



EFAMA

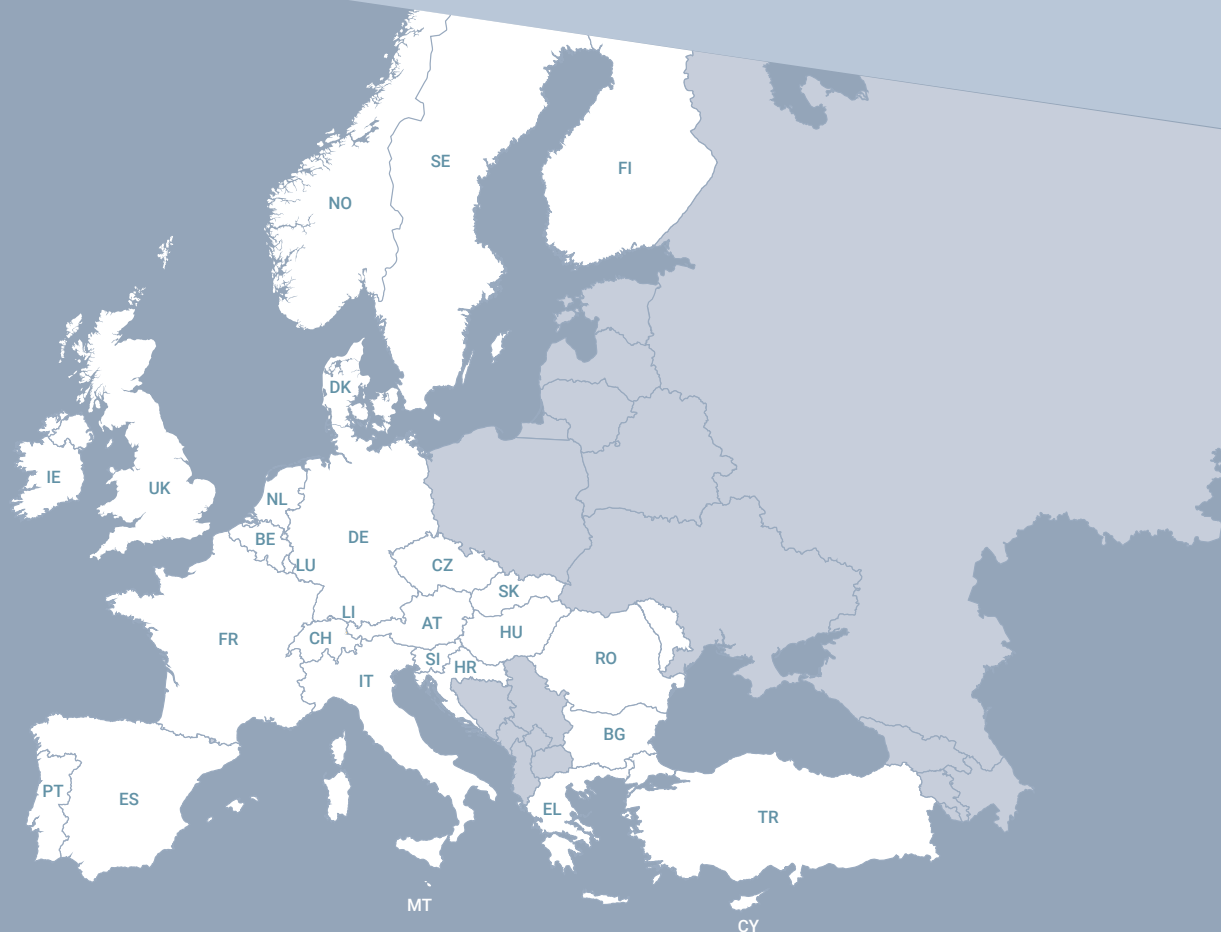
ANNUAL REVIEW

JUNE 2020 - JUNE 2021



WHO IS EFAMA?

EFAMA is the voice of the European investment management industry, whose members manage approximatively EUR 27 trillion of assets. We promote the interests of our members to develop a regulatory environment that supports the growth of the European market for asset management and investment funds. A key part of EFAMA's mission is to educate stakeholders on the industry's crucial role in steering capital towards investments that support a sustainable future and provide long-term value for investors.



EFAMA IN NUMBERS



Founded in

1974

28

Number of National Associations / Countries



Number of Corporate Members

58

24

Number of Associate Members



Number of Staff

19

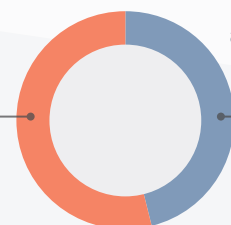


64,200

total funds at end Q1 2021

34,600

UCITS



29,600

AIFs

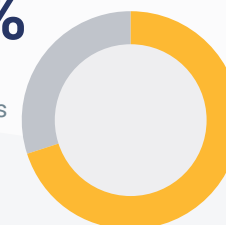


28%

Retail investors

72%

Institutional investors



Assets under management

27

EUR trillions



UCITS and AIF net assets at end Q1 2021

19.6

EUR trillions



Asset management companies

4,500+

Direct jobs

110,000

CONTENTS

01	Foreword	p 5
	<i>by the President</i>	

02	Introduction	p 6
	<i>by the Director General</i>	

03	Work of the Standing Committees, Platforms & Taskforces	
	Committee Overview	p 8
	A. Distribution & Client Disclosures SC	p 9
	B. Economics and Research SC	p 11
	C. Fund Regulation, Asset Protection & Service Providers SC	p 13
	D. Management Company Regulation and Services SC	p 15
	E. Pensions SC	p 17
	F. Stewardship, Market Integrity, ESG Investment SC	p 19
	G. Supervision & Third Country Developments SC	p 21
	H. Taxation & Accounting SC	p 23
	I. Trading, Trade Reporting and Market Infrastructures SC	p 25
	J. Investor Education Platform	p 27
	K. Public Policy Platform	p 29

04	Research & Publications	p 30
-----------	------------------------------------	------

05	Events	p 34
-----------	---------------	------

06	Membership	p 37
-----------	-------------------	------

07	Association structure	p 43
-----------	------------------------------	------

08	Board of Directors	p 45
-----------	---------------------------	------

09	Staff	p 48
-----------	--------------	------

01 FOREWORD by the President

© Alexandre Guikinger



NICOLAS CALCOEN
EFAMA President

The last 12 months were marked by the successful conclusion of our governance discussions, the adoption of our new statutes and their subsequent implementation. Thanks to that, the rich diversity of the European investment industry is reflected in EFAMA's governance, which stands to increase our credibility and strengthen our position as the united voice of the European investment industry.

All this bodes well for the future and will allow EFAMA to now focus exclusively on its core regulatory and advocacy work, both at the European and international level, in a collegial and inclusive spirit. It is with this renewed commitment to, and ambition for EFAMA that the Board has recently adopted a three-year action plan which aims at further increasing the effectiveness and visibility of

our organisation and the quality of its output. Against a backdrop of many ongoing legislative developments and a myriad of regulatory initiatives expected in the following 24 months, the need for a strong, effective and well-resourced EFAMA has never been so acute.

The execution of the Sustainable Finance Action Plan of the European Commission is in full swing and will have a transformational impact on our industry. While the deadlines are tight and the implementation challenges numerous, the Action Plan presents opportunities for our industry to showcase and develop its credentials in the ESG space and be a force of good. For that to happen, however, the new framework should not be overly prescriptive and rigid, but instead, encourage innovation through a more flexible and fluid approach.

The Capital Markets Union Action Plan represents an opportunity for our industry to benefit from the continuing development of market-based finance in Europe and further help the European economy recover from the Covid-19 crisis. With that in mind, we sent 14 concrete recommendations to Commissioner McGuinness, including

ways to increase retail participation in capital markets and foster more investments in long-term products. We are confident that some of them will be reflected in the upcoming retail investor strategy of the European Commission, which should also seek to preserve the diversity of distribution models in Europe and the access for all retail investors to quality advice.

In addition, we are providing input to the ongoing discussions on the risks in the non-banking financial intermediation sector. The Covid 19-related market stress of March last year has demonstrated that our sector is resilient and that the European regulatory framework is robust. While improvements are welcome in terms of reporting and harmonisation of liquidity management tools made available to management companies across Europe, there is no need for an overhaul of the existing regimes such as the AIFMD which has proven its appropriateness during the crisis.

Now that my tenure is coming to a close, I would like to thank my two vice-presidents, all the Board members, the wider membership, and the entire EFAMA staff, under the leadership of Tanguy, for their continuous support and hard work. These have been two very peculiar years due to the general context, very busy but captivating, and I am pleased to have had the possibility to witness EFAMA's resilience and effectiveness under these circumstances.

I have no doubt that with the newly elected Presidency and Board, EFAMA is well equipped to face the many upcoming regulatory challenges ahead, and seize the opportunities that go with them, with the active contribution and support of our committed and dedicated team in Brussels.

Until we meet again.

Kind regards,
Nicolas Calcoen
President

02 INTRODUCTION by the Director General



TANGUY VAN DE WERVE
EFAMA Director General

Dear Reader,

It gives me great pleasure to provide you with an overview of our activities since our Ordinary General Meeting of last year.

As with the two previous editions, this report is structured around the work and main achievements of our nine Committees (and related Working Groups/Taskforces) and two Platforms. These bodies are the lifeblood of our association as they bear overall responsibility for developing sound and evidence-based common positions on relevant EU and global regulatory initiatives. As they are open to all members, please reach out to the Secretariat in case you want to join a Committee where your organisation is not yet

represented. We need your expertise to develop robust and substantiated positions which are *sine qua nons* for effective business representation at European level.

Besides our policy and advocacy work of the last 12 months, several developments are worth highlighting, including:

- Our new premises: the move was completed on time despite the challenging circumstances. This will allow us to substantially reduce overhead costs and put membership fees to more productive use (increased headcount). We look forward to showing you around our new offices.
- Our stepped-up communication efforts: our positions are more frequently covered in the media and we have improved our web and social media presence (revamped website, constant increase of followers).
- Our proactivity: anticipating the UCITS review, we are working on an important UCITS project together with our associate member Deloitte.

- Our statistical and research activities: we are currently assessing our data needs to ensure access to the data required to support our positions on key policy topics, and we have created a Research Fund to help finance future research projects.
- Our programme of events is more in line with our regulatory priorities (AIFMD, PRIIPs, ELTIF, financial education, retirement savings, etc.).
- The overall high-level of membership satisfaction, as demonstrated by the results of the Standing Committee members' satisfaction survey from January 2021.
- The joining of two new corporate members and two new associate members.
- The launch of important new templates by FinDatEx, where EFAMA plays an instrumental role.

I am grateful to the EFAMA staff for its continuous hard work and always positive mindset. I am equally thankful to Nicolas Calcoen, Myriam Vanneste and Jarkko Syyrilä for their dedication and unconditional support over the past two years and to all the Board members for their strategic guidance and constructive contributions.

I look forward to working with the newly elected Presidency and Board and to continuing to serve you all.

Let's hope we can meet in person again very soon.

Stay safe,

Tanguy van de Werve

Director General



03

WORK OF THE STANDING COMMITTEES, PLATFORMS & TASKFORCES

COMMITTEE OVERVIEW

BOARD OF DIRECTORS

DCD

DISTRIBUTION & CLIENT DISCLOSURES SC

Andreas Stepnitzka

ECON

ECONOMICS & RESEARCH SC

Bernard Delbecque - Thomas Tilley

Taskforce: European Fund Classification
Taskforce: Fund Charges and Performance
Taskforce: Member Contributions

FUNDREG

FUND REGULATION, ASSET PROTECTION & SERVICE PROVIDERS SC

Federico Cupelli - Elona Morina

Taskforce: Exchange-Traded Funds
Taskforce: Money Market Funds
Taskforce: Benchmarks

MANCO

MANAGEMENT COMPANIES REGULATION & SERVICES SC

Chiara Sandon (until May 2021)

Taskforce: Anti-Money Laundering
Subgroup: Operational Resilience

PENSIONS

PENSIONS SC

Bernard Delbecque

ESG

STEWARDSHIP, MARKET INTEGRITY, ESG INVESTMENT SC

Dominik Hatlar - Mathilda Loussert

Taskforce: Common Ownership

SUP

SUPERVISION & THIRD-COUNTRY DEVELOPMENTS SC

Federico Cupelli - Marin Capelle

TAX

TAXATION & ACCOUNTING SC

António Frade Correia

Taskforce: VAT
Taskforce: Blockchain for Taxes
Taskforce: Accounting

TMR

TRADING, TRADE REPORTING & MARKET INFRASTRUCTURES SC

Susan Yavari

Taskforce: Trade and Transaction
Reporting Standards

INVESTOR EDUCATION PLATFORM

Bernard Delbecque - Marin Capelle

PUBLIC POLICY PLATFORM

Tanguy van de Werve

A Distribution & Client Disclosures Standing Committee

ANDREAS STEPINITZKA
Senior Regulatory Policy Adviser
andreas.stepnitzka@efama.org



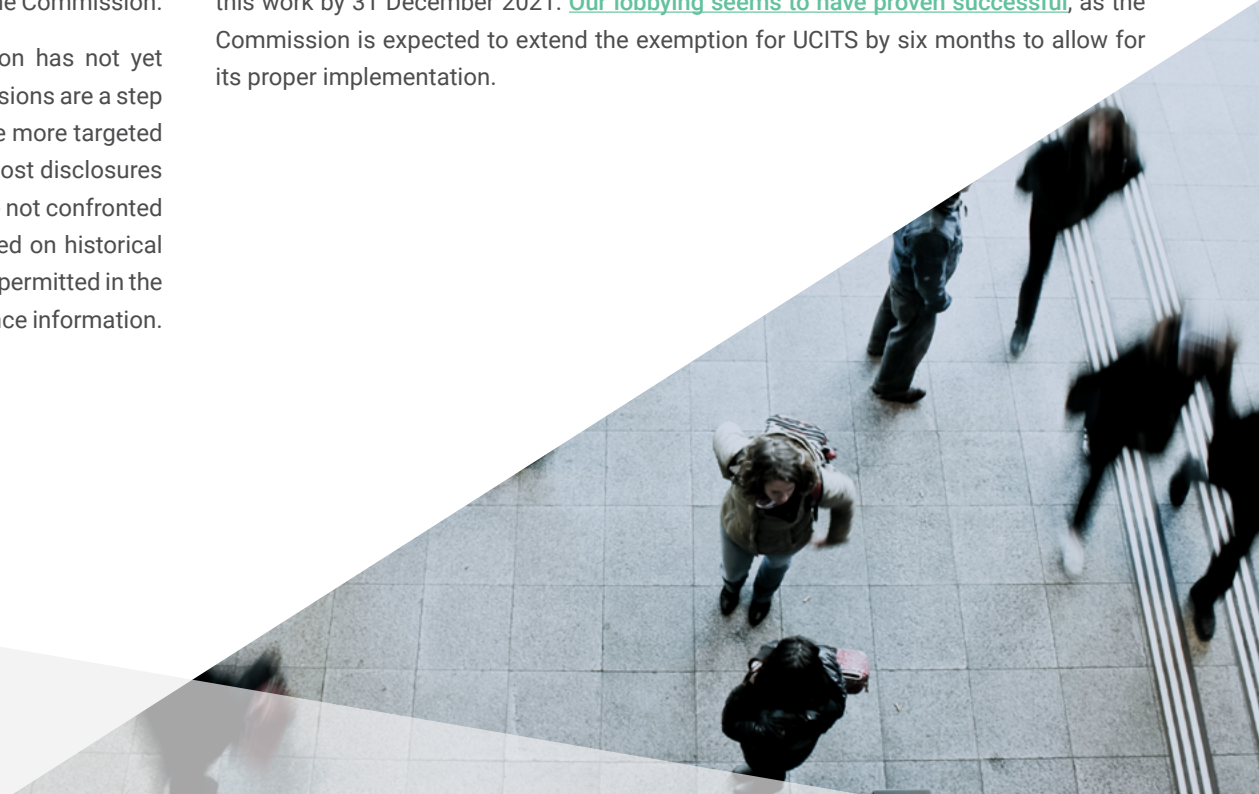
The work of the Standing Committee revolved mainly around the ongoing review of the Packaged Retail and Insurance-based Investment Product Key Information Document (PRIIP KID), the future of the UCITS KIID, retail aspects of MiFID II developments and the European Commission's proposals to include ESG considerations in the advice process. We coordinated with other relevant Standing Committees and worked closely with FinDatEx to revise and establish several data exchange standards.

The PRIIPs review finally reaches the end... of the current phase

The Standing Committee devoted much time and effort to the technical review of the PRIIP KID. In June 2020, the ESAs published proposed revisions to the Regulatory Technical Standards (RTS) but were unable to find the required majority to approve them. The PRIIP KID thereby notched up yet another procedural 'first'. With more than one year delay, the ESAs finally managed to approve the RTS and submit them to the Commission.

The revised PRIIP KID will still be far from perfect as the Commission has not yet undertaken a thorough review of the Level 1 Regulation. However, the revisions are a step in the right direction and reflect many of EFAMA's concerns. There will be more targeted information for each type of investment product. For funds, this means cost disclosures will – to an extent – be aligned with MiFID II and ensure that investors are not confronted with contradictory figures on costs. Performance scenarios will be based on historical data instead of projecting them into an unknown future, and although not permitted in the PRIIP KID itself, fund managers will be able to link back to past performance information.

The Standing Committee's efforts now turn to the implementation challenges and possible additional changes resulting from the Commission's wider review of distribution and disclosures. Implementation of the KID itself will be a major issue for the industry. Not only will fund managers have to revise all existing PRIIP KIDs, but they will also have to manage the transition from the UCITS KIID to the new PRIIP KID. Due to the year-long delay by the ESAs and the Commission, there is simply not enough time left to complete this work by 31 December 2021. [Our lobbying seems to have proven successful](#), as the Commission is expected to extend the exemption for UCITS by six months to allow for its proper implementation.



Integrating ESG considerations into the MiFID advice process

In April 2021, the European Commission published its long-awaited changes to the MiFID II framework, which will oblige advisers to consider investors' ESG preferences when recommending financial products. Here EFAMA seeks to ensure that the requirement is workable and fits into the existing MiFID II suitability framework. In particular, advisers should still be able to recommend products that do not entirely match a client's ESG considerations (after being notified accordingly), and the notion of a 'sustainable investment' should be the same across all relevant EU laws.

The Standing Committee will now spend the coming months working towards a full understanding of the new requirements (in particular, the new notion of an investor-defined "minimum percentage of sustainable investments") to ensure that sustainable funds can be distributed appropriately to EU investors.

Data exchange standards kick into gear

Over the last couple of months, [FinDatEx](#) has worked on several templates. In February 2021, it released an interim update to the European MiFID Template (EMT) to guarantee reliable ESG-related information, pending the (above-mentioned) ESG-related changes to MiFID II. In December 2020, it created the MiFID European Feedback Template (EFT), which standardises the information to be sent from the distributor to the product manufacturer under the target market requirements.

“Throughout a very difficult period for all, the Standing Committee has continued to work tirelessly on critical regulatory requirements and developments impacting clients and fund investors. It has distilled wide-ranging considerations, crafted constructive and pragmatic messages for regulators, and supported EFAMA members through the sharing of information and practical implementation challenges. In short, the Committee never gives up in its pursuit of better outcomes for investors and firms.”

- Julie Patterson (KPMG), Committee chair



JULIE PATTERSON (KPMG)
Chair of the Distribution & Client Disclosures
Standing Committee

RANDY PATTISELANNO (DUFAS)
Vice-Chair

B Economics & Research Standing Committee

The Economics and Research Standing Committee assists EFAMA's in-house research team by providing insights on major industry developments to ensure that the research projects effectively support EFAMA's advocacy activities.

The Standing Committee played a key role in connecting this past year's three Market Insights with relevant regulatory affairs:

- The '[Money Market Funds in Europe – State of play](#)' (October 2020) analysed the impact of the Money Market Fund Regulation and confirmed that European MMFs remained resilient during the Covid-19 crisis, highlighting the effectiveness of the Regulation in providing investors with a safe vehicle for managing their liquidity.
- '[Sustainable investment in the European asset management industry: defining and sizing ESG strategies](#)' (November 2020) discussed the results of a survey undertaken to measure the size of the European ESG market, focusing on the state of various sustainable investment strategies adopted by asset managers.
- '[ESG investing in the UCITS market: a powerful and inexorable trend](#)' (March 2021) analysed the growth of ESG funds since 2016, the performance and costs of these funds, and their resilience during the Covid-19 pandemic.

Two other reports were prepared in close cooperation with the Standing Committee:

- '[Household Participation in Capital Markets: Measuring progress and looking to the future](#)' (September 2020). This publication makes ten concrete policy recommendations to help advance the CMU, focusing on financial literacy, pension policies, tax incentives and proposing the introduction of a Key Performance Indicator to monitor progress of household participation in capital markets.

BERNARD DELBECQUE
Senior Director, Economics & Research
[bernard.delbecque\[at\]efama.org](mailto:bernard.delbecque[at]efama.org)



THOMAS TILLEY
Senior Economist
[thomas.tilley\[at\]efama.org](mailto:thomas.tilley[at]efama.org)



- [Asset Management Report](#) (September 2020). This annual report focuses on the countries where assets are managed. For the first time, the 2020 edition presented data from McKinsey on the European asset managers' share of overall European financial assets, the growth of active/passive investment strategies and the profitability of the industry.

The Standing Committee also organised a Research Workshop in December 2020 where Professor Laurent Calvet (EDHEC Business School) presented the main findings of his research on household financial decisions.

“ Navigating the complex economic trends of our industry requires a strong command of data. The Standing Committee offers a unique platform where key market insights are shared, discussed and then transformed into evidence-based arguments that benefit EFAMA's advocacy goals ”

- *Alessandro Rota (Assogestioni), Committee chair*

Three Taskforces fall under the remit of the Committee.

The **Taskforce on funds charges and performance** analysed ESMA's Report on the performance and costs of UCITS, which was published in April 2021. This helped EFAMA to provide relevant comments to ESMA. A new Market Insights is under preparation to highlight the strong net performance recorded by UCITS over the last ten years. Work is also underway to prepare a study with **Fitz Partners** on the cost of UCITS that are falling directly under the control of asset managers.

The **Taskforce on Member Associations' Contributions** met in October 2020 to approve the fund and mandate asset data provided by EFAMA member associations for the calculation of their 2021 contributions.

The **European Fund Classification Taskforce** continued to monitor and promote the use of the European Fund Classification (EFC) among fund groups and distributors as well as national associations. In August 2020, a 2nd edition of 'The **European Fund Classification** – EFC Categories' **brochure** was published to adapt the EFC categories to the evolution of the fund market and introduce investment themes within the classification of equity funds.

Looking ahead, EFAMA will publish its **Fact Book** at the end of June. The 2021 edition will include a series of 'infoboxes' analysing in detail topics directly related to EFAMA's advocacy priorities. The Committee also undertook the development of a 3-year data strategy outlining what data EFAMA needs, which one should be prioritised, where to source it, and in what time frame.



ALESSANDRO ROTA (ASSOGESTIONI)

Chair of the Economics &
Research Standing Committee

THOMAS VALLI (AFG)

Vice-Chair

VACANT

Chair of the Funds Charges & Performance Taskforce

CAMILLE THOMMES (ALFI)

Chair of the Member Associations' Contributions Taskforce

MIRANDA SEATH (THE IA)

Chair of the EFC Taskforce

C Fund Regulation, Asset Protection & Service Providers Standing Committee

The Standing Committee's priorities over the past 12 months have included the preparation of EFAMA's response to two critical pieces of EU legislation, the European Commission's review of the ELTIF regulation, as well as the AIFMD review. Of equal relevance to the Committee is ESMA's ongoing work on fund costs and fees, stemming from ESMA's June 2020 supervisory briefing. Finally, several members of the Standing Committee are participating in an ambitious project on the future of the UCITS fund product, dubbed 'UCITS 2030: preserving the power of a global brand'. In partnership with Deloitte, the project intends to deliver a final report in Q3 2021.

Re-visiting ELTIF

With regards to the review of the ELTIF Regulation, the Standing Committee is continuously providing its support and expertise to the European Commission. The Standing Committee responded to the [EC public consultation on the review of the European Long-Term Investment Funds Regulatory Framework](#) with detailed and targeted amendments. Our response has facilitated direct exchanges with the European Commission which are necessary to fully unlock the ELTIF's potential and to serve a broader (retail) investor audience, alongside UCITS.

Let's not fix what is not broken – the AIFMD review

As for the AIFMD review, the Standing Committee contributed significantly to [EFAMA's response](#) to the European Commission's consultation, highlighting that the regime has served its purpose well since its inception and does not require any substantial amendments. The Standing Committee's role has focused on areas within its remit, especially on the depositary-related questions, as well as on a proposal for an EU-wide retail AIF regime. We have stressed the need to maintain the current distinction between the AIFMD as a "manager" directive and UCITS as a "product" directive.

FEDERICO CUPELLI
Senior Regulatory Policy Adviser
[federico.cupelli\[at\]efama.org](mailto:federico.cupelli[at]efama.org)



ELONA MORINA
Regulatory Policy Adviser
[elona.morina\[at\]efama.org](mailto:elona.morina[at]efama.org)



Fund costs and fees

Committee discussions in the second half of 2020 were also dedicated to ESMA's June supervisory briefing on the supervision of costs in UCITS & AIFs. This was prompted by the launch of a Common Supervisory Action (CSA) by ESMA in January 2021. The CSA is asking national supervisors to survey their respective domestic industries based on an ESMA common template. The purpose of the survey is to assess the compliance of management companies with the relevant cost-related provisions in the UCITS framework with the aim to avoid investors being charged undue costs. Results from national supervisors will be sent in late 2021 to ESMA which in turn will determine a course for policy action where warranted.

Embarking on a new study: 'UCITS 2030'

Lastly, members of the Standing Committee are involved in a larger working group, advising the joint EFAMA/Deloitte project 'UCITS 2030: preserving the power of a global brand'. The scope of the project is to review the features at the heart of the successful UCITS fund global brand and prepare a series of forward-looking recommendations to policymakers to help preserve its success. The project team intends to deliver its final report and begin engaging with policymaking circles in Q3 2021.

For the [Exchange-Traded Funds \(ETF\) Taskforce](#), the pandemic-induced volatility experienced in the first part of 2020 offered additional evidence and case studies to demonstrate the resilience of the ETF wrapper during times of market stress. The taskforce members held a dedicated workshop with European Commission staff in September 2020 to present members' experience and evidence from the crisis. The ETF Taskforce also produced an industry [high-level response to IOSCO's survey questionnaire](#), eliciting views from the European ETF issuers community on the 2020 market events. In addition, the taskforce finalised an [investor education guide to demystify some of the key features of exchange-traded products](#) to counter the frequent confusion between ETFs and other exchange traded-products (ETPs).

The [Money Market Funds \(MMF\) Taskforce](#) convened several times in the second half of 2020 to assess the March 2020 pandemic-induced market events, inviting members to share data, their opinions and their "lessons learned" to build an industry position for the announced FSB/IOSCO policy work at international level. In November 2020, the MMF Taskforce published a report consolidating its views on [European MMFs in the Covid-19 market turmoil](#), as well as preliminary ideas for reforms to build an industry position in response to the ESMA consultation on possible reforms to the EU MMFR regime, followed by the announced FSB/IOSCO policy work at the international level.

The [Benchmarks Taskforce \(BMR\)](#) prepared a [position paper](#) on the review of the Benchmark Regulation, specifically on the exemption of third-country FX Benchmarks and the designation of replacement benchmarks. The members of the BMR Taskforce are also closely following the developments of the IBORs transition and more specifically the work of the ECB Working Group on Euro risk-free rates on €STR-based fallbacks for EURIBOR. As such, the Taskforce has responded to the [ECB consultations on EURIBOR fallback trigger events and €STR-based fallbacks rates](#), stressing that the identification of fallback rates for contracts referencing EURIBOR is essential for asset managers. A stable and permanent approach would make the fallback clauses more robust and ensure further transparency.

Finally, the BMR Taskforce led the initiative for the 'Global Memo: Benchmark Data Cost', a paper drafted in collaboration with key trade associations, raising awareness of the significant increase of financial benchmark data costs.

“Following our submissions on the review of the AIFMD and ELTIF regimes in the first part of 2021, our Committee continues to pursue the preparatory work of the European Commission in light of the publication of their proposals by the end of 2021. In the meantime, the Committee monitors ESMA's work on costs and fees for UCITS very closely, looking to influence any subsequent policy work to be unveiled in 2022.”

- Marcus Mecklenburg (BVI), Committee chair



MARCUS MECKLENBURG (BVI)

Chair of the Fund Regulation, Asset Protection
& Service Providers Standing Committee

STUART CORRIGALL (BLACKROCK)

Vice-Chair

KESHAVA SHASTRY (DWS)

Chair of the Exchange-Traded Funds Taskforce

GREGORY DULSKI (FEDERATED HERMES)

Chair of the Money Market Funds Taskforce

CHRISTOPHE BINET (BNP PARIBAS)

Chair of the Benchmarks Taskforce

ELONA MORINA, REGULATORY POLICY ADVISER

Coordinator Benchmarks Taskforce

D Management Companies Regulation & Services Standing Committee

Reflecting on the lessons from the pandemic

In the past 12 months, the Standing Committee reflected on the lessons learned from the Covid-19 pandemic and engaged with policymakers (FSB, IOSCO, European Commission and National Competent Authorities). They delivered the message that the pandemic has fundamentally tested the resilience of the European asset management industry and that there is a need to filter down the specifics which caused the market disruption in March 2020.

The Standing Committee organised a workshop with liquidity risk management experts to exchange views on the use of Liquidity Management Tools (LMTs) and the experience with the implementation of the ESMA Guidelines on Liquidity Stress Testing in UCITS and AIFs. An important position has been the response to the IOSCO Survey on Liquidity Risk Management (LRM) together with ICMA's AMIC. The paper highlighted industry practices and existing regulatory provisions in Europe that are aligned with the 2018 IOSCO LRM Recommendations and provided a broad assessment of liquidity risk management by open-ended funds during the March/April 2020 market turmoil.

Let's not fix what is not broken – the AIFMD review

The Standing Committee's priority over the past year has been to respond to the European Commission consultation on the AIFMD Review. In our response, we stressed the fact that the review should be targeted and technical, in the absence of demonstrated market failure. The Secretariat has had, and will continue to have, many meetings with National Competent Authorities and national Finance Ministries ahead of the publication of Commission's proposal (expected in November 2021).

CHIARA SANDON (until May 2021)
Senior Regulatory Policy Adviser
[chiara.sandon\[at\]efama.org](mailto:chiara.sandon[at]efama.org)



MARIN CAPELLE
Regulatory Policy Adviser
[marin.capelle\[at\]efama.org](mailto:marin.capelle[at]efama.org)

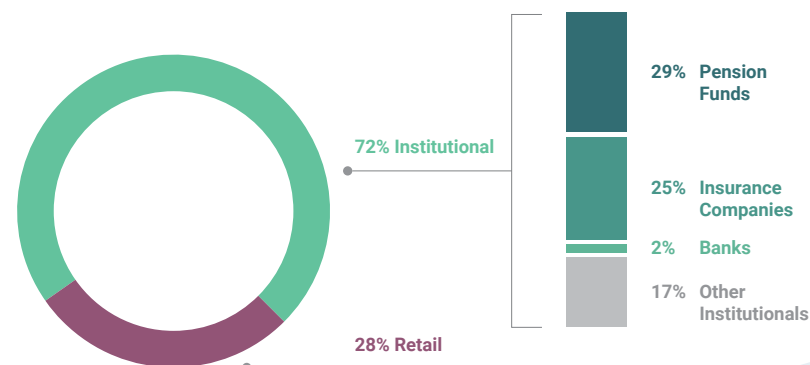


Digital Operational Resilience Act (DORA) and EFAMA's focus on operational resilience

The Standing Committee provided [input to the Digital Operational Resilience Act \(DORA\)](#) policy discussions, as operational resilience was identified as a priority by EFAMA's Board of Directors. Members have been very supportive of the Commission's initiative to create a regulatory framework on operational resilience to prevent and mitigate cyber threats. The freshly created Operational Resilience sub-group prepared a paper that sets out EFAMA's views on the Commission's draft text and engaged with Members of the European Parliament as well as financial attachés.

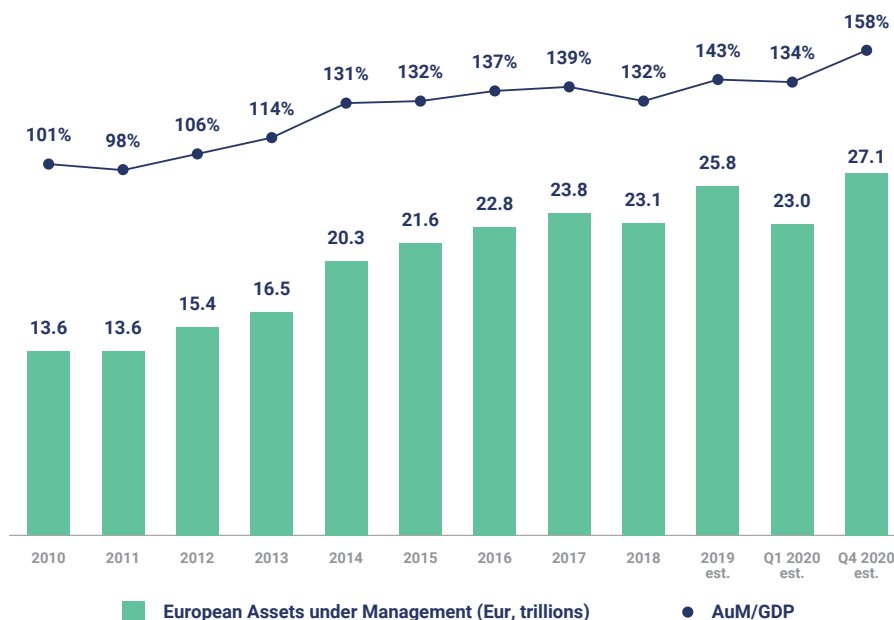
WHO ARE OUR MAIN CLIENTS?

Breakdown of clients by AuM at End 2018 (funds and mandates)



The [Anti-Money Laundering Taskforce](#) responded to the ESAs consultation on the 'Risk Factor' Guidelines, and the Commission's consultation on the money laundering and terrorism financing action plan. The Standing Committee also organised a workshop with the European Banking Authority to look at various issues of interpretation on the 'Risk Factor' guidelines.

HOW MUCH DID THE EUROPEAN ASSET MANAGEMENT SECTOR GROW OVER THE PAST 10 YEARS?



“One of the takeaways from the pandemic is the need for effective governance and proper escalation processes, as well as the sound implementation of ESMA's Guidelines. It is key to avoid putting hard triggers into legislation and prevent triggering the same behaviour you are trying to avert.”

- Dr. Joachim Hein, (Union Investment) Committee chair



DR. JOACHIM HEIN (UNION INVESTMENT)
Chair of the Management Companies
Regulation & Services Standing Committee

ELISA RICÓN (INVERCO)
Vice-Chair

EVELYNE CHRISTIAENS (ALFI)
Chair of the AML Taskforce

E Pensions Standing Committee

BERNARD DELBECQUE

Senior Director, Economics & Research

[bernard.delbecque\[at\]efama.org](mailto:bernard.delbecque[at]efama.org)



The Standing Committee has now completed an extended and intensive work programme on the pan-European Personal Pension Product (PEPP), providing detailed input to the European authorities on the Level 2 measures, in particular concerning the 1% fee cap for the Basic PEPP. In the last few months, the Standing Committee has been able to broaden its focus, preparing EFAMA's views on an OECD consultation paper on defined-contribution pension plans and the European Commission's Green Paper on Ageing.

The PEPP – an uncertain future

The Standing Committee continued to engage with EIOPA on the Level 2 measures for the PEPP until their publication on 14 August 2020. Overall, we are pleased that EIOPA took a pragmatic approach towards the design of investment strategies that PEPP providers will be allowed to offer. This approach will allow PEPP providers to develop their own models to determine the risk and pension benefit projections of their PEPPs. The proposed approach towards disclosure of information to customers is innovative and opens up opportunities in terms of digitalisation and online distribution.

Unfortunately, EIOPA maintained its initial position that the 1% fee cap should cover all costs, with the important exception of guarantees. Still, in his letter to the European Commission, Gabriel Bernardino, the outgoing EIOPA Chairman, highlighted that *"industry representatives stressed their negative assessment of the PEPP business proposition's viability in light of the Basic PEPP's cap on costs and fees namely due to the initial cost of advice."* The implementing and delegated [acts](#) for the PEPP regulation were published on 22 March 2021.

On a more positive note, EIOPA held an online discussion with EFAMA members in October 2020 to exchange views on EIOPA's proposals related to the PEPP's risk profile, the potential performance of the investment strategies and the effectiveness of risk-mitigation techniques.

Engagement with the OECD

The first half of 2021 saw the [Standing Committee responding](#) to a [consultation](#) launched by the OECD on a proposal for updating its 2012 [Roadmap for the good design of defined contribution pension plans](#). The Standing Committee strongly supported the main messages of the draft revised Roadmap and suggested several clarifications, in particular to:

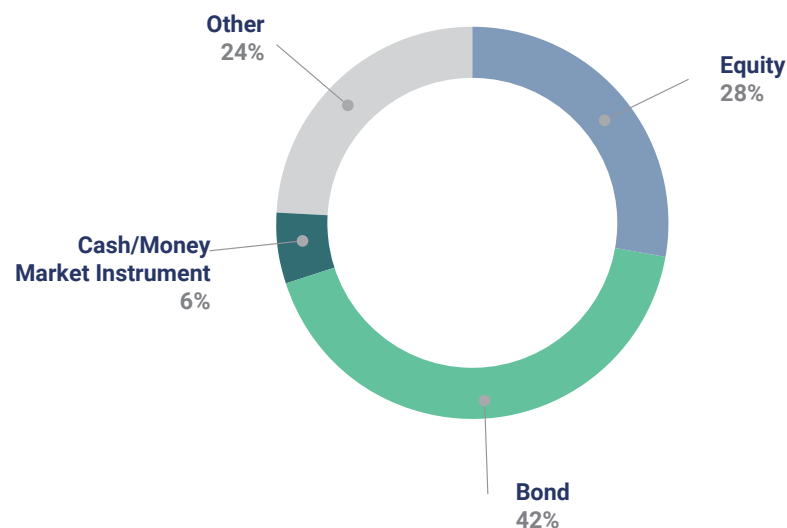
- stress the importance of starting to save early for retirement;
- note that the challenge for defined contribution pension plan providers is not necessarily to offer the lowest cost possible but to ensure that fees fairly and consistently reflect their capability to deliver what savers need;
- encourage savers to think about a broader set of options than guarantees and annuities in accumulation and retirement, respectively.

The [Standing Committee also participated](#) in the [consultation](#) launched by the European Commission on its Green Paper on Ageing to highlight the role that supplementary pensions play in ensuring adequate retirement incomes as well as the EU's role in this process.

Finally, the Standing Committee fully supported the initiative taken by EFAMA together with Insurance Europe and PensionsEurope, to launch a 'European Retirement Week'. The goal of this initiative is to raise awareness of the need to save for retirement and encourage policymakers and relevant stakeholders to engage in discussions on the pension challenge. We have invited other associations to contribute actively to the success of this week, the first edition of which will take place in the week of 29 November 2021.

WHAT TYPE OF ASSETS DO EUROPEAN FUNDS AND MANDATES INVEST IN?

Asset Allocation at End 2018
(Share in total AuM)



“ Although the final rules on the fee cap for the Basic PEPP are disappointing, the work of the Pensions Standing Committee has helped to ensure that the views of the investment management industry have been clearly communicated to policymakers. Encouragingly, there are increasing signs that the important role of the industry in pensions provision is being recognised and accepted. We will be working further to be an authoritative participant in debates on the future of pensions provision across Europe. ”

- Jonathan Lipkin (The AI), Committee chair



JONATHAN LIPKIN
(THE INVESTMENT ASSOCIATION)
Chair of the Pensions Standing Committee

LAURE DELAHOUSSE (AFG)
Vice-Chair

F Stewardship, Market Integrity, ESG Investment Standing Committee

The Standing Committees' priorities this year included supporting the development and implementation of legislation that mobilises capital towards a transition to a climate-neutral economy and fosters transparency to fight greenwashing. Sustainable finance has largely dominated the Committee's discussion, as the Level 1 Sustainable Finance Disclosures Regulation (SFDR) came into force on 10 March and the development of the accompanying level 2 measures for SFDR and the EU Taxonomy is ongoing.

Sustainable Finance

The Sustainable Finance workstream has contributed to policy initiatives with the potential of addressing the ESG data gap, which remains a major impediment to the integration of ESG considerations in investment decisions. Through consultation responses, public statements, events and expert workshops, we supported the development of the [European Single Access Point](#), the proposal for the [Corporate Sustainability Reporting Directive \(CSRD\)](#), EFRAG's preparatory work for mandatory sustainability reporting standards, and we [also joined the call of the French and Dutch market authorities for a regulatory framework for ESG data, research and rating providers](#) under the Renewed Sustainable Finance Strategy. In addition, we encouraged international cooperation for a global sustainability reporting ecosystem at the level of the International Financial Reporting Standards (IFRS) Foundation in a dedicated consultation, and contributed to discussions on this matter at IOSCO.

The European Commission heard the concerns raised by EFAMA and other industry representatives and delayed the application of the SFDR regulatory technical standards until 1 January 2022, giving more time to financial market participants for implementing the new disclosure requirements. We have also engaged with the Commission on

DOMINIK HATIAI
Regulatory Policy Adviser
[dominik.hatiar\[at\]efama.org](mailto:dominik.hatiar[at]efama.org)



MATHILDA LOUSSERT (from June 2021)
Regulatory Policy Adviser
[mathilda.loussert\[at\]efama.org](mailto:mathilda.loussert[at]efama.org)



key interpretation issues raised in the European Supervisory Authorities' letter to the Commission on the application of SFDR. To support members in implementing the SFDR level 2 measures, we established a **Legal Advice & Interpretation Contact Group** which has prepared a Q&A document clarifying the outstanding RTS interpretation challenges.

The Standing Committee has also responded to consultations on ESMA's technical advice on Article 8 of the Taxonomy Regulation developing consistent taxonomy-aligned Key Performance Indicators, the resulting draft Article 8 delegated act and on the taxonomy-related product disclosures in SFDR. To ensure a successful market uptake of the forthcoming EU Ecolabel for retail financial products, we provided feedback to the Joint Research Centre and the EU Ecolabelling Board, highlighting the need for simplicity and consistency with SFDR and the Taxonomy.

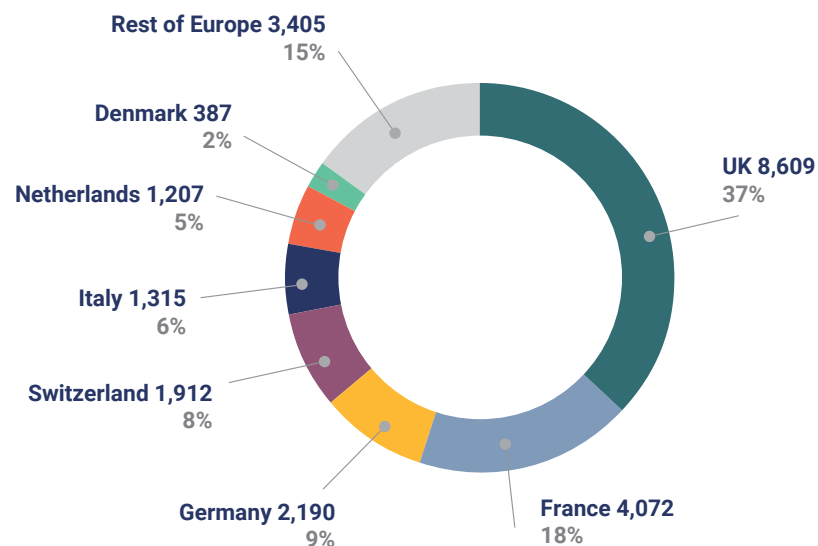
The Commission has also taken into account our concerns on the proposed EU Taxonomy technical screening criteria for the ownership and acquisition of buildings. Whereas the original draft proposed that only buildings with a Class A Energy Performance Certificate would be eligible, the final Climate Delegated Act expanded the to all buildings in the top 15% of energy performance at a regional or national level. Such a broadening of the eligibility criteria will facilitate the issuance of taxonomy-aligned Green Bonds.

Sustainable Corporate Governance

The Stewardship and Corporate Governance workstream responded to the Commission's public consultation on Sustainable Corporate Governance, outlining its support for an EU legal framework with due diligence guidelines and reporting requirements for companies. We recommended that the Commission adopt measures facilitating the exercise of shareholders' rights across Member States and provided arguments and data against the stated assumptions that corporate pay-outs drive short-termism.

The work of the [Common Ownership Taskforce](#) this year focused on monitoring developments in the academic and institutional space, such as the European Commission Joint Research Centre Technical Reports.

WHERE ARE EUROPEAN ASSETS MANAGED?



MASSIMO MENCHINI (ASSOGESTIONI)
THIERRY BOGATY (AMUNDI)

Co-Chairs of the Stewardship, Market Integrity
& ESG Investment Standing Committee



**CHIARA SANDON, SENIOR REGULATORY
POLICY ADVISER (until May 2021)**

Coordinator of the Common Ownership Taskforce

“The Committee's priorities included supporting the sound and well-sequenced development and implementation of legislation that helps mobilise capital towards a climate-neutral economy, fostering transparency and closing the ESG data gap.”

- Thierry Bogaty (AMUNDI), Committee chair

G Supervision & Third-Country Developments Standing Committee

Over the last 12 months, the Standing Committee focused on addressing regulators' concerns with delegation, which is a critical topic for the European asset management industry, in the context of the ongoing AIFMD Review. The Standing Committee also confronted the controversial topic of equivalence for the future of the EU-UK relationship in the area of financial services. More recently, the Standing Committee developed EFAMA's response to the Commission's consultation on supervisory convergence and a single rulebook for financial services; and a number of our Standing Committee members are participating in an ambitious project on the future of the UCITS fund product, dubbed 'UCITS 2030: preserving the power of a global brand'.

AIFMD and more

The Standing Committee has held frequent discussions following the publication of ESMA's recommendations for the upcoming review of the AIFMD in August 2020. They agreed that there is no need to amend the existing delegation and outsourcing requirements. The Standing Committee's position was clearly expressed in [EFAMA's response](#) to the Commission's consultation on the review of the AIFMD which closed in January 2021.

Building on its experience from the European System for Financial Supervision Review, the Standing Committee has recently been called to respond to the Commission's consultation on supervisory convergence and a single rulebook for financial services. As a review of ESMA's supervisory powers remains largely premature, the members have highlighted numerous areas where ESMA could leverage its existing convergence powers gradually to further develop a single rulebook for the regulation of asset management activities.

FEDERICO CUPELLI
Senior Regulatory Policy Adviser
[federico.cupelli\[at\]efama.org](mailto:federico.cupelli[at]efama.org)



MARIN CAPELLE
Regulatory Policy Adviser
[marin.capelle\[at\]efama.org](mailto:marin.capelle[at]efama.org)



“The Committee acknowledges the importance of preserving current delegation rules for the European asset management industry. In parallel, no overhaul of Europe's supervisory system is justified. Rather, greater convergence and a single rulebook are attainable by further leveraging ESMA's recently revamped powers.”

- Pierre Bollon (AFG), Committee chair

The future of the EU-UK cooperation in the financial services area

At the end of 2020 and in the early months of 2021, members of the Standing Committee also developed a position on the future of EU-UK cooperation in financial services, based on an announced memorandum of understanding. A subsequent high-level paper on the future of EU-UK cooperation in financial services was prepared and shared with the negotiating parties involved. The Committee has also confronted the controversial topic of equivalence for the future of the EU-UK relationship in financial services, formulating a series of high-level principles, albeit recognising the highly politicised context around a future memorandum of understanding between the EU and the UK going forward.

Participating in 'UCITS 2030'

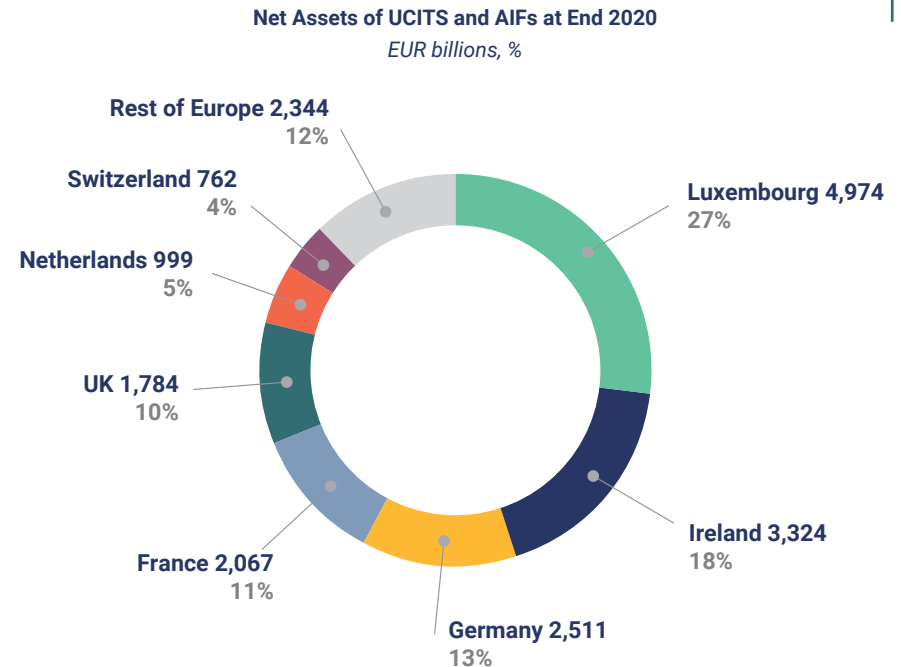
(see [Fund Regulation Standing Committee](#) for details).



PIERRE BOLLON (AFG)
Chair of the Supervision and Third Country
Developments Standing Committee

THORSTEN ZIEGLER (ALLIANZ GI)
Vice-Chair

WHERE ARE EUROPEAN FUNDS DOMICILED?



H Taxation & Accounting Standing Committee

ANTÓNIO FRADE CORREIA
Senior Tax Adviser
[antonio.fradecorreia\[at\]efama.org](mailto:antonio.fradecorreia@efama.org)



The Standing Committee's priorities over the past twelve months included the preparation of [comments](#) on the OECD/G20 Inclusive Framework Reports on Pillar One and Two Blueprints, where we welcomed proposals that ensure the tax neutrality of investment funds. More recently, the Standing Committee has produced a statement on the [EU Digital Levy](#), calling on the European Commission to avoid the creation of new tax obstacles for end-investors.

The Standing Committee continued monitoring the implementation of DAC6 (Directive on administrative cooperation) across Europe. Members exchanged views and collected evidence in relation to problems arising from a lack of a level playing field (from a timing and scope perspective), fundamental interpretation questions, format or administrative issues and other practicalities that need to be finetuned. Building on the work of the Committee, EFAMA will re-engage with the European Commission and Ministers of Finance to call for clarity and harmonisation.

It is increasingly important for the industry as a whole to demonstrate adherence to new standards and regulation concerning tax transparency and for funds, and the entities in which they invest, to operate under an appropriate tax governance framework. This is a demand from end investors as well as tax authorities. Our work in the field of tax transparency will remain high on the Standing Committee's list of priorities.

The [VAT Taskforce](#) continued engaging with the European Commission on VAT rules for financial services, commenting on the [roadmap](#), as well as responding to the [public consultation](#) and sharing our views and concerns on the most critical aspects of a possible future legislative proposal. The Taskforce demonstrated that removing or narrowing the VAT exemption for the management of investment funds would have a direct negative social and economic impact on long-term investors.

“Tax authorities globally are becoming more focused on multinational's tax planning through the OECD/EU BEPS agenda. While the asset management industry is not a particular focus, the industry does need to monitor these initiatives. We need to make sure that flows of capital from our investors to end users are not inadvertently disrupted, and that best practices are implemented. This is a demand both from end-investors and from tax authorities.”

Roger Exwood (Blackrock), Committee chair

The **Accounting Taskforce** commented on IASB's [Exposure Draft](#) on [Primary Financial Statements](#) to welcome some of their proposals and support their efforts to improve the consistency and relevance of financial statements that will assist in the implementation of electronic reporting initiatives. However, the Taskforce also highlighted the risk of losing comparability in the presentation of funds. More recently, we replied to the [Request for Information](#) on [IFRS 10/11/12](#) (consolidation package) and called for a public consultation on issues that have an impact on the industry, such as unequal treatment of funds and equity holdings.



ROGER EXWOOD (BLACKROCK)

Chair of the Taxation & Accounting
Standing Committee

VILMA DOMENICUCCI (ALFI)

Vice-Chair

JONATHAN CHILD (ABERDEEN SL)

Chair of the Accounting Taskforce

MICHEL LAMBION (DELOITTE)

Chair of the VAT Taskforce

MARIANO GIRALT (BNY)

Chair of the Blockchain for Taxes Taskforce

The **Blockchain for Taxes Taskforce** met with DG FISMA, DG TAXUD and DG CNECT to present EFAMA's Withholding Tax (WHT) strategy and our [Blockchain for Taxes project](#). In order to contribute to the Commission's impact assessment, possibly leading to a legislative initiative, our members are exploring how technology can be used to create a common, standardised, EU-wide system for Withholding Tax relief at source.

Trading, Trade Reporting & Market Infrastructures Standing Committee

SUSAN YAVARI
Regulatory Policy Adviser
susan.yavari@efama.org



The Standing Committee's priorities over the past 12 months have included extensive work on the MiFID II/MIFIR files, especially concerning 'quick fix amendments', the broader MiFID review and market data costs. The members also engaged in exchanging best practices for the implementation of the revised EMIR framework and called for urgent clarification by the European Commission of the proposed timeline for the legislative review of the CSDR.

MiFID II/MiFIR - Capital Markets Recovery Package and 'MiFID II Quick fix amendments'

As a reaction to COVID-19 and related disruptions to the economy, the European Commission published a Capital Markets Recovery Package in July 2020, including several 'quick fix' amendments to the MiFID directive as well as to the Prospectus Directive and Securitisation rules. This package formed part of the Commission's overall coronavirus strategy, to make it easier for capital markets to support European businesses recovering from the crisis. [The amendments eventually approved by the co-legislators](#) in February 2021, essentially include targeted modifications to commodity derivatives requirements as well as a possibility of re-bundling the costs of research and execution with respect to small and mid-caps (under EUR 1 billion). In our engagement with policymakers, we raised doubts on the appropriateness of such re-bundling (even if not mandatory) to increase the quality and availability of research on SMEs and advocated for facilitating issuer-sponsored research as a more effective way to achieve this policy objective.

Broader MiFID review

In parallel to the 'quick fix' amendments, the European Commission continued its work on a broader review of MiFID II which will lead to the publication of a legislative proposal towards the end of 2021. The Standing Committee responded to several consultations over the last 12 months and engaged with policymakers on the subject, notably advocating for the following issues to be tackled in upcoming legislative proposals:

- Need for a better alignment between EMIR Refit and MiFID II, in particular with regard to clearing and trading obligations;
- Appropriateness and effectiveness of the EU Share Trading Obligation (STO) and Derivatives Trading Obligations (DTO);
- Creation of a well-structured, reasonably priced consolidated tape, managed by ESMA and fed by all trading venues and systemic internalisers for all financial instruments;
- Addressing lingering [market data cost issues](#) through proper application and enforcement of the rules relating to the provision of market data on a reasonable commercial basis.

“More than ever, a strong representation of the buy-side in EU policy debates on capital markets issues is critical to preserve the ability of asset managers to execute their investment strategies in the best possible conditions. The Standing Committee has an important role to play in delivering on this objective.”

- Rudolf Siebel (BVI), Committee chair

Market data costs

During the past twelve months, the Standing Committee has urged policymakers to solve the issues caused by the increasing cost of financial market data. The Standing Committee is insisting on the need for increased supervision and enforcement by ESMA and NCAs of existing market data cost regulation which would support asset managers in accessing high-quality and standardised data at a fair price.

EMIR Refit

Throughout the year, the Standing Committee held several discussions to exchange best practices and help members with the implementation of the revised EMIR framework (EMIR refit).

Mindful of Brexit implications, the Standing Committee also contributed in [November 2020 to an industry coalition letter](#) calling on the European Commission to issue equivalence determination decisions for UK regulated derivatives markets under article 2a of EMIR. This equivalence would ensure that EU firms (whether as clients or financial services providers) can benefit from a treatment similar to that available to firms established in the UK, and avoid any negative impact on their risk management or investment activities. Unfortunately, no such equivalence determination has been made yet.

CSDR

The Standing Committee was also actively involved in discussions on the ongoing review of the CSDR. In its reply to the [European Commission consultation in February](#), EFAMA strongly advocated for the removal of the mandatory buy-in obligation which, once applicable, could further reduce the liquidity of already illiquid financial instruments.

EFAMA also co-signed a joint industry association letter asking the European Commission to urgently clarify the proposed timeline for the legislative review of the CSDR and how that may impact the application of the settlement discipline regime currently foreseen for 1 February 2022.

A key objective of the [Trade and Transactions Reporting Taskforce](#) is to ensure that reporting requirements for asset managers remain proportionate with the benefits they bring to regulators and consistent across legislations (to avoid unnecessary duplications).

Against this background, the taskforce developed an innovative proposal for a Hybrid Transaction Reporting Mechanism (HTRM). HTRM is meant to drastically reduce the reporting burden for asset managers and other buy-side firms while maintaining the concept of dual-sided reporting. Data fields shall only be reported by both parties where it is justified. The quality and informative value of reporting for regulators would be preserved.

Concerning ESMA's demand for extending the scope of reporting under Art. 26 of MiFIR from MiFID firms to managers of UCITS and AIFs, the Taskforce has elaborated an alternative approach that would place a much lower burden on asset managers. Adding two data fields under the existing reporting regime would make it superfluous for asset managers to implement Art. 26 of MiFIR while providing ESMA and the NCAs with even more information.



RUDOLF SIEBEL (BVI)
Chair of the Trading, Trade Reporting & Market
Infrastructures Standing Committee

VANAJA INDRA (INSIGHT INVESTMENT)
Vice-Chair

MIKE RINKER (UNION INVESTMENT)
Chair of the Trade & Transactions
Reporting Taskforce

K Investor Education Platform

The Investor Education Platform (IEP) is at the forefront of EFAMA's efforts to encourage the European authorities and its members to undertake financial and investor education initiatives and raise financial literacy levels across Europe. The importance of these initiatives was recognised in 2020, in the final report of the High-Level Forum on the Capital Markets Union (CMU) and the Commission's new CMU action plan.

E-seminar on public and private investor education initiatives

EFAMA took an active part in IOSCO's World Investor Week by organising an e-seminar on 30 November 2020 to exchange views on how to ensure effective delivery of financial and investor education by the public sector and the financial industry. The panel included seven speakers: Annamaria Lusardi (GFLEC), Chiara Monticone (OECD/INFE), Marcel Haag (European Commission), Nadia Linciano (CONSOB), Cristina Catania and Martin Huber (McKinsey), and Bernard Delbecque (EFAMA). The Vice-Chair of the IEP, Natalie Westerbarkey (Fidelity International) moderated the discussion, which highlighted the following important points:

- Financial and investor education is necessary for making the CMU a success.
- Widespread financial illiteracy requires robust intervention.
- [The OECD recommendation on financial literacy](#) is a useful tool to assist governments, other public authorities, and relevant stakeholders in their efforts to design, implement and evaluate financial literacy policies.
- As part of its new [CMU Action Plan](#), the Commission will conduct a feasibility assessment for the development of a European financial competence framework. It will also assess the possibility of introducing a requirement for the Member States to promote learning measures supporting financial education, in particular concerning responsible and long-term investing.
- Financial experts and advisors may make a difference by playing an educational role.
- The asset management industry should take action to enhance financial and investment education.

Principles for saving and investing

We live in a world of ultra-low interest rates – people are losing money due to the value of their savings being eroded by inflation. The appropriate response to this situation is to channel savings into investments that generate income and/or capital gains instead. As investing can seem daunting to many individuals, the IEP has undertaken the task to prepare a leaflet that provides millennials and more generally young professionals with some tips and guiding principles to help them get started with investing their savings. The leaflet was prepared by a small working group led by Emily Walch (The IA) and will be launched after the summer break.

“As a longstanding contributor to raising awareness of the need to enhance financial literacy levels across Europe, EFAMA welcomes the Commission's new CMU action plan and will continue to highlight the contribution the asset management industry makes to financial literacy through investor and financial education initiatives.”

- Denise Voss (ALFI), Platform chair

BERNARD DELBECQUE
Senior Director, Economics & Research
[bernard.delbecque\[at\]efama.org](mailto:bernard.delbecque[at]efama.org)



MARIN CAPELLE
Regulatory Policy Adviser
[marin.capelle\[at\]efama.org](mailto:marin.capelle[at]efama.org)



Report on investor education initiatives

The platform has also launched the groundwork for the preparation of a new edition of the [EFAMA report on investor education](#), entitled 'Building Blocks for Industry Driven Investor Education Initiatives', which was published in 2014. The report will be divided in three parts:

- The views of independent experts on the goals of investor education, and the type of actions that are most effective to achieve these goals.
- An update of the 2014 EFAMA's guidelines for investor education initiatives to support the development of such initiatives by asset managers and financial services firms at large.
- An overview of investor education initiatives undertaken by EFAMA member associations, and corporate members.

The work will be led by the IEP Vice-Chair, Natalie Westerbarkey.



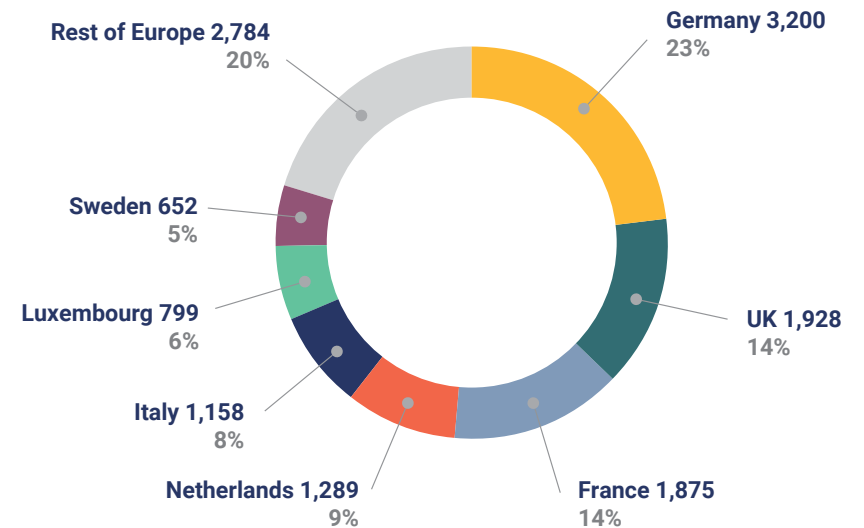
DENISE VOSS (FRANKLIN TEMPLETON)
Chair of the of the Investor Education Platform

**NATALIE WESTERBARKEY
(FIDELITY INTERNATIONAL)**
Vice-Chair

WHO IS BUYING FUNDS IN EUROPE?

Fund Owners in Europe at End 2020

EUR billions, %



K Public Policy Platform

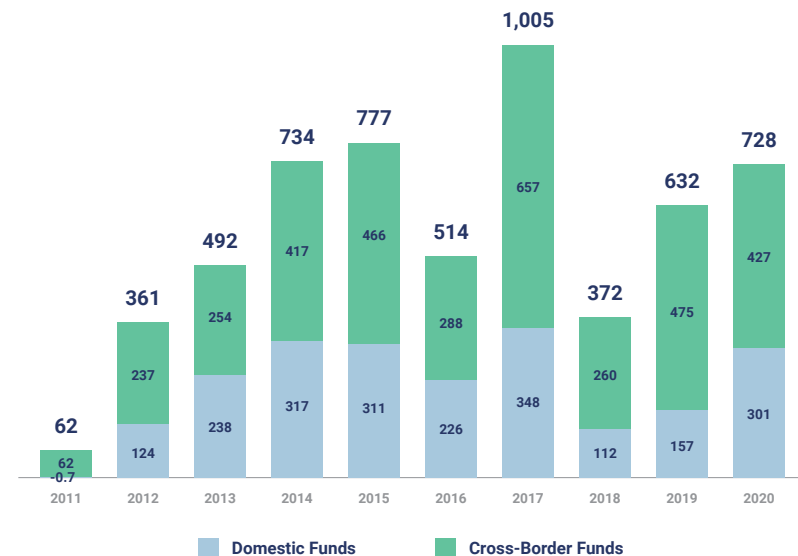
The EU decision-making process sometimes requires the industry to react swiftly to the latest policy developments. Our Public Policy Platform (PPP) plays a key role in providing this rapid reaction, sharing the latest intelligence and coordinating timely and effective advocacy strategies. The PPP is an agile platform that organises ad hoc calls as and when needed. Given their regular meetings with policymakers, the PPP members are among our best ambassadors on the ground. Therefore, we keep them fully informed of the work of our various Standing Committees and our engagement plans. Going forward, the active involvement of all PPP members will be increasingly important as we seek to step up our advocacy and communication efforts, develop a positive agenda and create powerful narratives.



TANGUY VAN DE WERVE
Coordinator of the Public Policy Platform

WHICH FUNDS ARE MORE POPULAR, DOMESTIC OR CROSS-BORDER FUNDS?

Net Sales of Cross-Border and Domestic Funds
(EUR billions)





04

RESEARCH & PUBLICATIONS

04 RESEARCH & PUBLICATIONS

Monthly and Quarterly Statistics

EFAMA's monthly and quarterly statistical releases provide detailed information on the latest trends in the European fund industry. The international quarterly statistics are compiled by EFAMA and the Investment Company Institute (ICI) on behalf of the [International Investment Funds Association](#) (IIFA).

→ All public information is available [here](#).



Market Insights

Market Insights are published several times per year, summarising a recent industry trend in a succinct and visual manner, and linking data with policy positions. These past 12 months we published three issues:

- > Money market funds in Europe – State of play
- > Sustainable investment in the European asset management industry: defining and sizing ESG strategies
- > ESG investing in the UCITS market: a powerful and inexorable trend

→ Consult the latest editions on our [website](#).



Asset Management in Europe Report 2020

This is the 12th edition of EFAMA's asset management report. The report highlights the trends in total assets under management, focusing on the countries where the assets are managed in Europe, with a breakdown by country and by investment funds and discretionary mandates. The report also outlines the role of asset managers in the economy and provides an overview of the industry's clients as well as data on the asset allocation of European asset managers.

→ Download [here](#).



Fact Book 2021

EFAMA's annual Fact Book is the essential reference for data on European investment funds and information on the most recent industry trends. As in previous years, the 19th edition of the Fact Book provides an extensive analysis of key developments in the investment industry, inside and outside Europe.

The Fact Book also includes a thorough analysis of the demand for funds by type of investors, data on the sales of European investment funds abroad, and individual country reports, with detailed information on the investment fund markets and regulatory developments in 29 European countries.

→ Visit our [webshop](#).



04 RESEARCH & PUBLICATIONS



3Q2

The series '3 Questions To' (3Q2) aims at raising awareness on a specific issue of interest to our membership in a clear and concise manner. Four issues were published during the period under review:

- > We spoke with Sheila Nicoll (Schroders) and Alexander Schindler (Union Investment), members of the EC's High-Level Forum on the CMU, on the report published by the latter and what is in it for asset managers.
- > We interviewed Jonathan Lipkin (The Investment Association), Chair of EFAMA's Pensions Committee, on the Pan-European Personal Pension Product (PEPP) and EIOPA's proposed Level 2 measures.
- > Keshava Shastry (DWS), Chair of EFAMA's ETF Taskforce, answered our questions on the EFAMA guide 'Demystifying ETPs: A simple guide for the European investor'.
- > Agathi Pafili (Head of Government Relations Europe, Capital Group), Member of EFAMA's Trading, Trade Reporting & Market Infrastructures Standing Committee, talked to us about the CSDR Settlement Discipline Regime.

→ View our 3Q2 series [here](#).



New membership benefits brochure

To support EFAMA's efforts in recruiting new associate and corporate members, we produced a new brochure that includes an easy overview of member benefits, as well as an electronic application form.

→ Discover the brochure [here](#).

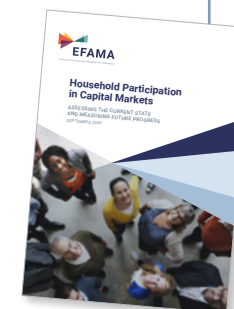


Household participation in capital markets

This publication includes ten concrete policy recommendations to help advance the Capital Markets Union (CMU), including the introduction of a Key Performance Indicator (KPI) to monitor progress in household participation in capital markets.

The report supplements the findings of the High-Level Forum on the CMU by analysing the investment behaviour of households across 25 European countries. It looks specifically at the progress made in recent years in shifting household financial wealth from bank deposits towards capital market instruments, namely life insurance and pension fund products, investment funds, debt securities and listed shares.

→ Download it [here](#).



European MMFs during COVID-19

This publication reports on the experience of European Money Market Funds managers during and after the March 2020 turmoil by drawing evidence from several key indicators, as well as from managers' direct experience, all considering the Money Market Funds Regulation's robust overarching regulatory framework.

→ Read the report [here](#).



04 RESEARCH & PUBLICATIONS

The challenges of replacing UCITS KIIDs with PRIIP KIDs - Infographic

In support of our call for additional time to implement the PRIIPs rules, we have produced an infographic that summarises the challenges our members face replacing UCITS KIIDs with PRIIP KIDs. The infographic shows the many entities involved in the process and the steps required to prepare a PRIIP KID.

→ View the infographic [here](#).



Joint SWIFT/EFAMA standardisation reports

EFAMA and SWIFT publish on a bi-yearly basis trends in standardisation and automation rates of fund orders received by transfer agents (TAs) in Luxembourg and Ireland. These reports show the evolution of standardisation and automation rates of funds orders and are available on both EFAMA and SWIFT websites dating back to May 2009.

The Mid-year report gives an update about the evolution during the first half of 2020. The report combines the Luxembourg and Ireland data into one single cross-border fund processing report providing an aggregated view of both fund processing centres and a detailed overview for each fund processing centre.

The final 2019 report highlights the progress made in the increased automation of fund orders and the use of ISO standards. Twenty-nine TAs from across Ireland and Luxembourg participated in the survey covering 80% of the Irish market and 75% of the Luxembourg market.

→ Download the reports [here](#) and [here](#).

Demystifying ETPs: an EFAMA guide for the European investor

Through its ETF Taskforce, EFAMA produced an Investor Education Guide intended to draw out, in a simple form, the defining features for the three main types of ETPs (Exchange-traded products) listed across European markets. This guide will primarily assist investors in having a clearer understanding of different ETPs and help them appreciate the differences, especially from a risk and product complexity viewpoint.

→ Consult the guide [here](#).





05

EVENTS

05 EVENTS

26th Investment Management Forum

12-13 November 2020 | Virtual

The forum is THE networking event for the European asset management industry and brings together participants from across Europe, including senior representatives of the European investment management industry, European policymakers, regulators and supervisory authorities, to discuss important topics of common interest.

The 2020 Forum was held by video conference due to the Covid-19 pandemic. A line up of high-level speakers brought inspiring content to the event which was attended by more than 300 participants.

→ Discover the details [here](#).



CEO panel

Moderator: David Ricketts, Financial News

Panel members: Jean Raby, CEO of Natixis Investment Managers; Aleksandar Ivanovic, CEO EMEA of UBS Asset Management; Naim Abou-Jaoudé, CEO Candriam; and Gilbert Van Hassel, CEO of Robeco.

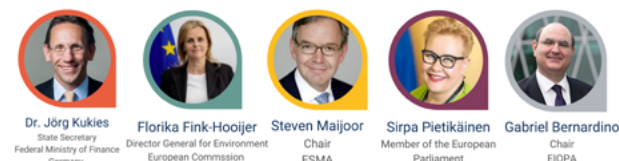


Interview with Paul Stevens, President Emeritus ICI

Interviewer: Jarkko SYYRILÄ

Investment Management Forum

With the participation of



Dr. Jörg Kukies
State Secretary
Federal Ministry of Finance
Germany

Florika Fink-Hooijer
Director General for Environment
European Commission

Steven Maijoor
Chair
ESMA

Sirpa Pietikäinen
Member of the European
Parliament

Gabriel Bernardino
Chair
EIOPA



Panel on 'Increasing retail participation in capital markets: utopia or necessity?'

Moderator: Tanguy van de Werve, EFAMA Director General

Panel members: Thomas Richter, CEO of BVI; Gabriel Bernardino, Chair of EIOPA; Guillaume Prache, Managing Director at Better Finance; Sheila Nicoll, Head of Public Policy at Schroders; and Tatyana Panova, Head of Unit at DG FISMA (European Commission).

05 EVENTS

'How to Ensure Effective Delivery by the Public Sector and the Financial Industry?'

30 November 2020 | Investor education e-seminar

EFAMA took part in IOSCO's 2020 World Investor Week, a global campaign to raise awareness of the importance of investor education and protection. In this context, EFAMA organised an e-seminar with thought-provoking contributions from the OECD, the European Commission, McKinsey and the Global Financial Literacy Excellence Center (GFLEC).

➔ More details under the '[Investor education platform](#)'



Research workshops

16 December 2020 | Virtual

Research on household financial decisions

with Professor Laurent Calvet, EDHEC Business School and founding member of the CEPR Network in Household Finance

➔ View the presentations [here](#).



17 June 2021 | Virtual

Household Portfolios and Retirement Saving over the Life Cycle & Retail Financial Innovation and Stock Market Dynamics: The Case of Target Date Funds

with Professor Jonathan A. Parker, the Robert C. Merton (1970) Professor of Finance at MIT's Sloan School of Management and Co-director of the MIT Golub Center for Finance and Policy



Webinars

Since our first webinar in October 2019, EFAMA's webinars have become increasingly popular among our members. Eight such webinars took place over the last 12 months, mostly in cooperation with our associate members.

- > 'Report of the High-Level Forum on the Capital Markets Union - What's in it for the European investment management industry?'
23 June 2020
- > 'Money Market Funds: lessons learned from the March turmoil and future perspectives'
6 October 2020 with FitchRatings
- > 'Findings of the Study on the Creation of an EU Consolidated Tape'
26 October 2020
- > 'From EMT 1.0 to EMT 3.0'
29 October 2020 with KNEIP
- > '2022 - the growth opportunity of the century - Are you ready for the ESG change?'
5 November 2020 with PricewaterhouseCoopers
- > 'The impact of the GDPR on the fund industry in the EU and beyond'
21 January 2021 with Acolin
- > 'Cross-border marketing - Latest developments in the EU and the UK'
3 February 2021 with Clifford Chance
- > 'AIFMD Review: a practitioner's perspective on delegation & oversight in the funds industry'
7 May 2021 with Ernst & Young



06

MEMBERSHIP

06 NATIONAL ASSOCIATIONS

AUSTRIA

VÖIG

Vereinigung Österreichischer Investmentgesellschaften

Austrian Association of Investment Fund Management Companies

www.voeig.at



BELGIUM

BEAMA asbl | vzw

Belgische Vereniging van Asset Managers

Association Belge des Asset Managers

Belgian Asset Managers Association

www.beama.be



BULGARIA

BAAMC

Bulgarian Association of Asset Management Companies

www.baud.bg



CROATIA

HGK

Udruženje društava za upravljanje investicijskim fondovima

Association of Investment Fund Management Companies

www.hgk.hr/udzu



CYPRUS

CIFA

Cyprus Investment Funds Association

www.cifacyprus.org



CZECH REPUBLIC

AKAT ČR

Asociace pro kapitálový trh České republiky

Czech Capital Market Association

www.akatcr.cz



DENMARK

DIA

Danish Investment Association

www.financedenmark.dk/the-danish-investment-association/



FINLAND

FFI

Finance Finland

www.finanssiala.fi



FRANCE

AFG

Association française de la gestion financière

French Asset Management Association

www.afg.asso.fr



GERMANY

BVI

Bundesverband Investment und Asset Management e.V.

German Investment Funds Association

www.bvi.de



continues on next page

06 NATIONAL ASSOCIATIONS

GREECE

HFAMA

Hellenic Fund and Asset Management Association

www.ethe.org.gr



HUNGARY

BAMOSZ

Befektetési Alapkezelők és Vagyonkezelők

Magyarországi Szövetsége

Association of Hungarian Investment Fund
and Asset Management Companies

www.bamosz.hu



IRELAND

IRISH FUNDS

www.irishfunds.ie



ITALY

ASSOGESTIONI

Associazione Italiana del Risparmio Gestito

www.assogestioni.it



LIECHTENSTEIN

LAFV

Liechtensteinerischer Anlagefondsverband

Liechtenstein Investment Fund Association

www.lafv.li



LUXEMBOURG

ALFI

Association Luxembourgeoise

des Fonds d'Investissement

Association of the Luxembourg Fund Industry

www.alfi.lu



MALTA

MASA

Malta Asset Servicing Association

www.masa.mt



NETHERLANDS

DUFAS

Dutch Fund and Asset Management Association

www.dufas.nl



NORWAY

VFF

Verdipapirfondenes forening

Norwegian Fund and Asset Management Association

www.vff.no



continues on next page

06 NATIONAL ASSOCIATIONS

PORTUGAL

APFIPP

Associação Portuguesa de Fundos de Investimento,
Pensões e Patrimónios

Portuguese Association of Investment Funds,
Pension Funds and Asset Management

www.apfipp.pt



ROMANIA

AAF

Romanian Association of Asset Managers

www.aaf.ro



SLOVAKIA

SASS

Slovenská asociácia správcovských spoločností

Slovak Association of Asset Management Companies

www.sass-sk.sk



SLOVENIA

ZDU-GIZ

Slovenian Investment Fund Association

www.zdu-giz.si



SPAIN

INVERCO

Asociación de Instituciones de Inversión Colectiva
y Fondos de Pensiones

Spanish Association of Investment and Pension Funds

www.inverco.es



SWEDEN

FONDBOLAGENS FÖRENING

Swedish Investment Fund Association

www.fondbolagen.se



SWITZERLAND

Asset Management Association Switzerland

<https://www.am-switzerland.ch/>



TURKEY

TKYD

Türkiye Kurumsal Yatirimci Yöneticileri Derneği

Turkish Institutional Investment Managers' Association

www.tkyd.org.tr



UNITED KINGDOM

The Investment Association

www.theinvestmentassociation.org



06 CORPORATE MEMBERS



06 ASSOCIATE MEMBERS





07

ASSOCIATION STRUCTURE

ASSOCIATION STRUCTURE

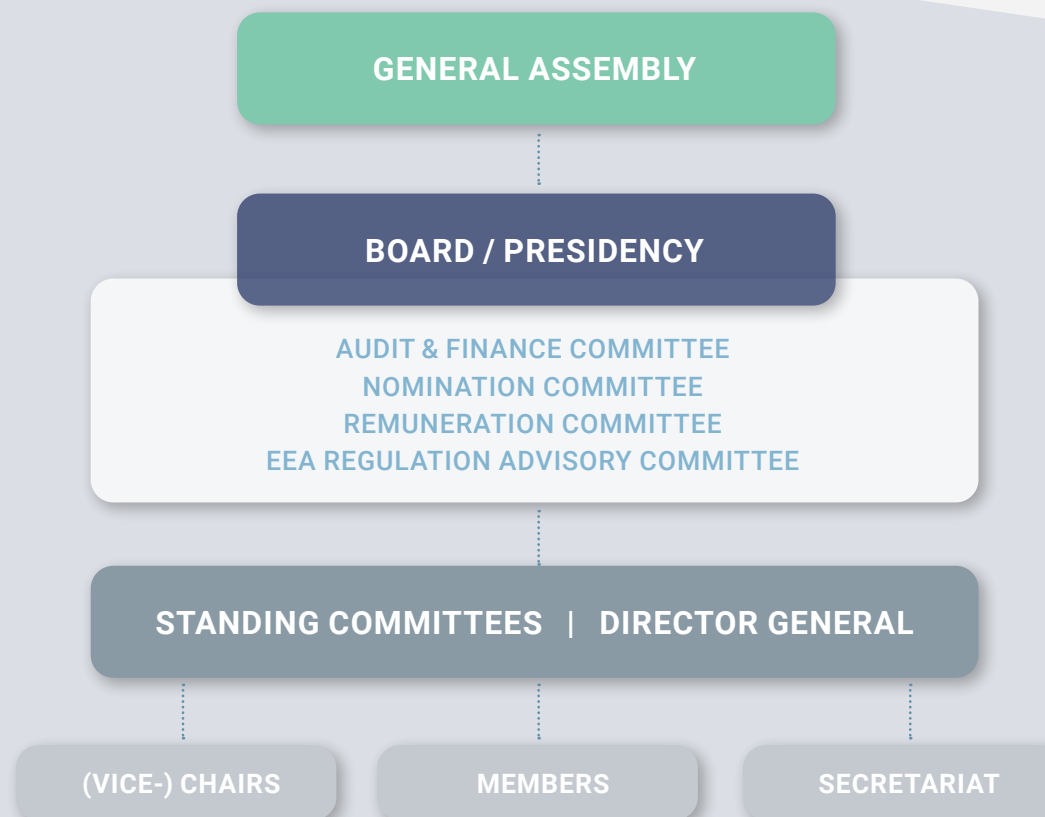
The **Board of directors** is the body in charge of steering and supervising the activities of EFAMA as well as approving the associations' strategy and priorities. It is accountable to the **General Assembly**, which meets once a year. Board members are elected for a 2-year term and vote on issues where there is a lack of consensus. Each Board member has one vote; decisions are made by a simple majority.

The Board consists of the **Presidency**, representatives of the National Associations and seven representatives of the Corporate Members.

The Board has four **Board committees**: the Audit & Finance Committee, the Nomination Committee, the Remuneration Committee and the newly established EEA Regulation Advisory Committee.

Committee Chairs and Vice-chairs are appointed by the Board for a 2-year term, upon a recommendation by the Nomination Committee.

Our **Standing Committees** are at the heart of EFAMA's policy and regulatory work, where members regularly meet to exchange information and ideas, discuss and develop industry positions on policy initiatives and new regulation, and shape and support EFAMA's advocacy.





08

BOARD OF DIRECTORS

07 BOARD OF DIRECTORS (June 2019- June 2021)

Country	Name	Association / Company
President	Nicolas CALCOEN	Amundi AM
Vice President	Myriam VANNESTE	Candriam Investor Group
Vice President	Jarkko SYYRILÄ	Nordea Wealth Management
	Dietmar RUPAR	VÖIG - Austrian Association of Investment Fund Management Companies
	Josette LEENDERS	BEAMA - Belgian Asset Managers Association
	Petko KRUSTEV	BAAMC - Bulgarian Association of Asset Management Companies
	Hrvoje KRSTULOVIĆ	Croatian Association of Investment Fund Management Companies
	Marios TANNOUSIS	CIFA - Cyprus Investment Funds Association
	Jana BRODANI	AKAT CR - Czech Capital Market Association
	Birgitte SØGAARD HOLM	DIA - Danish Investment Association
	Jari VIRTÄ	The Finnish Association of Mutual Funds
	Pierre BOLLON	AFG - French Asset Management Association
	Thomas RICHTER	BVI - German Association of Investment and Asset Management Companies
	Marina VASSILICOS	HFAMA - Hellenic Fund and Asset Management Association
	Andras TEMMEL	BAMOSZ - Association of Hungarian Investment Fund and Asset Management Companies
	Pat LARDNER	Irish Funds - Irish Funds Industry Association
	Fabio GALLI	ASSOGESTIONI - Italian Association of Investment Management
	Annette von OSTEN	LAFV - Liechtenstein Investment Fund Association
	Camille THOMMES	ALFI - Association of the Luxembourg Fund Industry
	Kenneth FARRUGIA	MFIA - Malta Funds Industry Association

07 BOARD OF DIRECTORS

Country	Name	Association / Company
	Iris van de LOOIJ	DUFAS - Dutch Fund and Asset Management Association
	Bernt ZAKARIASSEN	VFF - Norwegian Mutual Fund Association
	João PRATAS	APFIPP - Portuguese Association of Investment Funds, Pension Funds and Asset Management
	Jan PRICOP	AAF - Romanian Association of Asset Managers
	Marian MATUSOVIC	SASS - Slovak Association of Asset Management Companies
	Karmen REJC	ZDU - Slovenian Investment Fund Association
	Angel MARTINEZ-ALDAMA	INVERCO - Spanish Association of Investment and Pension Funds
	Fredrik NORDSTRÖM	FBF - The Swedish Investment Fund Association
	Markus FUCHS	SFMA - Swiss Funds & Asset Management Association
	Selim YAZICI	TKYD - Turkish Institutional Investment Managers' Association
	Chris CUMMINGS	The IA - The Investment Association
Corporate Member	Santo BORSELLINO	Generali Investments
Corporate Member	Joanna COUND	BlackRock
Corporate Member	Luca DI PATRIZI	Pictet Asset Management
Corporate Member	Sabine DITTRICH	UBS AM
Corporate Member	Stéphane JANIN	AXA Investment Managers
Corporate Member	Sheila NICOLL	Schroders
Corporate Member	Thomas SCHINDLER	Allianz Global Investors



09

STAFF

08 STAFF



TANGUY van de WERVE *
Director General



DANIELA HAIDUC *
Communication & Membership Development

REGULATION (EXCL. PENSIONS)



VINCENT INGHAM *
Regulatory Policies, CMU



ANDREAS STEPNITZKA
Distribution & Client Disclosures



ANTONIO FRAZE CORREIA
Taxation & Accounting



DOMINIK HATJAR
Stewardship, Mkt integrity, ESG



ELONA MORINA
Fund Regulation (ELTIF), Benchmarks, Costs of data



FEDERICO CUPELLI
Fund Reg., Asset Prot. & Services Prov., Supervision & 3rd country development



MARIN CAPELLE
Supervision, AIFMD, Investor Education



MATHILDA LOUSSERT
Stewardship, Mkt integrity, ESG



SUSAN YAVARI
Trading, Trade Reporting & Market inf.



VACANT
ManCo Regulation & Services, Common Ownership

STATISTICS & RESEARCH, PENSIONS, INVESTOR EDUCATION



BERNARD DELBECQUE *
Pensions SC, Economics & Research, Investor Education



HAILIN YANG
Database, Statistics, Quarterly releases, Factsheets



THOMAS TILLEY
Fact Book, Asset Management Report, Research & Economics



VERA JOTANOVIC
Financial econometrics, Quantitative Studies, Research & Economics

ADMIN & MEMBERSHIP SUPPORT



MIRIAM BRUNSON *
Membership Services



ISABELLE VAN ACKER
Executive Secretary



ANTONELLA MASSIMI
Frontline Officer

* Member of Management Committee



EFAMA

EFAMA

Rue Marie Thérèse 11
1000 Brussels
+ 32 (0)2 513 39 69
[info\[at\]efama.org](mailto:info[at]efama.org)
www.efama.org

