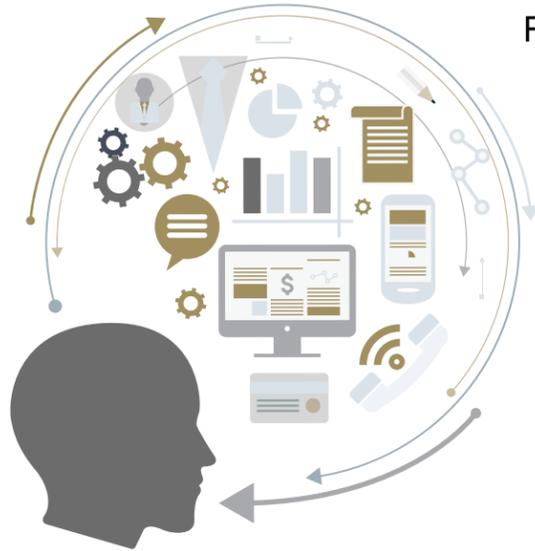


# What's top of mind for the nation's largest advisors?



For the third year in a row, BNY Mellon's Pershing surveyed attendees at its annual Elite Advisor Summit, which this year took place on March 11-13 in Fort Lauderdale, Florida. Average assets under management represented by firms at this year's event were \$9 billion.

The real-time poll gauged executives' views on talent and technology strategies as well as the challenges and opportunities in 2019.

Here are some of the key findings:

For the third year in a row, the top business challenge for advisory firms is hiring and developing talent

Top challenges for business in 2019 are...

|   | 2018 | 2019 |
|---|------|------|
| Hiring and developing talent  | 36%  | 41%  |
| An aging client base  | 16%  | 9%   |
| Implementing new technologies, capabilities or solutions to meet client needs | 26%  | 37%  |
| Developing an impactful branding and marketing strategy                       | 16%  | 11%  |
| Increased competition from larger RIAs  | 6%   | 2%   |



Attracting talent to the advisory business continues to be a challenge, but even more challenging is finding the right fit!

Main challenges

|   |                                     |                           |                                    |
|---|-------------------------------------|---------------------------|------------------------------------|
| 20%   | 59%                                 | 17%                       | 5%                                 |
| The general lack of talent in the marketplace | Finding the right fit for your firm | Attracting talent to firm | Have no challenges with recruiting |

A mere 5% of advisory firm executives say they don't face any challenges when recruiting!

According to some of the largest RIA firms, a clear career path—not monetary rewards—is the most effective way to retain employees

Most impactful ways to retain employees are:

|   |                               |                          |                                  |                          |
|---|-------------------------------|--------------------------|----------------------------------|--------------------------|
| 16%                                       | 55%                           | 9%                       | 14%                              | 7%                       |
| Competitive salary and incentives package | Opportunity for career growth | Training and development | Ongoing feedback and recognition | Equity stake in the firm |

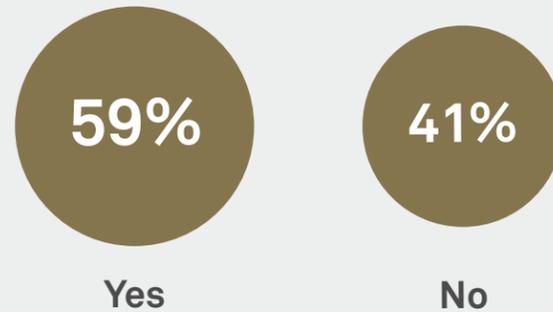
Only 7% of advisory firm executives say an equity stake in the firm is an effective way to retain employees!

Other side



Most advisory firms may be satisfied with their efforts to hire women or ethnic minorities, but that doesn't mean challenges do not exist.

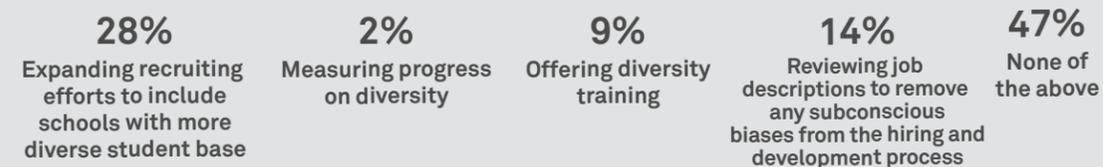
Are you satisfied with your efforts to hire women or ethnic minorities?



Even though **more than half** of all respondents say they are satisfied with efforts, a pretty significant portion admits they are not where they would like to be.

When it comes to implementing initiatives that will help them reach and attract a diverse talent pool, advisory firms still have quite a bit of work to do.

Which of the below initiatives do you have in place?



**Almost a half** of respondents do not have some of the basic initiatives that would help attract and develop diverse talent!



### About the Elite Advisor Poll

The Elite Advisor Poll was conducted live via mobile phones during the 2019 Elite Advisor Summit, which took place March 11-13 in Ft. Lauderdale, Florida. The poll gauged attendees'—which comprised the executives of some of the nation's largest advisory firms—views and concerns around talent and technology. An average of 42 executives responded to the talent-related questions.

### About the Elite Advisor Summit

The Elite Advisor Summit, hosted by BNY Mellon's Pershing, is a two-day, invitation-only event with some of the country's most preeminent executives of RIAs and institutional firms. The event is designed to help advisory firms compete in today's fast-changing environment and facilitate meaningful conversations, ideation and networking. The inaugural Elite Advisor Summit was held Feb. 28–March 2, 2017, in Aventura, Florida. This year's Summit, which took place March 11-13 in Ft. Lauderdale, Florida, hosted 86 executives from the nation's largest RIA firms, representing an average AUM of \$9 billion and a median AUM of \$1.8 billion.

©2019 Pershing LLC. Pershing LLC, member FINRA, NYSE, SIPC, is a wholly owned subsidiary of The Bank of New York Mellon Corporation (BNY Mellon). For professional use only. Not intended for use by the general public. Pershing does not provide investment advice. Trademark(s) belong to their respective owners. PER\_0319\_3952

