

Top 401 Retirement Advisers

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Illustration: James Fryer

Investing for the long haul

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Top 401 Retirement Advisers

Pension specialists edge ahead

Rule changes will favour niche practitioners over general advisers, writes *Loren Fox*

America's gargantuan retirement industry is set for an overhaul. More than 76m workers make regular investments from their wages to employer-sponsored defined contribution (DC) plans.

This massive investment market arose with little forethought. The most common type of DC plan, known as the 401(k), is named after what was at first a little-noticed clause in a 1978 US tax law. The measure allowed workers to invest for retirement without being taxed on the money until they drew down the funds. It took a couple of years for the clause to inspire the popular retirement plans.

They have become commonplace, with thousands of financial professionals advising these DC retirement plans on their design and investments. Yet the industry now faces one of its biggest regulatory challenges since the 401(k) was created.

In the past, the sector was overseen by a patchwork of rules. In April, though, the Department of Labor issued its "fiduciary rule" requiring financial professionals to put their clients' interests before their own when selling retirement products.

The regulation will cause more headaches for broker-dealers – who are currently required only to ensure their retirement advice is "suitable" for the client – than for registered independent advisers (RIAs), who are already held to a "best interests" standard.

Plan advisers are suddenly in the spotlight. Comedian John Oliver even devoted a segment of his TV show in June to plan advisers and retirement plan advice.

Against this backdrop, the Financial Times publishes the FT Top 401, its second annual list of top DC retirement plan advisers in the US. The FT 401 listing provides a snapshot of the very best professionals who specialise in advising DC plans offered by corporate, non-profit and government employers.

Advisers do not have to comply fully with the revised fiduciary rule until January 2018. But the industry had already started to change before this regulation was finalised. Intensified scrutiny and additional responsibility seem to be whittling away the numbers of advisers for whom dealing with DC retirement plans is a side-



Time is money: 401(k) advisers have moved into the political spotlight — Getty Images/Rob Friedman

line, as more plan advising is concentrated in the hands of specialist advisers such as those in the FT 401.

Advisers in the latest FT 401 listing had on average 74 per cent of total client assets in the DC plans they advised, up from 71 per cent last year. And for 14 per cent of the constituents of the FT 401, DC plans represent their only business.

That focus has resulted in an even more elite group of advisers in this year's FT 401 when compared with

last year's. The "average" professional in the FT 401 advises 72 DC plans with \$950m in assets. This is up from an average of 52 plans with \$770m in assets last year. The methodology is explained fully on page 8.

The advisers highlighted hail from 41 states and Washington, DC. The FT 401 table is listed state by state – and unsurprisingly the states with higher populations and higher concentrations of wealth have more advisers on the list. California leads the way with

46 advisers, followed by New York (33) and Texas (27).

Because of the complicated nature of advising plans, the advisers often work in teams. Like last year, 81 per cent of the FT 401 were either members or leaders of teams. For years the business has been gravitating away from sole practitioners. And teams of associates are gradually growing to handle more plans and more complicated services. The average number of professionals dealing with

employer clients in particular teams rose from six to seven over the past year.

The fiduciary rule will accelerate other shifts already under way in the business, many of which are highlighted in this report. Several plan advisers take the safest interpretation of delivering their clients' "best interests" as saving costs, and will be advising plans to switch to cheaper, index-tracking investment funds. FT 401 advisers already reduced their

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clients' investments in actively managed US equity funds from an average of 28 per cent of plan assets at the end of 2014 to 25 per cent a year later.

The FT 401 have boosted their clients' investments in index-tracking US equity funds from 8 per cent to 9 per cent over the same period.

With the fiduciary rule only heightening worry about lawsuits from DC plan participants, employers who sponsor DC plans are often more interested in outsourcing plans' risk to their advisers. This is a responsibility that top plan advisers are increasingly willing to take on. The portion of FT 401 advisers willing to take full responsibility for DC plan investments (known as "fiduciary outsourcing") rose from 44 per cent last year to 54 per cent this year.

Such a service distinguishes the FT 401 advisers from generalists and appears to be attracting market interest. The fiduciary rule should benefit the specialist plan advisers who are experienced in providing an array of services to DC plans, including plan design, investment monitoring, one-on-one employee meetings and participant performance benchmarking.

A recent survey from asset manager Fidelity found that 23 per cent of

employers with DC plans are looking to switch their plan advisers for someone with greater expertise.

Better prepared organisations appear to be gaining ground, which can be seen in the make-up of the FT 401 membership. More than one quarter of the FT 401's names turned over this year.

Dozens of high-quality advisers just missed the list, edged out by peers with slightly better profiles. The company with the most advisers on the list is brokerage heavyweight Merrill Lynch, which has 90 advisers this year, up from 60 in 2015's list. Merrills, like some of the other big brokerages, expanded its team of DC plan specialists and invested in training and resourcing them.

Size is not the deciding factor, however. Employers also frequently seek counsel from smaller, independent registered investment advisers. Such firms account for 30 per cent of the latest FT 401 list, led by the six advisers from Captrust, an RIA with a focus on DC plans.

Nearly 95 per cent of FT 401 advisers have advanced industry designations, such as the Certified Financial Planner, which require additional courses of study. That is up from 92 per cent last year, an acknowledged

ment that plan advising requires specialised knowledge and often involves plan-specific credentials such as the Accredited Investment Fiduciary.

Advisers and plan sponsors continue to grapple with Americans' reluctance to save for retirement. FT 401 advisers report that 75 per cent of their client organisations match a portion of the contributions made by employees – a powerful incentive to participate, even among new workers who may be 40 years away from retirement.

In addition, 41 per cent of the DC plans advised by the FT 401 automatically enrol new employees – putting the onus of workers to opt themselves out of pension plans and relying on inertia to ensure they do not. Around a quarter of client plans automatically increase the portion of payroll that workers contribute to the DC plans each year. Both automated procedures are slightly more widespread in the FT 401 than last year. These features are becoming seen as best practice to help grow workers' retirement nest eggs.

Investing for retirement is becoming only more complex. The FT 401 list of leading plan advisers is the logical starting point for understanding this changing market.

The fiduciary rule has only heightened worry about lawsuits from DC plan participants

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Litigation A wave of lawsuits has retirement plan sponsors worried, writes *Bruce Love*

Employers prepare for more legal challenges



A glance at US court lists of pending cases could leave the casual observer thinking there was something seriously wrong with the management of America's retirement plans. Multi-million-dollar cases brought against plan sponsors and their providers have spiked in the past few years.

In mid-August a \$150m class action suit against Morgan Stanley led by former participant Robert Patterson alleged the company mismanaged its employees' 401(k) retirement funds.

A week later, financial adviser Edward Jones became the latest financial services business targeted by such a suit alleging mismanagement of funds from its own employees, joining the ranks of Allianz, Deutsche Bank, Franklin Templeton and Neuberger Berman, to name a few.

In May, Delta Air Lines employees filed a suit against their 401(k) plan provider, Fidelity Investments. It alleged the investment manager had breached its fiduciary duty by accepting a portion of advice fees from subcontractor Financial Engines even though, the suit claims, Fidelity did nothing to earn it.

Last year aerospace company Lockheed Martin agreed a \$62m settlement — the largest so far.

The spate of cases has raised the question of whether the 401(k) market is mismanaged or has just become a target for opportunistic lawyers.

Jerome Schlichter, managing part-

ner at St Louis-based Schlichter Bogard & Denton, says these few lawsuits help lower fees and strengthen plan investment choices among the 530,000 401(k) plans in the US.

"American employers argue they'll be too scared of litigation to risk offering retirement plans. But there's more 401(k)s than ever before," says Mr Schlichter.

He filed the first class action in 2006, at which point there were 465,400 401(k) plans covering the retirement savings of 48m participants, according to Cerulli Associates, an asset management industry research provider.

The most common line of attack is to allege a violation of the sponsor's duty of loyalty and prudence under the Employee Retirement Income Security Act of 1974, says Charles Field, a partner in the San Diego office of Sanford Heisler.

Mr Field, the attorney behind the recent suit against Morgan Stanley, accuses the wealth manager of "self-dealing" its own funds — stacking the 401(k) with Morgan Stanley vehicles that "consistently underperform compared to other similar collective investment funds" without "thoroughly investigating" third-party funds choices.

Morgan Stanley said it would not comment on the allegations.

Mr Field says Morgan Stanley's alleged breach of the duty is "typical" of companies that come under fire over their retirement provision.

Fees under fire: lawyer Jerome Schlichter, who is suing MIT, NYU and Yale

New York Times/Redux/eyeview

"Companies which offer retirement plans have a continuing duty to monitor and choose the investments in their plans and remove the imprudent ones. If they don't, it's a breach of their duty of prudence," he says.

Mr Field's language closely resembles that of the ruling in the case of *Tibble v Edison International* — a Supreme Court case Mr Schlichter won last year that has arguably emboldened lawyers of retirement plan plaintiffs to file fresh suits.

Mr Schlichter himself recently launched a series of suits on the retirement schemes of high-profile universities that operate 403(b) plans — a form of retirement provision open to education workers.

Last month Mr Schlichter filed suits against Columbia, Duke, Johns Hopkins, the Massachusetts Institute of Technology, New York University and Yale, among others. Sanford Heisler has also levelled a suit at Columbia University.

"While fees have come down dramatically in the 401(k) industry following our work, this has not happened in some university plans, and this work culminated in filing the cases," Mr Schlichter says.

"We intend to vigorously defend against the claims asserted in this lawsuit," MIT says, echoing the sentiment of all defendant universities approached for this article.

David DeMuro, a lawyer at Neal, Gerber & Eisenberg who represents securities companies, says these suits

are affecting not only large companies and institutions but also smaller plans with limited assets and resources. He believes the threat of litigation creates a dilemma for smaller plans that cannot afford to manage a wide selection of investments and could become overly focused on fees.

"If cost becomes the only thing that matters, you'd be crazy to offer anything but cheap index funds. This ultimately means less choice for participants," says Mr DeMuro.

James Carroll, who heads the Boston litigation practice at law firm Skadden, Arps, Slate, Meagher & Flom, is currently leading the defence of companies in various lawsuits brought by plaintiffs alleging fiduciary breaches in companies' record-keeping responsibilities.

Speaking generally about the defence of such cases, Mr Carroll says speculative lawyers are increasingly seeing the 401(k) cases as easy pickings. As a result, he says, it has become a fact of life for many plan sponsors that they will eventually be sued by their participants, no matter how diligently they try to carry out their fiduciary duties.

"Some plans will simply have to fight," says Mr Carroll. "If someone doesn't stand up to these frivolous suits, employers may end up deciding that instead of voluntarily contributing to their employees' funds, they will need to earmark that money to pay to defend themselves in court."

It has become a fact of life for many sponsors that they will be sued eventually

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Seismic shifts: West Coast adviser Randy Breaux has witnessed decades of reforms — Photo by Thor Swift

Silicon Valley focus keeps options open

Profile Randy Breaux

An industry veteran sees no let-up in the pace of change, writes *Bruce Love*

When Randy Breaux left UCLA in 1975 with a newly minted economics degree, the southern California native entered a job market similar to the one facing twenty-somethings today — competing with a glut of overqualified applicants for few entry-level positions.

Financial services were not his first career choice, but in a tough environment, when Prudential Insurance offered him a job underwriting large corporate policies, it seemed as good a start as any on offer.

Decades later, Mr Breaux is one of only five advisers on the FT 401 list who has been advising defined contribution retirement plans for more than 40 years. His business, based in San Francisco, focuses on employee benefits and retirement plans for small companies that are mostly located in Silicon Valley.

Mr Breaux has seen much change in retirement plan advice during his own long career, including the implementation of the Employee Retirement Income Security Act of 1974, which dominates governance of retirement plans in the US.

Yet in all that time he says no period can compare to the seismic shifts that he has witnessed in the

industry over the past few years. In April, the US Department of Labor released long-awaited amendments to its fiduciary rule, which forces retirement brokers to put their clients' interests first.

The changes, says Mr Breaux, could make it harder for some advisers to justify the commissions they traditionally received for selling financial products and signing clients to funds. As a result, Mr Breaux says he has seen many advisers choosing to be paid on a fee-only basis — shunning commission.

After more than 40 years in the business, Mr Breaux himself recently became "dual-registered" as both a commission-earning broker-dealer — governed by the Financial Industry Regulatory Authority — and a fee-earning registered investment adviser — regulated by the Securities and Exchange Commission. He can therefore provide both commissioned and fee-based services.

“Until ten years ago, clients didn't pay much attention to expenses”

Yet even though the Department of Labor seems intent on stamping out the perceived conflict of advisers being paid to recommend specific financial products, Mr Breaux says he finds most of his clients prefer to stay in commission-based plans where they can clearly see what they are paying for.

“Until about ten years ago, clients didn't pay much attention to expenses,” he says. “While they mightn't agree that moving to a fee-based system is more in their best interests than commissions, clients want to understand their expenses so they [the advisers' clients] can show they're acting in the best interests of their plan participants.”

Mr Breaux says over the decades he has been in business, the main change he has seen in his clients is an increasing recognition of their own fiduciary duties.

“Most of these guys in the tech world started out with a few employees and grew quickly to 100 or more. They didn't want to be bothered with thinking about corporate retirement plans. They just wanted to hand it over to someone to take care of,” he explains.

But when fiduciary liability started to become more apparent to even smaller companies, Mr Breaux says clients realised they were liable for the plans they put together. “When that pressure began, plan sponsors started to become increasingly more involved in the decision-making, asking me for more specific and detailed information on cost structures and investment choices.”

Mr Breaux thinks this change has made him — and advisers like him — more respected by clients. “As they come to understand the complexity and seriousness of providing retirement plans, clients think of me as a professional partner,” he says. “Earlier in my career I was simply seen as a vendor of products.”

Profile: Mark Chapman Passive fund backer takes aggressive stance on low fees

Regulators and lawmakers are focusing on making 401(k) plans more transparent and less costly to US investors. In that sense, adviser Mark Chapman believes he is ahead of the curve.

He is corporate retirement plan director at Graystone Consulting, which is part of Morgan Stanley and based in Sacramento, California. Mr Chapman emphasises to both plan sponsors and participants the value of picking low-cost funds. As a result, 85 per cent of his clients' defined contribution (DC) plan assets use exchange traded funds.

By comparison, a typical member of 2016's FT 401 list of top US advisers has about 2 per cent of plan assets in ETFs. In fact, just 26 per cent of that elite group do any business with such funds. Far more popular are long-term mutual funds, which are used by a third of such top DC consultants.

ETFs' share of the market may be very small but appears to be set for growth. At the beginning of the year, ETFs accounted for less than 1 per cent of the \$4.5tn held in US 401(k) plans, according to market researcher Cerulli Associates. Meanwhile, mutual funds held \$2.2tn — or nearly half — of the entire domestic retirement plan market.

“We think a key for helping participants succeed with their retirement goals is to use low-cost ETFs and passively managed strategies,” says Mr Chapman, whose practice manages nearly \$1bn, about half of which is through DC plan sponsors.

Besides ETFs, he also recommends index mutual funds and passive target-date retirement funds to plan administrators. A typical index-based ETF now has a net annual expense ratio of 0.56 per cent, according to investment researcher Morningstar. An average actively managed mutual fund in the US charges 1.21 per cent.

By using index-tracking ETFs, Mr Chapman argues he is better able to answer clients' ultimate question: “How much do I really need to retire?” Keeping plan sponsors and participants focused on passively run funds, he says, avoids “tangents” that can divert their attention from what is most important in assembling a strong line-up of investments.

“Instead of getting into

Back to basics: Chapman aims to keep dialogue on the straight and narrow

answering questions about who's the best active manager in each category,” says Mr Chapman, “I try to keep the dialogue on what really affects change over time in terms of investment performance — how much someone is contributing and for what length of time.”

Still, industry experts point out that even the nimblest DC plans have been slow to tweak their back office systems to handle ETFs.

Matt Cirillo, senior analyst at New York-based research company Strategic Insight, says that is changing as regulators put emphasis on creating “a more fiduciary-friendly regulatory environment”.

“The cost advantages of ETFs are going to be hard for the DC industry to ignore over the longer-term,” says Mr Cirillo.

Even the nimblest DC plans have been slow to tweak their systems

Mr Chapman reports double-digit annual average growth over the past five years in plans he serves. “We don't see ETFs as a tough sell at all these days,” he says. “Once we show plan sponsors how well-diversified and low-cost of a line-up we can build, it's a home run.”

Whether adoption rates pick up quickly or not with institutional investors, Mr Chapman believes ETFs and other passive funds are going to grow in prominence in DC plans.

“Passively managed funds are simply a sharper tool we use to help our clients reach their long-term objectives,” he says.

Murray Coleman



WHAT AGE SHOULD YOU START SAVING FOR RETIREMENT?

25

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Best of intentions: US Labor secretary Thomas Perez and House minority leader Nancy Pelosi attend a news conference on the fiduciary rule last April — Tom Williams/CQ Roll Call/Getty Images

Fiduciary rule threatens fee base

Regulation Stricter standards will squeeze demand for some actively managed funds, reports *Rita Raagas De Ramos*

Prompted in part by mounting concern over potential litigation, retirement financial advisers are expected to shift the weighting of assets committed to defined contribution retirement plans still further towards cheaper investment products.

The pattern is going to make actively managed funds that attract higher management fees a harder sell to clients in the foreseeable future.

The US Department of Labor's new fiduciary rule, which takes effect in April next year, requires that retirement financial advisers put their clients' best interests before their own.

Independent broker-dealers, who were previously held to a suitability standard — which required that their investment advice merely be suitable to the client — will experience more disruption compared with registered

independent advisers, who were already held to a higher fiduciary standard.

The new rule aims to quash attempts by advisers who may have been prioritising their own interests over their clients when they direct them towards products that charge higher fees. That kind of conflict of interest has cost US families an estimated \$17bn a year, according to a White House statement made when the rule was announced in April.

"Anything that potentially has the appearance of a conflict is going to be seriously scrutinised," says Chad Larsen, chief executive of Denver-based MRP, which advised on DC plan assets worth about \$3.3bn at the end of 2015. Mr Larsen is among this year's FT Top 401 Advisers who specialise in such plans.

Index-based equity mutual funds, which are cheaper than actively managed funds, are expected to gain most after the fiduciary rule is implemented.

More than a quarter of 281 FT 401 advisers who were surveyed from June to August by Ignites Retirement Research, a sister company of the FT, say they will increase their use of these investment products because of the fiduciary rule.

The switch away from actively

managed funds is already under way — FT 401 advisers increased their clients' investments in index-tracking US equity funds from an average of 8 per cent in 2014 to 9 per cent in 2015. In contrast, FT 401 advisers reduced their clients' investments in actively managed US equity funds from an average of 28 per cent of the total to 25 per cent across the same period.

Products that mix active and passive strategies, index fixed-income mutual funds, exchange traded funds and target-date funds — designed so that a portfolio becomes more conservative as a retirement deadline gets nearer — complete the top five

Once actively managed equity funds outperform their benchmarks, pricing may be less of an issue

ranking of investment products that FT 401 advisers plan to add to their clients' portfolios.

In contrast, target-risk funds — designed to maintain investment portfolios at a particular level of risk and reward — are expected to suffer the most, with 9 per cent of the FT

401 respondents saying they will reduce their use of these products because of the fiduciary rule.

Variable annuities (offering retirement income pegged to investment performance), actively managed equity mutual funds, brokerage windows (which offer some ability to trade in assets to scheme participants) and accounts managed by individual investors complete the top five investment products that FT 401 advisers plan to scale back.

The higher price of actively managed equity funds is not the only reason they are expected to experience outflows. To a lesser extent, disappointing performance is also to blame.

"At this point, pricing is the driving factor, but if the performance is good, people will not be questioning the price," says Steven Dimitriou, managing partner at Boston-based Mayflower Advisors, which advised on around \$1.6bn in DC plan assets at the end of 2015.

But many actively managed funds are failing to beat their index-tracking equivalents. In the five years to the end of 2015, 84 per cent of managers of large-cap funds, 77 per cent of managers of mid-cap funds and 90 per cent of managers of small-cap funds underperformed the S&P 500,

the S&P MidCap 400 and the S&P SmallCap 600 indices, respectively, according to S&P Dow Jones Indices.

"Every year the S&P Index happens to do well will lead to more and more outflow from actively managed equity mutual funds," says Mr Dimitriou, also among this year's FT 401 advisers.

Actively managed equity funds will not always underperform their benchmarks — and some individual funds stand out even while the general trend has been bleak in recent years, notes the head of the DC division at one asset management firm. Once actively managed equity funds outperform their benchmarks, pricing may be less of an issue, he adds.

The fiduciary rule does not ban commissions or revenue sharing, but it requires advisers who engage in these fee structures to sign a best interest contract exemption (BICE) and have their client sign it as well. BICE documents and policies must be in place by January 1, 2018.

The majority, or 59 per cent, of the Top FT 401 advisers surveyed by Ignites Retirement Research say any actively managed equity fund with an expense ratio of more than 100 basis points (bps) will raise alarm bells; the threshold is lower at 75 bps for 14 per cent of the respondents.