourage passionate, free-thinking ideas that challenge the conventional and celebrate individualism and diversity.





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