

# The 2023 Global Family Office Compensation Benchmark Report





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# Foreword

Family Offices, since inception, have struggled with the concept of compensation.

Coined by the family of J.P. Morgan in 1838 and popularized by the Rockefellers some four decades on, the concept of a Family Office has grown in popularity with anywhere from 3,000 to 6,000 estimated to exist across the USA today and global numbers reaching 20,000.

While the number of Family Offices has exponentially increased, the landscape itself has evolved too.

Family Offices have matured and are no longer small and intimate entities managing the extraordinary wealth of individuals and their families. Many have become institutionalized machines equipped with exceptional professionals to match.

Macroeconomic factors including the COVID-19 pandemic, conflict in Eastern Europe and Brexit have also played a part in encouraging Family Offices to consider their organizational structures and while the report goes on to explore the typical governance strategies at play, one thing they are still struggling with is how to remunerate their staff.

A Family Office requires a distinct skill set, incomparable to almost any other working environment. After all, this is an environment where it's more than just work — it's personal and it often makes the decision regarding compensation a product of guesswork and emotion rather than built on research or precedent.

To add to the pressure, most of the professionals that Family Offices search for have backgrounds in

the very benchmarked environment of professional services and investment banking and are accustomed to a consistent and familiar compensation structure.

This report monitors the salaries, career history, and demographic of Family Office employees across the globe. It also identifies Assets Under Management, the asset classes they favor and how their compensation aligns with both. For the first time, the report has delved into succession planning, social mobility, and wealth transfer — looking at how many generations are typically at play within a Family Office, how many locations they operate in and what their governance structures look like. Or perhaps, the lack thereof.

Benchmark reports have been created for bonus structures, Long-Term Incentive Plans (LTIP), and ideal career trajectories into Family Office Leadership. A magnifying lens has been placed on trends specific to major Family Office hubs across the world, focusing on each at a high level and drilling down on Family Office hubs that have risen in popularity such as Singapore, Hong Kong (SAR) China and the UAE.

This report is one of the world's largest dataset on Family Office compensation and with more than 650 single Family Office professionals participating in its creation, KPMG Private Enterprise and Agreus present to you a trusted benchmark for your Family Office Compensation.



**Greg Limb**

Global Head Family Office and Private Client and Partner KPMG in the UK



**Paul Westall**

Co-Founder of Agreus



**Tayyab Mohamed**

Co-Founder of Agreus



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# Survey methodology and demographics

## 625

**Family Office** professionals ranging from Personal Assistants to Principals partook in an online survey. A further 25 qualitative interviews were conducted with Family Office Chief Executive Officers, Managing Directors, and Leaders in each continent. The results from both the online survey and the qualitative interviews are represented in this benchmark report.



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This data was also referenced against primary data that Agreus has on an internal database, collected over a 13-year period. This includes over

# 1,500

Family Offices  
globally

# 3,360

Family Office  
contacts

more than

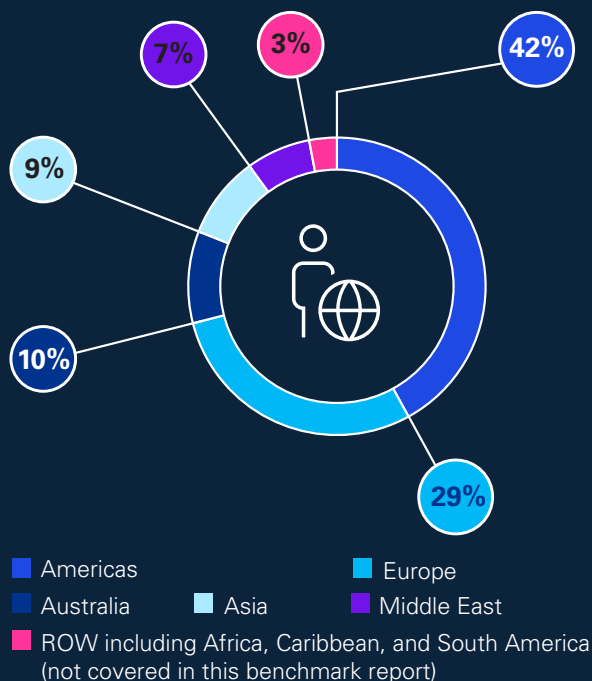
# 7,800

registered Family  
Office candidates

# 625

survey  
respondents

## Continent split



# 25%

of the respondents

are Family Offices that are embedded  
into an operating business, the remaining  
are stand-alone entities

# 75%



## Purpose of Family Office

Administration of family wealth



Wealth preservation



Risk adjusted growth



Philanthropic initiative







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# Key findings and post-pandemic

2022 was all about recovery, retention, and regulation with an objective of building up and giving back. Family Offices began to turn their attention away from the effects of macroeconomic factors and instead looked to review the affairs of the families they serve and put structures and relevant planning in place to protect their wealth in light of potential legislative changes and reputation management.



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While Family Offices began to think about compensating their staff for the long term, the huge strain on talent that we witnessed in 2022 means that Family Offices will standardize their compensation, embed long term, incentive structures and professionalize their entire approach to recruitment.

To address this issue, UHNW Families are increasingly introducing employee participation schemes like profit sharing, rise in B corps and interest in employee ownership trusts, whereas on the personal side Family Offices are devising professional compensation structures that incentivize excellence and ensure longevity in their new hires. This will see the likes of carried interest, co-investment opportunities and long-term performance bonuses rise in popularity and for the first time, they will not just be offered to C-suite Family Office professionals but instead, anyone deemed critical.

On a global scale, while the world still lives with the effects of external factors such as the pandemic, Brexit and conflict overseas, Family Offices have become accustomed to operating in times of uncertainty and are quite uniformed in their approach. Plan B contingency strategies have become commonplace and so whatever 2023 and beyond throws at Family Offices, they should be able to handle it as they have done before. In KPMG firms' experience, Family Offices tend to pause, reflect, and then take action.

While the coming years could see the introduction of yet another new and exciting asset class, many Family Offices will look to diversify away from risky areas and invest in traditional, safe arenas where track records have already been achieved.

Diversifying does not always mean investing heavily in the likes of cryptocurrency but rather, decentralizing risk by spreading investments across multiple areas with precedents of high return. Crypto like many 'new' asset classes may well continue to play a very small role in Family Office portfolios but it is envisioned this shall fall into the category of fun — a small percentage for Principals to play with either for passion or simple curiosity.

Speaking of recession again and while uncertainty is still in the air, it could be argued that 2023 offers a glimmer of certainty and that is thanks to the knowledge that a recession is likely. The International Monetary Fund<sup>1</sup> had forecast a third of the world's economy to be hit by a recession in 2023 with the US, China and Europe all experiencing a weakening of activity. While the aftershock is yet to be experienced, Family Offices can

plan for that outcome and invest cautiously with the aim of ensuring every downfall is considered an opportunity. The Private Equity (PE) space will be a particularly interesting watch as following a decline during COVID-19 and a V-shaped recovery soon after making it the most popular asset class of choice, it is now thought that PE may well benefit from a market correction. Like any other investment decision, Family Offices should approach the rest of 2023 with an educated outlook and that's something only attained by well-structured and highly capable teams.

As a result, several hundred pandemic-billionaires were crowned and countries and territories around the world began to see the potential of hosting these ultra-wealthy and professionalized families. This has led to more and more 'Family Office hubs' being added to the list, with each offering something slightly unique to the families they wished to serve. From tax incentives to co-investing opportunities, Dubai, Hong Kong (SAR), China, Singapore, Greece, India and many more international players joined the battle to become a destination of choice for Family Offices. In 2023, Hong Kong (SAR) China had already publicly revisited its Capital Investment Entrant Scheme (CIES) to keep up with an increasingly competitive Singapore and it can only be imagined what else other countries and jurisdictions have up their sleeves to attract international wealth.<sup>2</sup>

It is KPMG and Agreus' view that many Family Offices will not only treat 2023 as an opportunity to completely re-strategize but rather, do things right. By professionalizing family wealth, embedding long-term compensation benchmarks, retaining the right talent, and decentralizing risk, Family Offices can thrive in yet another era of uncertainty.

**Finally, the pandemic put Family Offices on a platform. Family Offices showed themselves to be the single-most fluid group of investors and served as the backbone of the global economy. Some Family Offices invested in 'start-ups' to speed up the world's recovery to the virus and very much kept the world running while much of it was forced to stop.**

<sup>1</sup> International Monetary Fund, "World Economic Outlook", January 30, 2023.

<sup>2</sup> For the text of the Budget speech (in Mandarin/Chinese and English), and related documentation and videos, see: <https://www.budget.gov.hk/2023/eng/index.html>.



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## Key findings

### Uplift in salary

**58%** received an uplift in their salary in 2022

**41%** received an uplift of **6%–10%**

**20%** received an uplift of more than **15%**

**36%** of Family Office professionals received this uplift due to inflation



### Assets under management (AUM)

**26%** of Family Offices most commonly manage **USD251M–500M**

**6%** manage over **USD5BN**



### Hiring **41%**

of Family Offices expanded the size of their teams in **2022** and a further

**40%** plan on hiring in **2023**



### Remote working

**74%**



of Family Offices facilitate working from home

### Gender

**21%** of all Family Office professionals identify as female

#### Globally

UK has the highest percentage of

**female** CEOs at **37%**



According to our respondents, Asia's CEOs are **100% male**

Australia **92%** are male

USA **80%** are male

Europe it's **77%**

Middle East has a

**75%**

male



**25%** female

### Generations of wealth being managed

There are most commonly two generations of wealth being managed in Family Offices today (38%)

Just **10%**

manage the wealth of four or more generations







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## Relocating

Of Family Offices that have relocated,

**40%** came from **North or Central America**

**28%** came from **Europe** and **12%** came from **Australia**

## Second office locations

**More than 30%** of Family Offices have more than one Family Office location



The most popular continents for second locations include Europe (**44%**)

**LTIP** Just **23%**

of Family Office professionals receive an LTIP of which the most common structure is carried interest (**44%**)



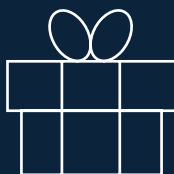
## Bonuses

**60%** receive a discretionary bonus

**26%** receive a formulaic bonus

**20%** do not receive any type of performance bonus

**13%** can take home more than **100%** of their salary but the most commonly awarded bonus is **21%–30%** of salary taken home by 20% of professionals



## Cost of running

A Family Office most commonly costs

**0.1%–0.5%**

of AUM to run (**37%**)



## UBO

Most ultimate beneficial owners oversee the running of the Family Office from a board (**27%**)



**21%**

sit in the position of **CEO**

## Succession plan

**52%**

have a succession plan in place



**48%**

do not

## Size of teams

Most Family Offices have less than

**5 employees** (**31%**)

but a quarter have

**20 or more** (**25%**)





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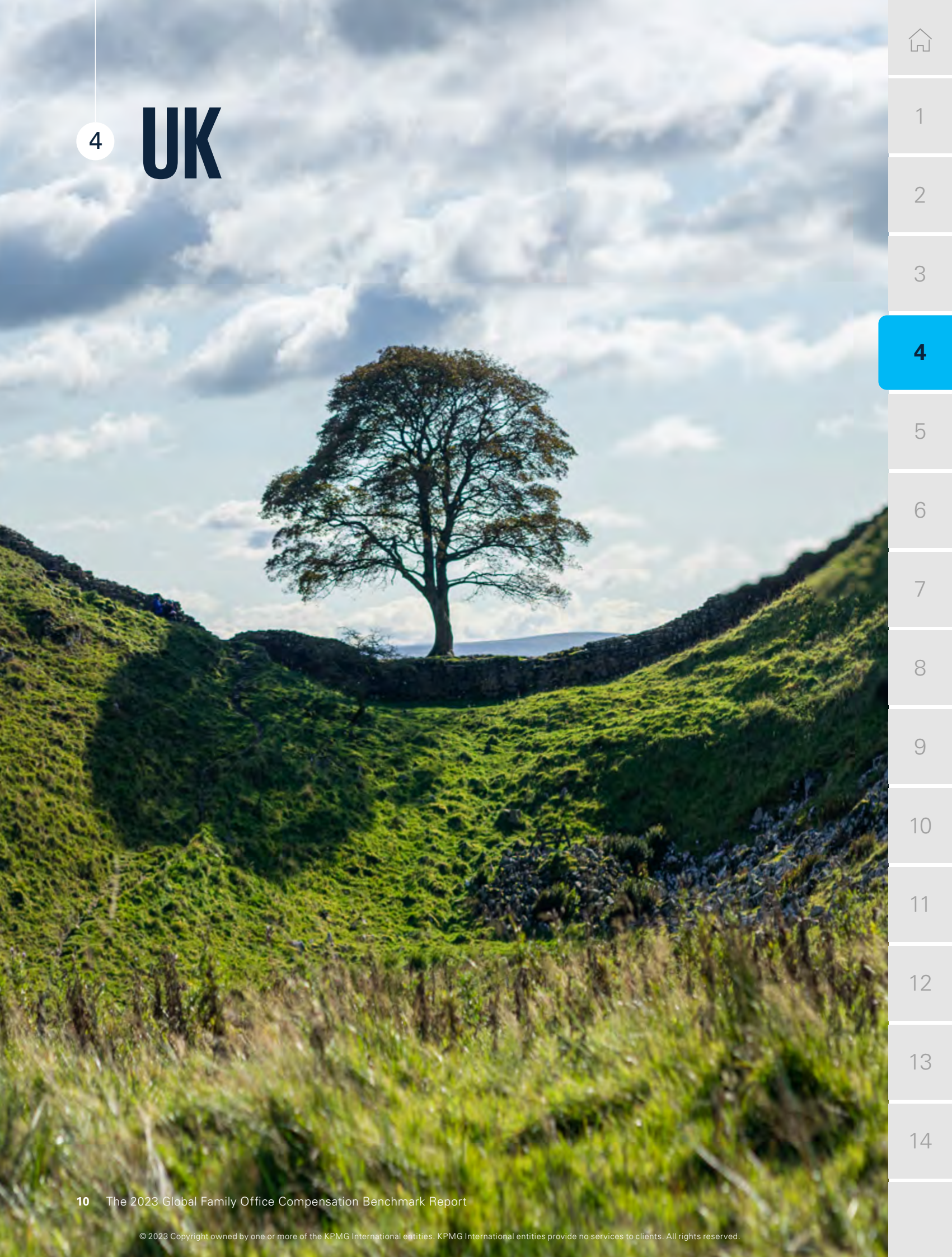
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# UK







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# UK

## Key findings of Family Office CEO in the UK

# 27%

of CEOs are Family Members in the UK



# 63%

of CEOs in the UK are male

# CEOs

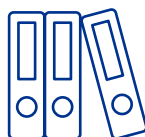
in the UK are most commonly aged between **45** and **49** years old

CEOs in the UK most commonly come from an Investment Management background

# 32%

# 91%

of CEOs in UK Family Offices are university educated



A further

# 32%

of CEOs in the UK have a master's degree

Family Office CEOs most commonly take home a salary of

# GBP198,001–264,000

with an additional bonus of **41%–50%** of annual salary

GBP — British pounds



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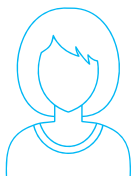
## Gender

# 68%

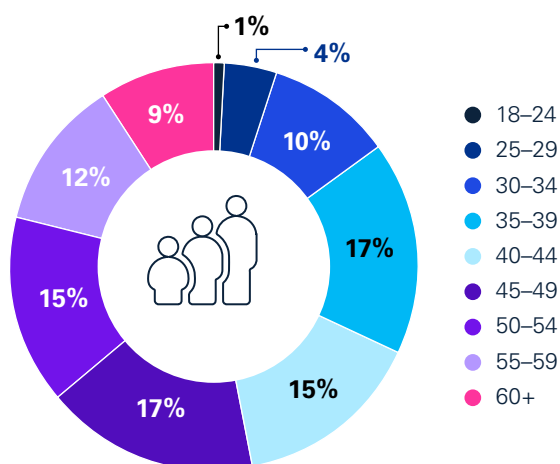
of all Family Office professionals in the UK are male

# 32%

Female



## Age



## Purpose of the Family Office

Say the purpose of their Family Office is the administration of family wealth

73%

Say it's to create risk-adjusted growth

59%

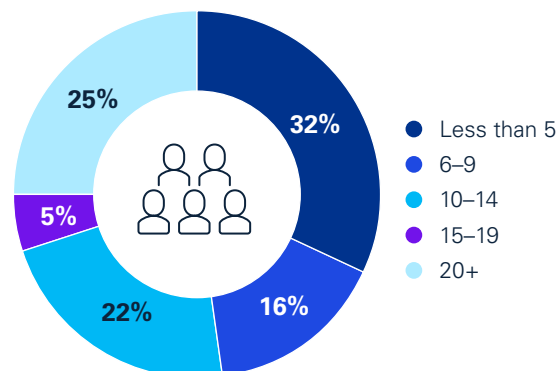
Say it's wealth preservation

56%

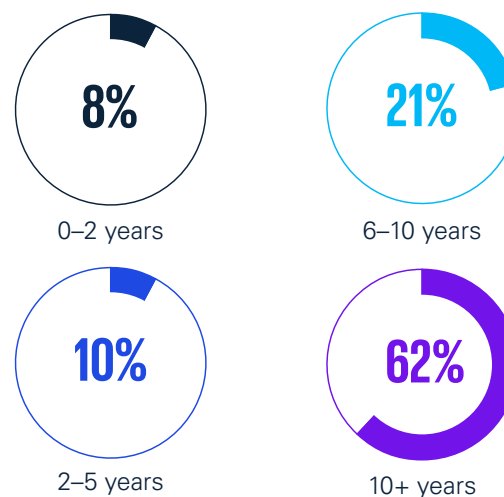
Say it is a philanthropic initiative

25%

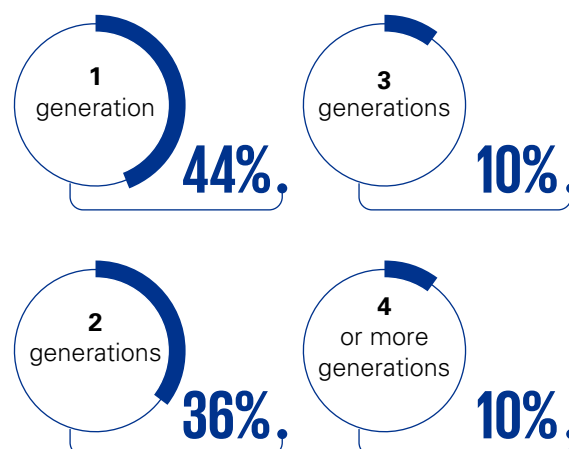
## Number of employees



## Years in operation



## Generations of wealth being managed





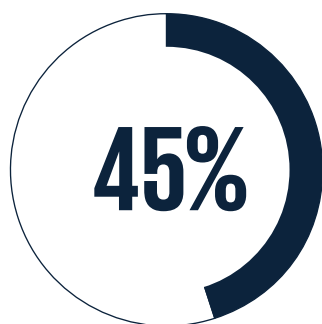


# 85%

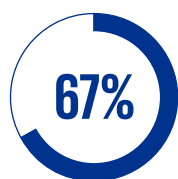
of Family Offices based in the UK are located in London

# 15%

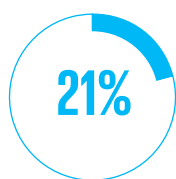
the remaining are mostly spread across crown dependencies such as Jersey and the Isle of Man and within the UK Berkshire, Buckinghamshire, and Cambridge



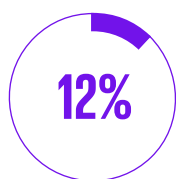
of UK-based Family Offices also have at least one other Family Office location of which



are based elsewhere in Europe



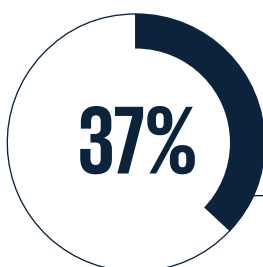
are based in Asia



are based in the Middle East

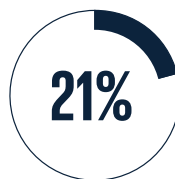
# 16%

of Family Offices in the UK have a succession plan in place

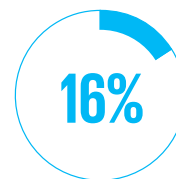


of C-suite Family Office Leaders in the UK are targeted on cutting costs

## AUM



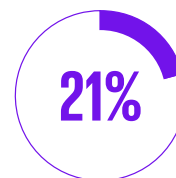
Below GBP250M



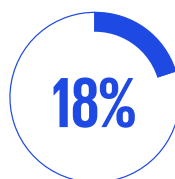
GBP1.1BN-GBP2BN



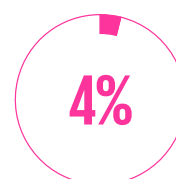
GBP251M-GBP500M



GBP2.1BN-GBP5BN



GBP500M-GBP1BN



GBP5BN+

## Role of the Ultimate Beneficial Owner

Oversees from the Board



CEO



Chairperson



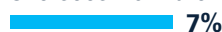
No active involvement



Plays another undisclosed but formalized title



Oversees from the Investment Committee



It most commonly costs **0.6%–1%** of total AUM to run a Family Office in the UK

# 37%





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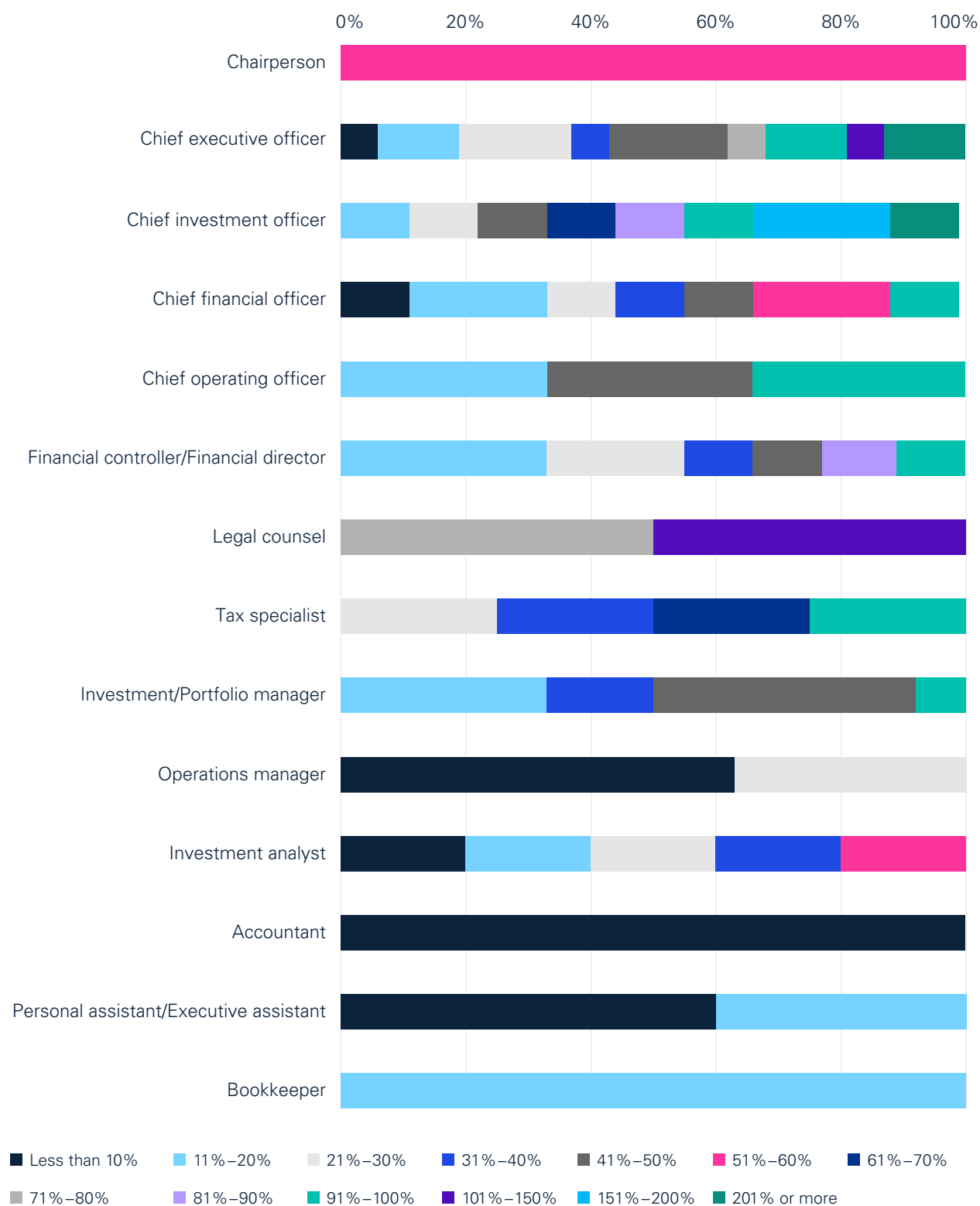
## Salary

Role	Less than GBP60K	GBP 60K– 72K	GBP 72K– 85K	GBP 85K– 99K	GBP 99K– 132K	GBP 132K– 158K	GBP 158K– 198K	GBP 198K– 264K	GBP 264K– 330K	GBP 330K– 396K	GBP 396K– 500K	GBP 500K– 625K	GBP 1M+
Chairperson	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%	50%	0%	0%
Chief executive officer	0%	0%	5%	5%	5%	9%	18%	23%	0%	9%	14%	5%	9%
Chief investment officer	0%	0%	0%	0%	9%	9%	18%	36%	9%	0%	9%	9%	0%
Chief financial officer	0%	0%	0%	0%	20%	30%	0%	50%	0%	0%	0%	0%	0%
Chief operating officer	0%	0%	0%	14%	29%	29%	14%	14%	0%	0%	0%	0%	0%
Financial controller/ Financial director	0%	20%	20%	10%	30%	0%	20%	0%	0%	0%	0%	0%	0%
Legal counsel	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%
Tax specialist	0%	0%	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%	0%
Investment/ Portfolio manager	0%	8%	0%	23%	23%	15%	23%	8%	0%	0%	0%	0%	0%
Operations manager	22%	34%	22%	11%	0%	11%	0%	0%	0%	0%	0%	0%	0%
Investment analyst	0%	40%	20%	0%	40%	0%	0%	0%	0%	0%	0%	0%	0%
Accountant	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Personal assistant/ Executive assistant	50%	17%	17%	0%	17%	0%	0%	0%	0%	0%	0%	0%	0%
Bookkeeper	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%





## Bonus





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## Bonus information

**74%** of Family Office professionals said their salary was reviewed annually

**26%** said this was reviewed periodically

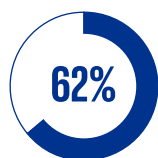
**80%** receive a bonus

**20%** do not

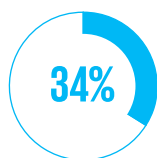
Of those who do,

**86%** of UK Family Office professionals receive a discretionary bonus

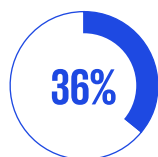
**14%** receive a formulaic bonus



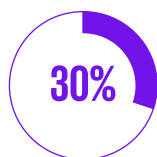
Biggest drivers of bonuses include personal performance



Performance of operating business



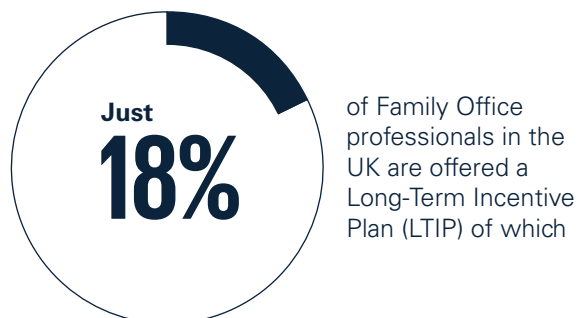
Relationship with Principal



Overall fund performance

Other drivers listed included politics and Principal's discretion

## LTIPs



Other LTIPs offered in the UK include deferred bonuses, non-recourse loans and equity in the Family Office itself



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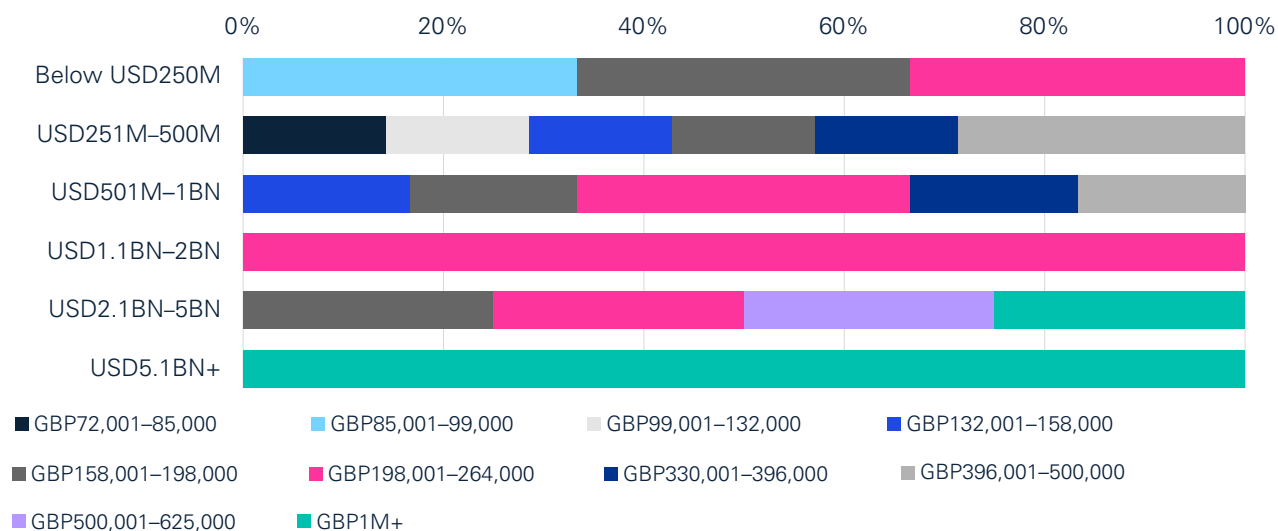
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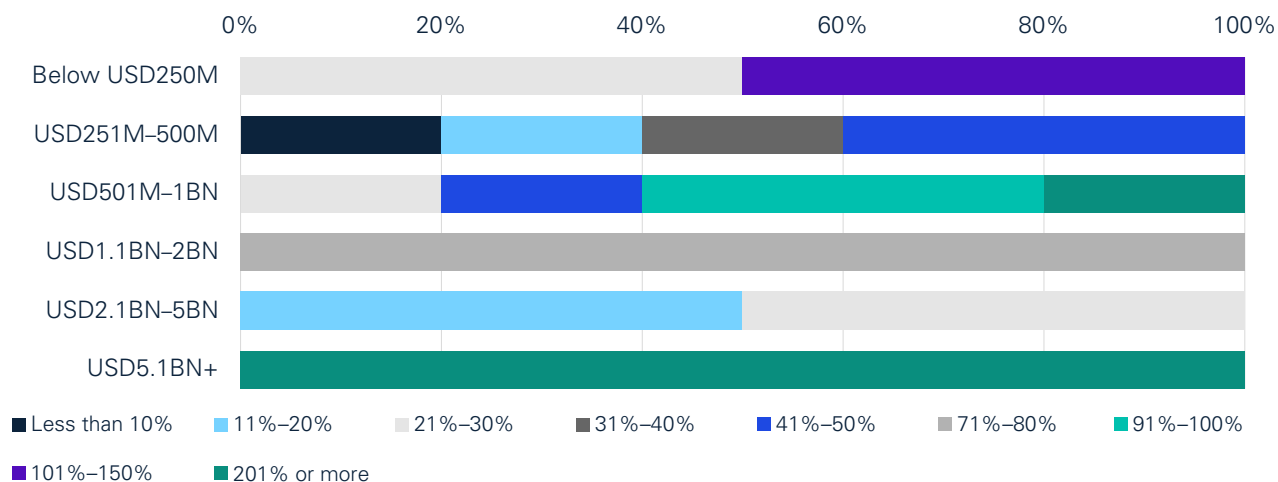
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## CEO compensation against AUM

### Basic Salary



### % of salary awarded as bonus







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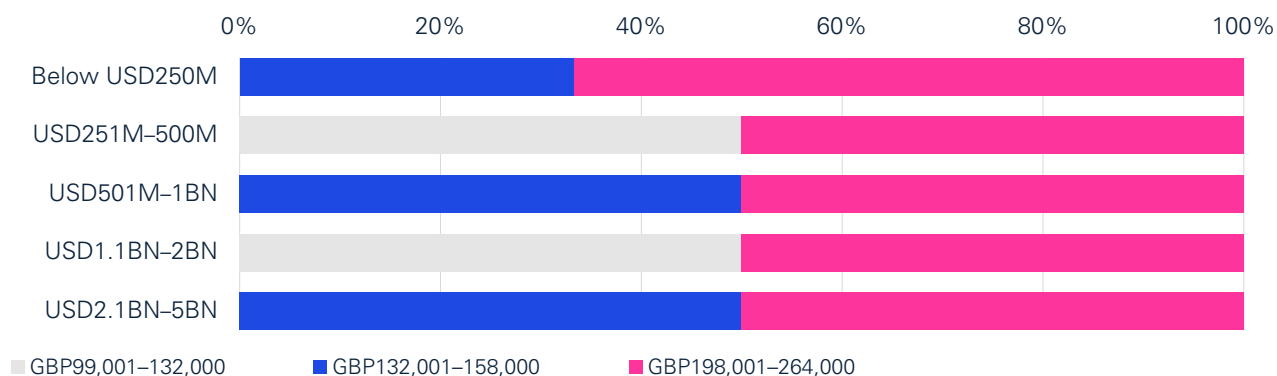
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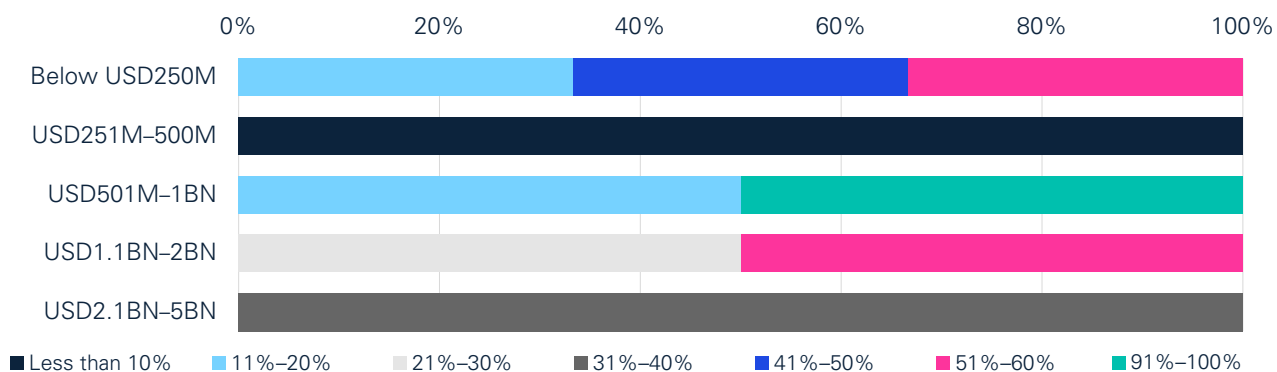
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## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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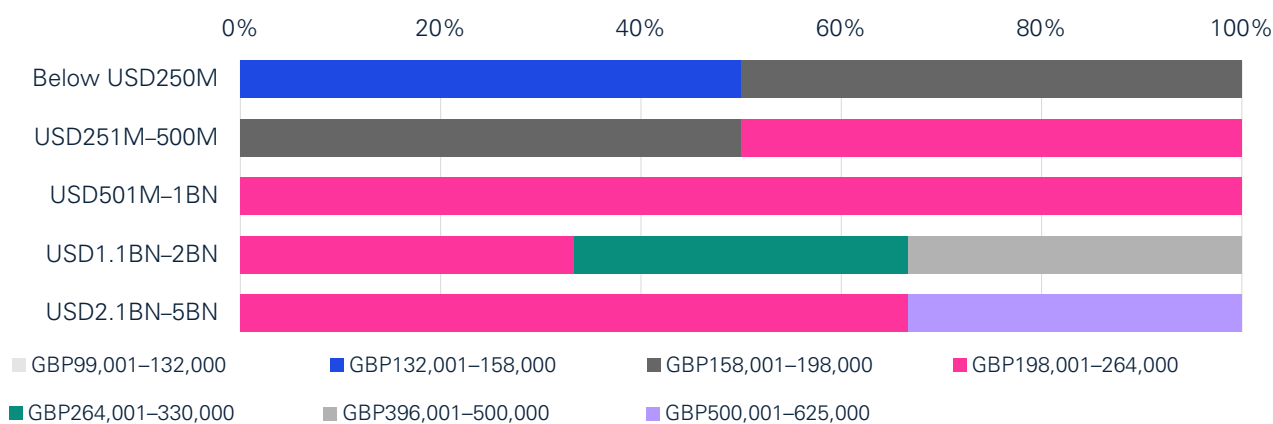
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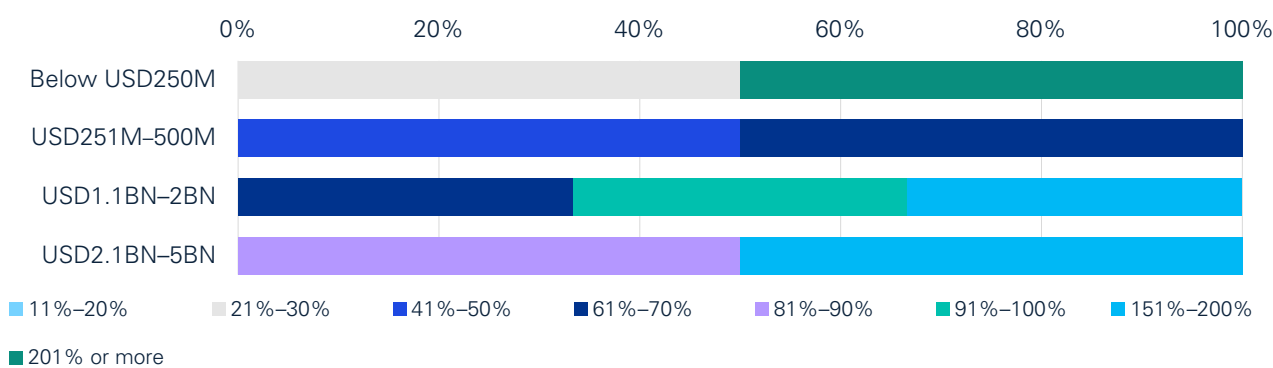
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## CIO compensation against AUM

### Basic Salary



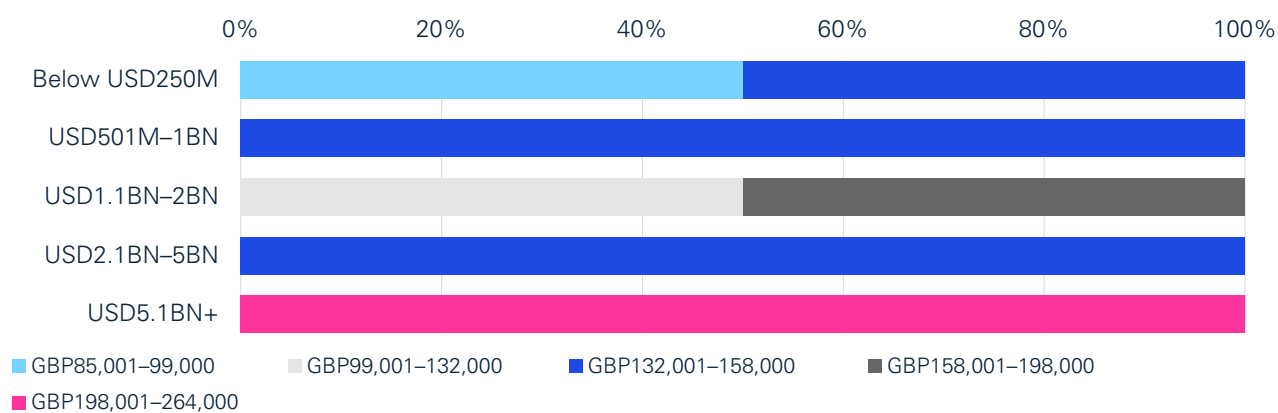
### % of salary awarded as bonus



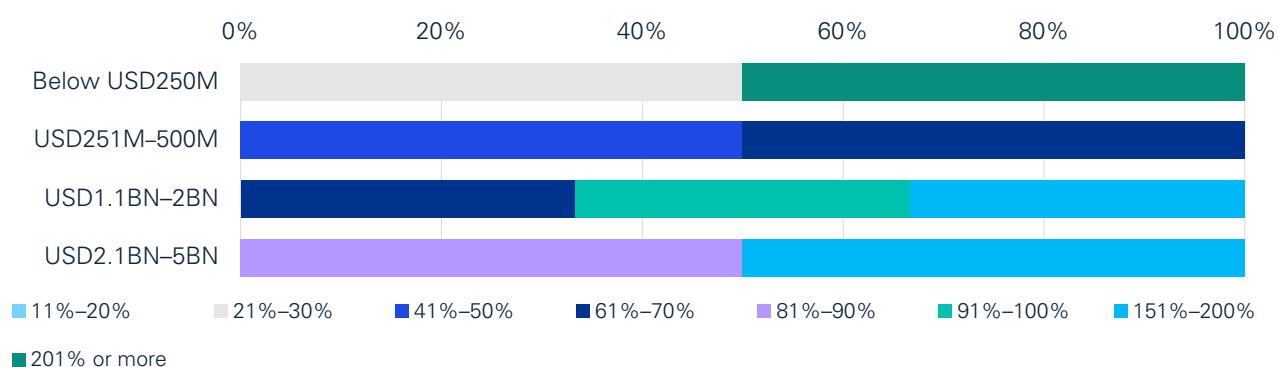


## COO compensation against AUM

### Basic Salary

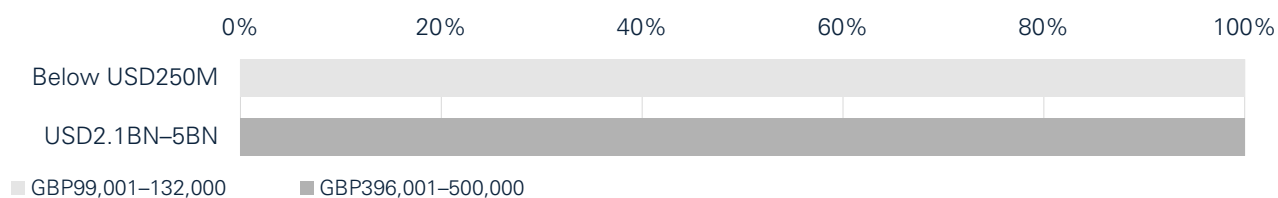


### % of salary awarded as bonus

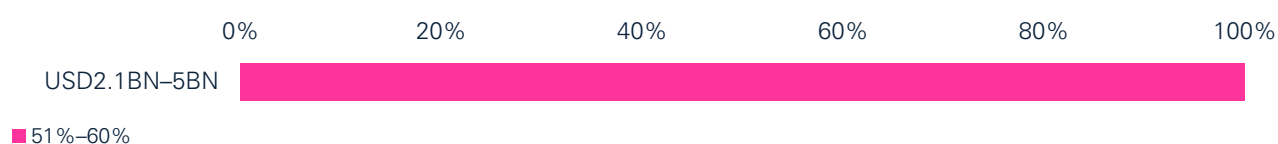


## Chair compensation against AUM

### Basic Salary



### % of salary awarded as bonus







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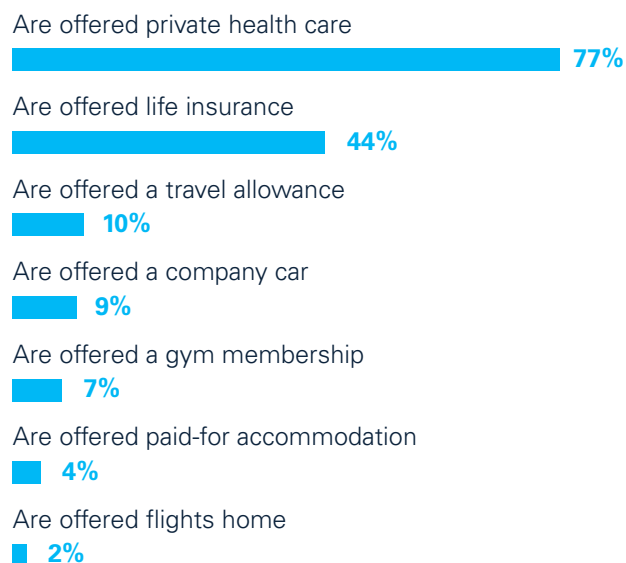
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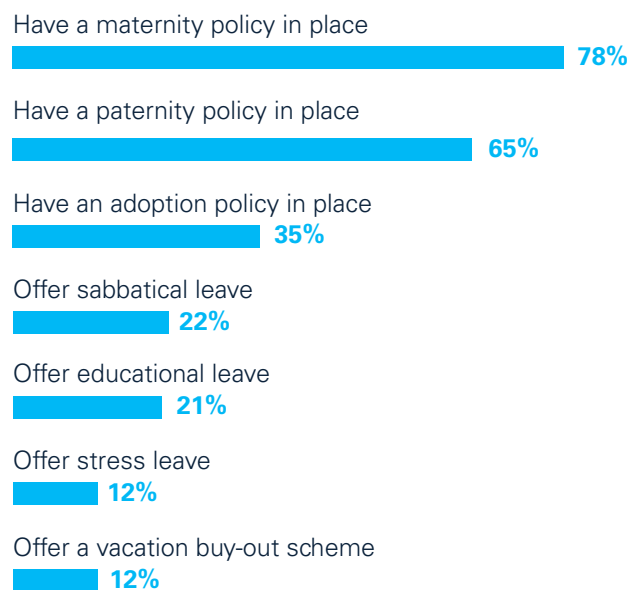
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## Benefits



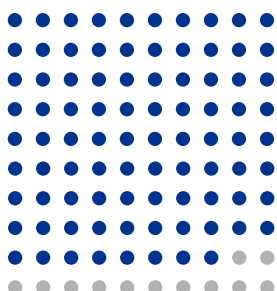
## Other policies in place



Family Office professionals in the UK most commonly receive 25 days of annual leave

**88%**

receive between 25 and 30 days



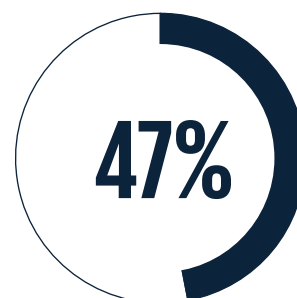
**70%**

of Family Office professionals received an uplift in their salary in 2022

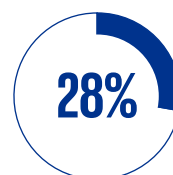
the most common uplift received by

**41%**

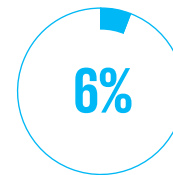
of these professionals was **6%–10%** of their annual salary



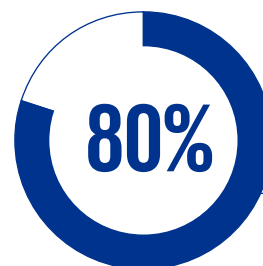
The biggest drivers behind this uplift included inflation



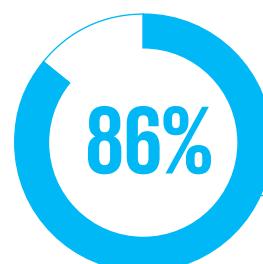
personal performance



who equally said it was the cost of living, in line with fund performance or due to market data



of Family Office professionals in the UK are allowed to work remotely



of Family Office professionals in the UK believe they perform a hybrid role



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London remains a hot bed for Family Offices mainly because of the quality of staff and the wide range of professional services available. It is however facing increasing competition from Singapore and United Arab Emirates (UAE) as they develop specific structures and regimes that are tailored for Family Offices, as well as creating tax incentives, in the hope of attracting professionals to their jurisdictions as well as the Family Office and family members behind the Family Office”

**Greg Limb**

Global Head of Family Office and Private Client,  
and Partner, KPMG in the UK

**How important is compensation benchmarking in your Family Office? How do you benchmark your staff compensation?**

*“We will obviously look at comparable salaries in the industry — both the family office world and banking. However, it is not a key driver of salary levels unless we see that anyone is paid considerably below what their peers may earn elsewhere, and we will adjust their salary upwards. For the most part, we are lucky that many of our staff have been with us for many years and benchmarking becomes less important as we will be rewarding them for their service as well as their performance in any individual year and over the long term.*

*The key driver of bonuses is the long-term performance of the total funds under management. We have a scheme in place that calculates each*

*individual’s annual bonus dependent on the 5-year annualized performance of the total funds under management. This helps align the interests of all the staff to focus on the total group performance and not simply their area of operation. So, an investment manager mainly involved in managing public equities would have an interest on what the property manager is investing in, as it will affect their final bonus. We will still retain an element of discretion to adjust bonuses but this is more likely to adjust upwards, if someone has delivered an exceptional performance in the year by, for example, managing a specific project extremely well.”*

**Ian Buchanan**  
CEO — Misland Capital

**Insights from Agreus**

The UK and especially London has always played a key role in catering to Family Offices. Not just the UK families, but also wealthy families from across the globe who make UK their Family Office center. The access to wealth and fund managers, banks and other financial institutions including professional services firms coupled with the availability of a competent and qualified talent pool, makes it an attractive destination for setting up a Family Office. The demand for investment talent points to the appetite of families to professionalize their entities. Focus has also shifted towards retaining the critical senior hires via sensible Long-Term Incentive Plans to align interests.



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# Europe





# Europe



## Key findings of Family Office CEO in Europe

26%

of CEOs are Family Members in Europe



77%

of CEOs in Europe are male

CEOs in the Europe are most commonly aged between **45** and **54**

56%

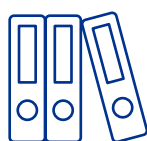
CEOs in Europe most commonly come from an Investment Management background or a Banking background with both industries acting as a foundation for an equal

28%

of CEOs in Europe

90%

of CEOs in Europe Family Offices are university educated



A further

40%

of CEOs in Europe have a master's degree

Family Office CEOs most commonly take home a salary of

**EUR198,001–264,000**

They also most commonly take home a bonus of **21%–30%**

EUR — European dollar



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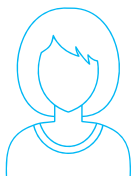
## Gender

# 76%

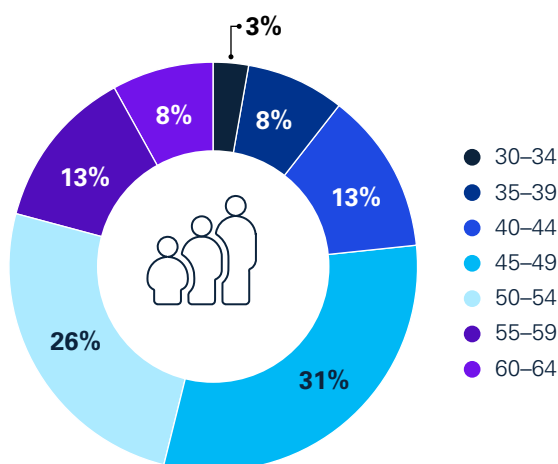
of all Family Office professionals in the Europe are male

# 24%

Female



## Age



## Purpose of the Family Office

Administration of family wealth

69%

Create risk-adjusted growth

58%

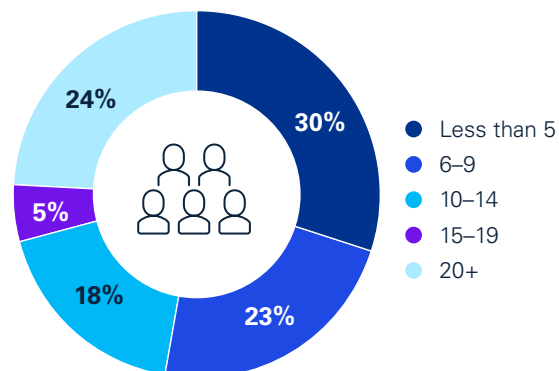
Wealth preservation

62%

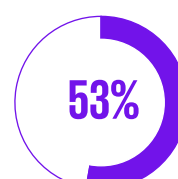
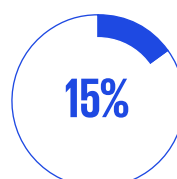
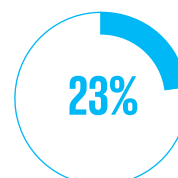
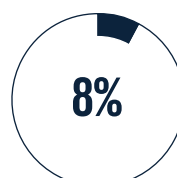
Philanthropic initiative

27%

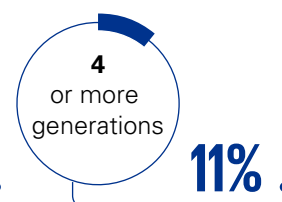
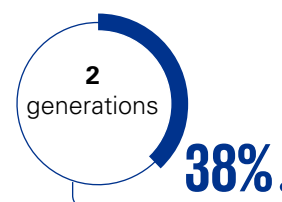
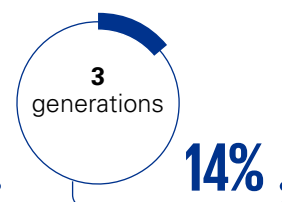
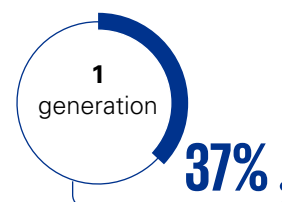
## Number of employees



## Years in operation



## Generations of wealth being managed





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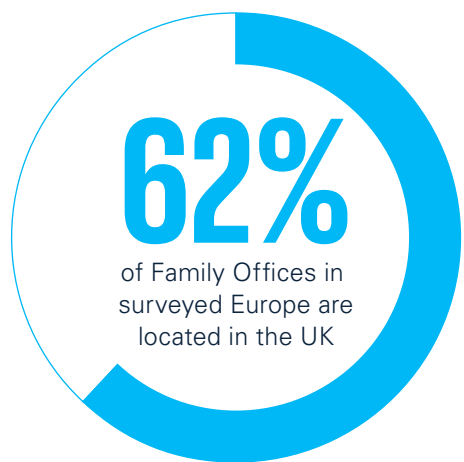
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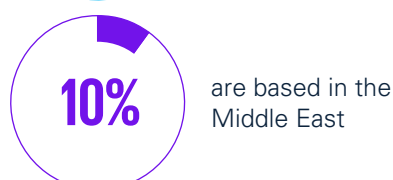
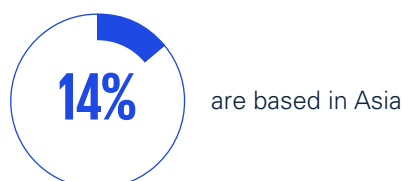
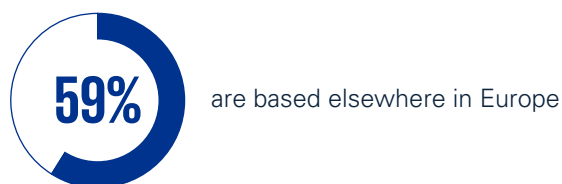
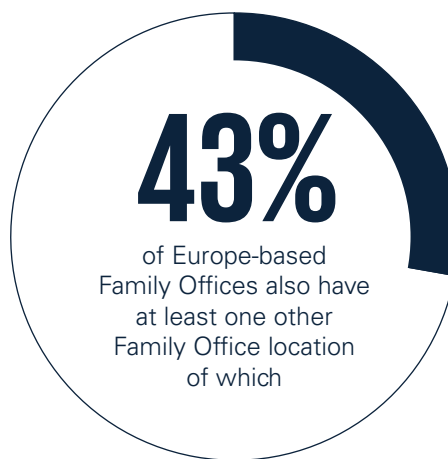
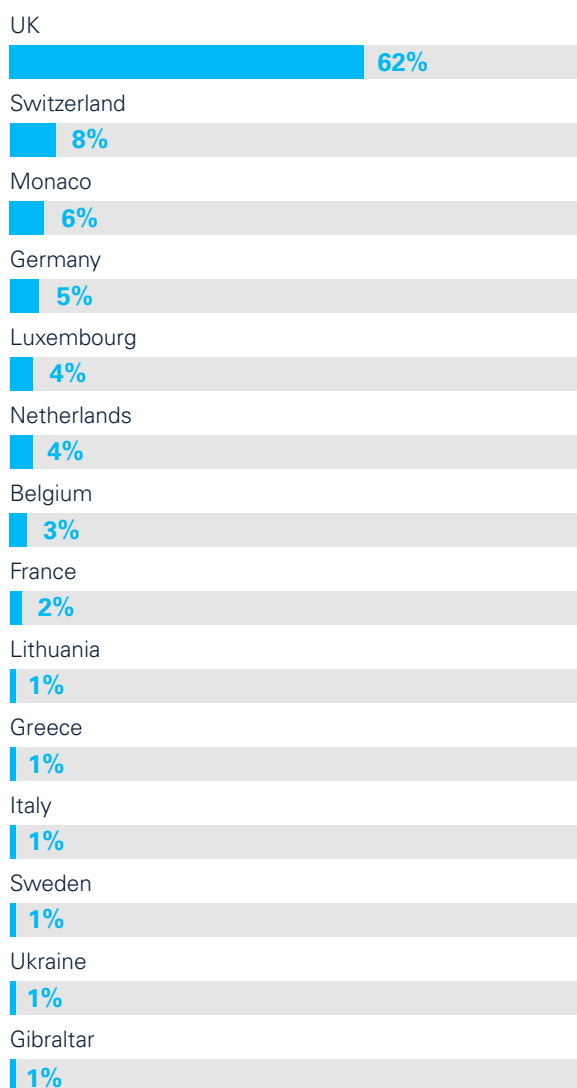
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#### Other popular jurisdictions include

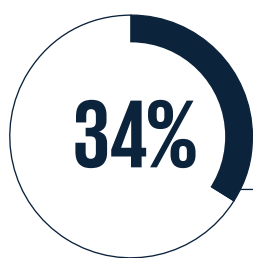






# 50%

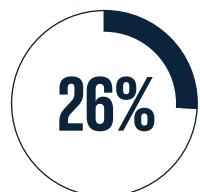
of Family Offices in Europe have a succession plan in place



34%

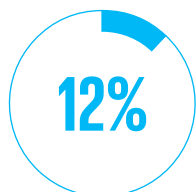
of C-suite Family Office Leaders in the Europe are targeted on cutting costs

## AUM



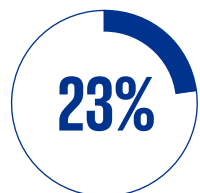
26%

Below USD250M



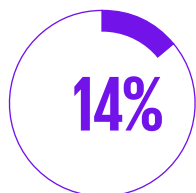
12%

USD1.1BN–2BN



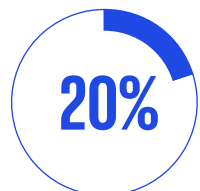
23%

USD251M–500M



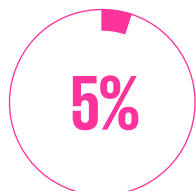
14%

USD2.1BN–5BN



20%

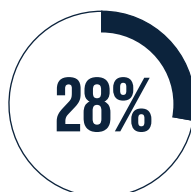
USD500M–1BN



5%

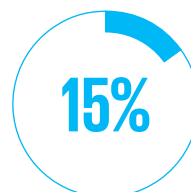
USD5BN+

## Role of the Ultimate Beneficial Owner



28%

Oversees from the board



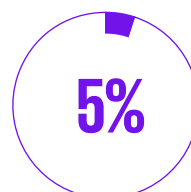
15%

No active involvement



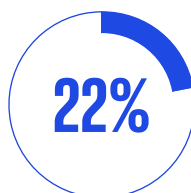
20%

CEO



5%

Plays another undisclosed but formalized title



22%

Chairperson



10%

Oversees from the Investment Committee

It most commonly costs **0.6%–1%** of total AUM to run a Family Office in **Europe**

# 40%





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## Salary

Role	Less than EUR60K	EUR 60K– 72K	EUR 72K– 85K	EUR 85K– 99K	EUR 99K– 132K	EUR 132K– 158K	EUR 158K– 198K	EUR 198K– 264K	EUR 264K– 330K	EUR 330K– 396K	EUR 396K– 500K	EUR 500K– 625K	EUR 625K– 750K	EUR 1M+
Chairperson	50%	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%
Chief executive officer	0%	0%	0%	0%	6%	0%	18%	30%	24%	18%	6%	0%	0%	0%
Chief investment officer	0%	0%	6%	0%	18%	0%	29%	12%	12%	12%	6%	0%	0%	6%
Chief financial officer	0%	0%	0%	0%	0%	0%	40%	40%	20%	0%	0%	0%	0%	0%
Chief operating officer	0%	0%	0%	0%	0%	0%	0%	25%	0%	25%	0%	25%	25%	0%
Legal counsel	0%	0%	0%	50%	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%
Tax specialist	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Investment/ Portfolio manager	6%	0%	13%	0%	6%	31%	19%	13%	6%	6%	0%	0%	0%	0%
Operations manager	33%	0%	0%	33%	33%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Investment analyst	40%	20%	0%	0%	20%	0%	20%	0%	0%	0%	0%	0%	0%	0%
Accountant	0%	0%	0%	0%	50%	0%	50%	0%	0%	0%	0%	0%	0%	0%
Personal assistant/ Executive assistant	0%	40%	10%	10%	40%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fiduciary/ Trust specialist	0%	0%	0%	0%	67%	0%	33%	0%	0%	0%	0%	0%	0%	0%



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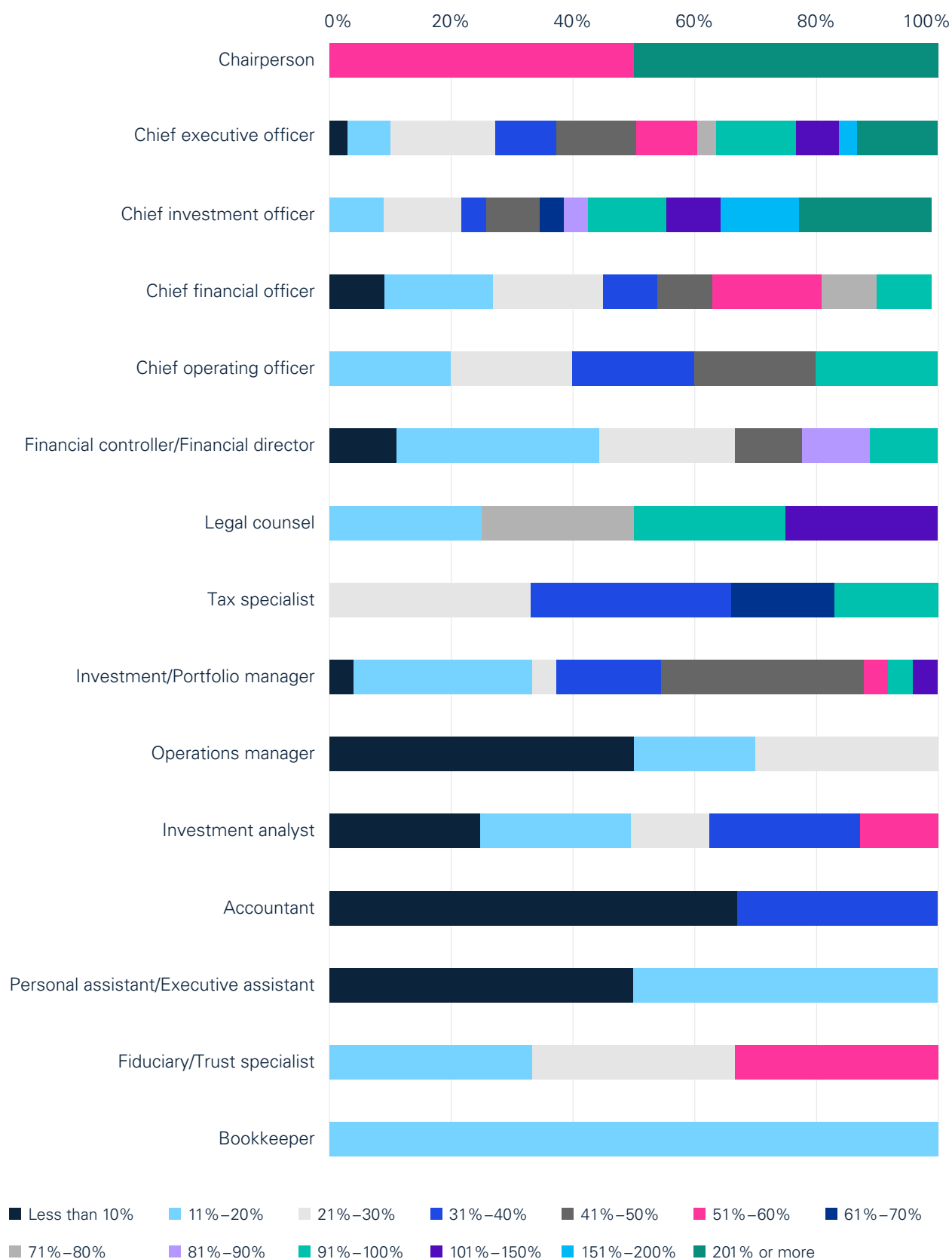
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## Bonus





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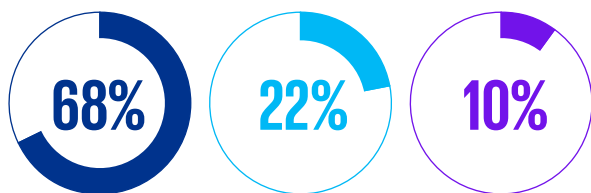
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## Bonus information



of Family Office professionals said their salary was reviewed annually

reviewed periodically

not reviewed regularly

**83%** receive a bonus



Of those who do,

**76%** of European Family Office professionals receive a discretionary bonus



Biggest drivers behind bonuses include Relationship with Principal



Performance of operating business



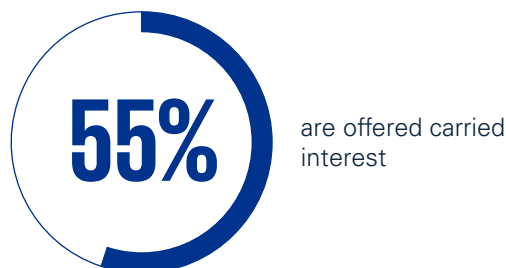
Overall fund performance



Other drivers listed included politics and Principal's discretion

## LTIPs

**19%** of Family Office professionals in Europe are offered a Long-Term Incentive Plan (LTIP) of which



are offered carried interest



are offered co-investing opportunities



are offered stock options





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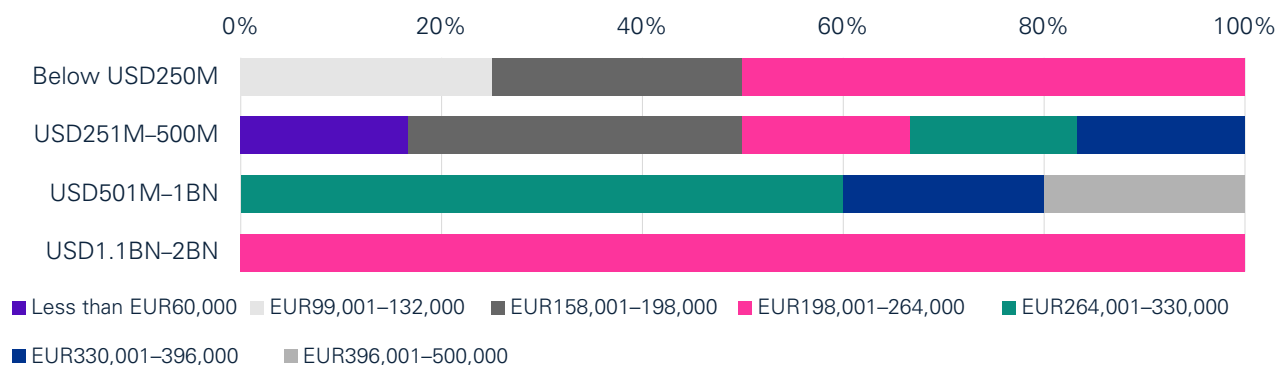
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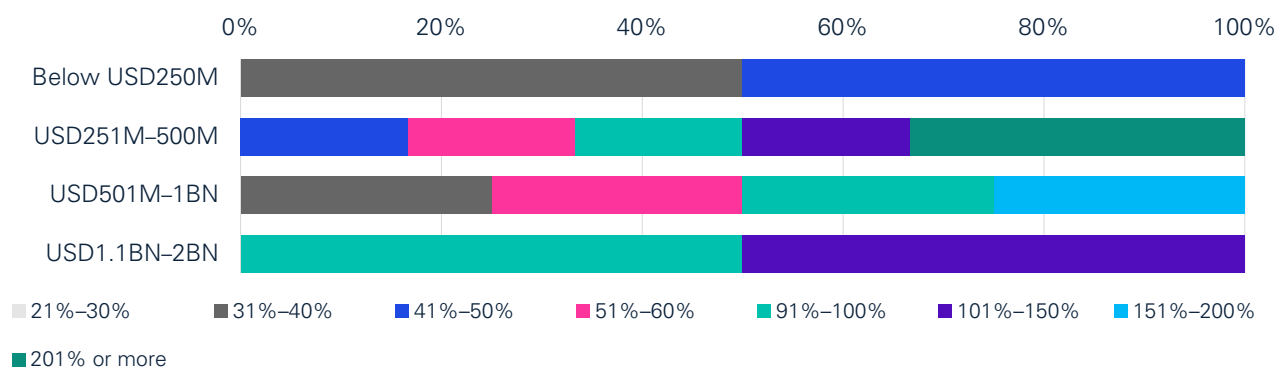
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## CEO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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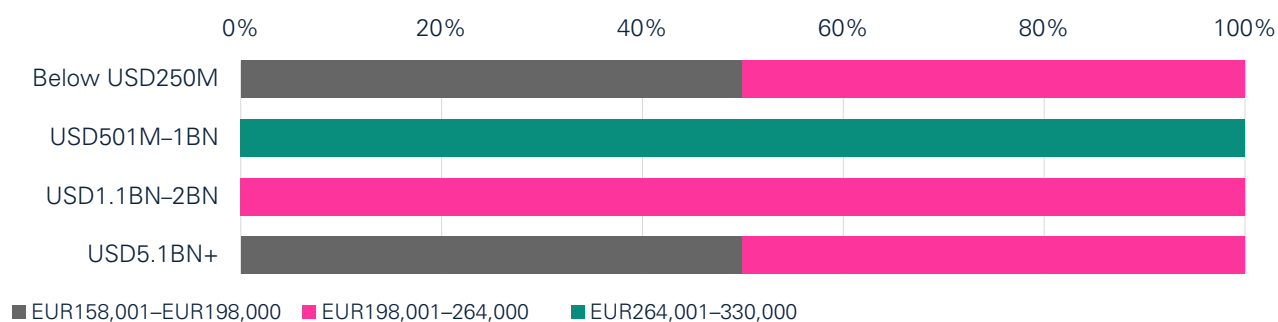
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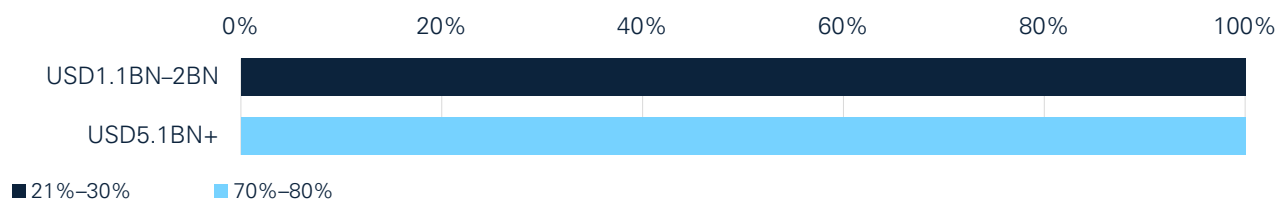
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## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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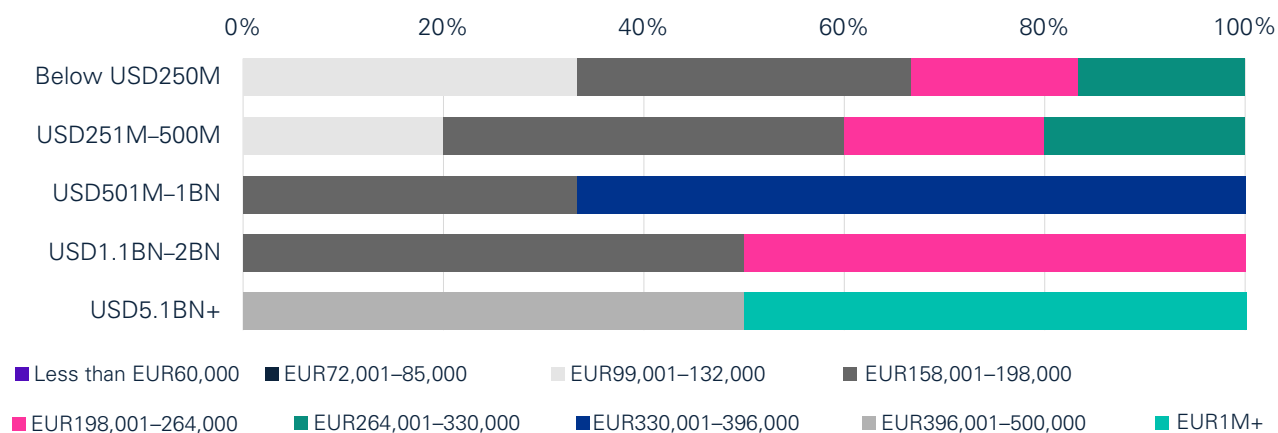
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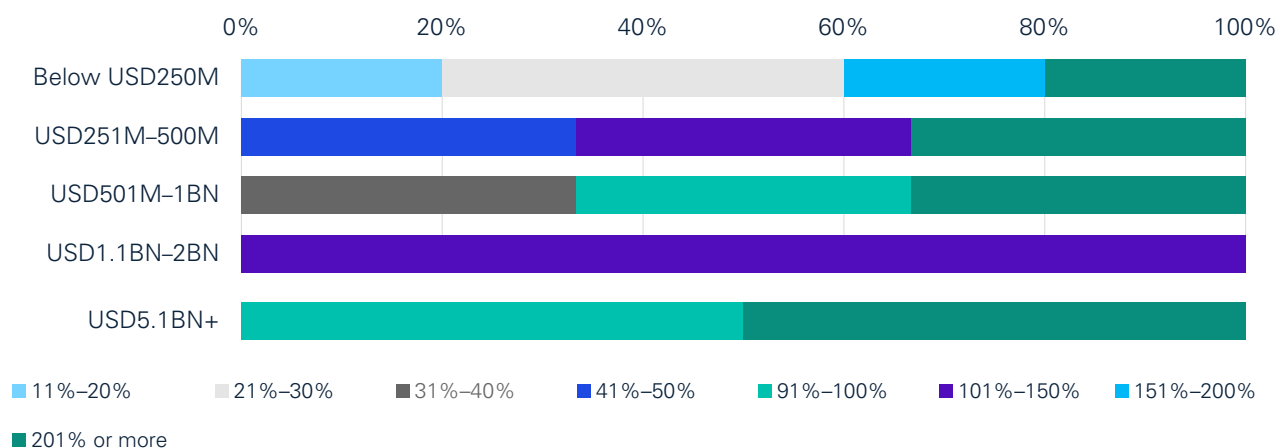
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## CIO compensation against AUM

### Basic Salary



### % of salary awarded as bonus

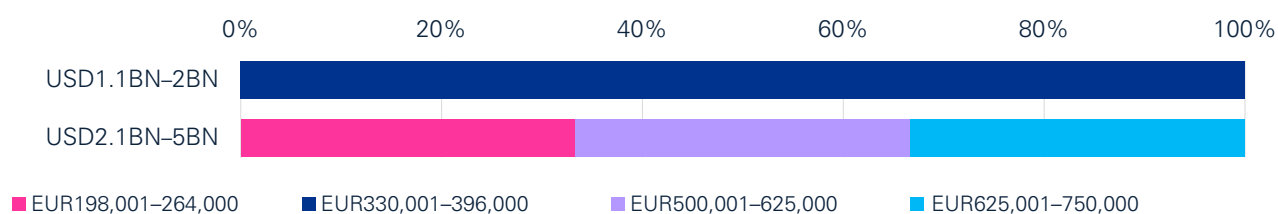




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## COO compensation against AUM

### Basic Salary

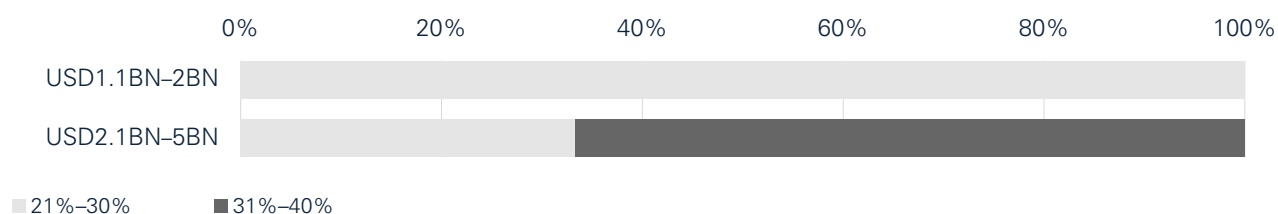


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### % of salary awarded as bonus



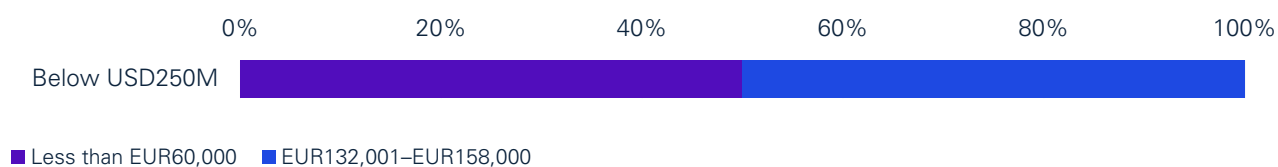
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## Chair compensation against AUM

### Basic Salary

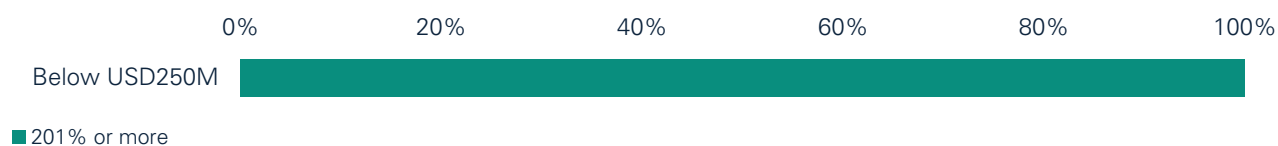


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### % of salary awarded as bonus



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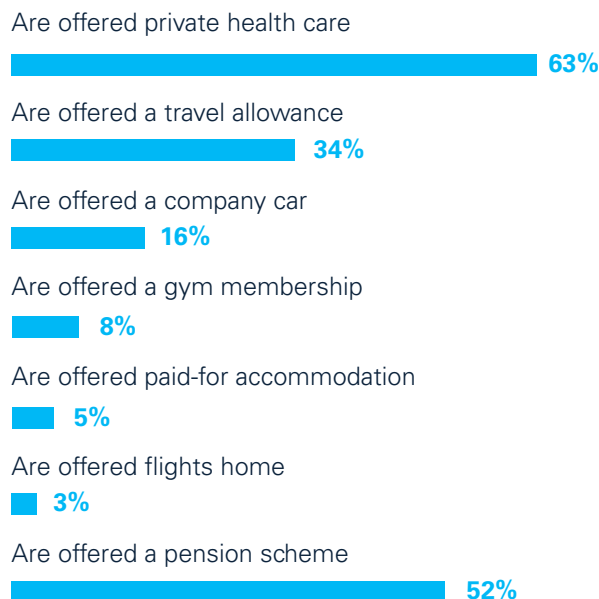
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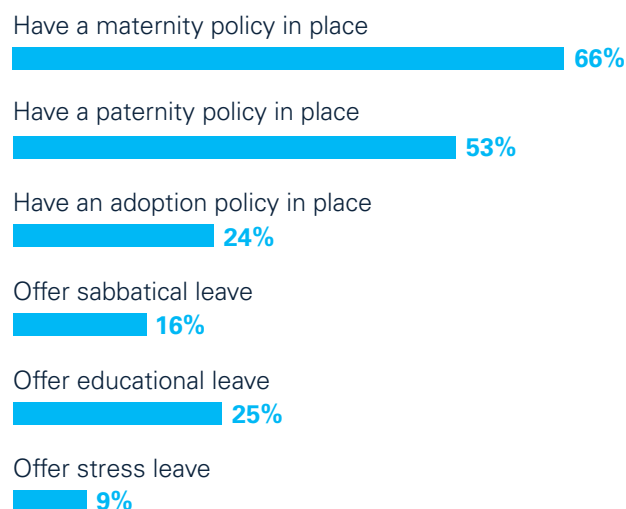
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## Benefits



## Other policies in place

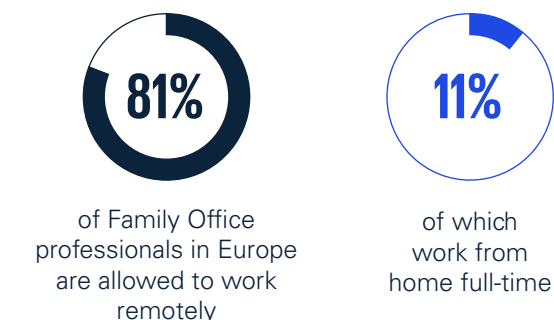


62% of Family Office professionals received an uplift in their salary in 2022

The most common uplift received by

39% of these professionals was 6%–10% of their annual salary

53% The biggest drivers behind this uplift included inflation



“

Switzerland is a popular Family Office destination. This is due to a number of reasons: first of all, the very important concentration of professionals in the finance industry, who are very experienced in assisting families who have a global footprint, from asset managers to lawyers, tax advisors, trustees, accountants, etc. This is the result of Switzerland being one of the world's leading private-banking sectors. A number of wealthy families also have a base in Switzerland and find it convenient to have their Family Office located there. They particularly value the outstanding infrastructure, stability and secured environment that Switzerland has to offer.”

#### Hugues Salomé

Partner  
KPMG in Switzerland

### How is the compensation process handled at your Family Office and what role does leadership play in the process?

*As the CEO, I play multiple roles within the Family Office. It's a mixture of investment advisory, strategic implementation, reporting, making sure the family is well informed of the operation of the Family Office, wealth planning and psychology.*

*"In terms of compensation, we practice a top-down approach and refer to the regular reports released by the global financial institutions, as they have a large base of SFO clients and release data of FOs with comparative AUMs to our Family Office. The first benchmarking exercise we do is to ensure that our*

*staff cost align with the benchmarks in the reports, normally 10 basis points and 1 percent of the AUM.*

*We also submit the salary grid to our board of directors every year for review. The directors all come from benchmarked industries or similar roles in big corporations and can provide valuable insights.*

#### CEO of a European Family Office based in Switzerland

### Insights from Agreus

Outside of the USA, Europe perhaps collectively houses some of the oldest established Family Offices in the world. European hubs such as Switzerland, Germany, Italy and Spain are home to substantial family-owned businesses that are creating phenomenal wealth. Perhaps the biggest concentration of professionalized Family Offices remains in Switzerland. Interestingly, a vast majority of Family Offices in Europe were set up post-millennium and almost half of those were set up after 2010. Despite Europe lagging in economic growth in recent years, it is home to a quarter of the world's billionaires. Inflation and succession are still some of the bigger concerns for families in the region. The last two years since the pandemic have been mainly about recovery and investing sensibly. Investments across private asset classes have been extremely popular and helped families see double-digit returns until recently. Hubs like Switzerland and Germany have sophisticated ecosystems and pools of talent enabling Family Offices in the region to professionalize. European Family Office hubs however do face threats from the newer hubs such as Dubai and Singapore, which continue to proactively attract a growing number of Family Offices.





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# USA



# USA



## Key findings of Family Office CEO in the USA

10%

of CEOs are family members in the USA (lowest globally)



87%

of CEOs in the USA are male

CEOs

in the USA are most commonly aged between **50** and **59** years old

CEOs in the USA most commonly come from an investment management background

48%

100%

of CEOs in USA Family Offices are university educated



A further

33%

of CEOs in the USA have a master's degree and another **17%** have a Doctorate

Family Office CEOs in the USA most commonly take home a salary of

USD264,001–330,000

the highest globally with an additional bonus of **21%–30%** of annual salary

USD — US dollar





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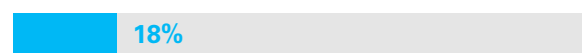
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## Top Locations for Family Offices within the USA

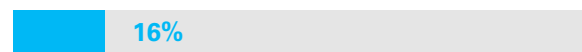
New York



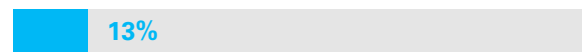
California



Texas



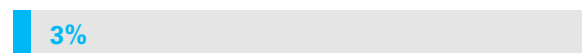
Florida



Connecticut



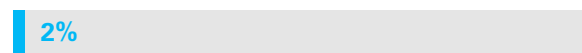
Illinois



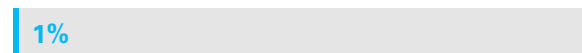
Arizona



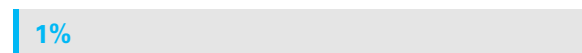
Nevada



Georgia



Other

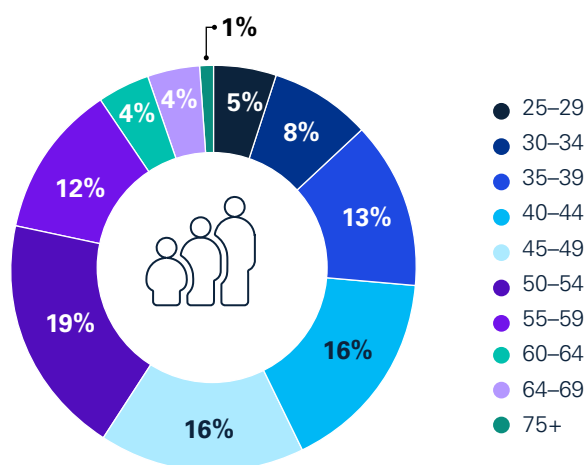


## Gender

**74%**

of all Family Office professionals in the USA are male

## Age



## Purpose of the Family Office

Say the purpose of their Family Office is the administration of family wealth



Say it's to create risk-adjusted growth



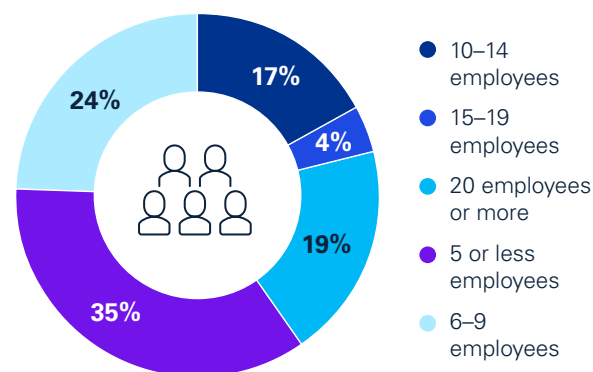
Say it's wealth preservation



Say it is a philanthropic initiative

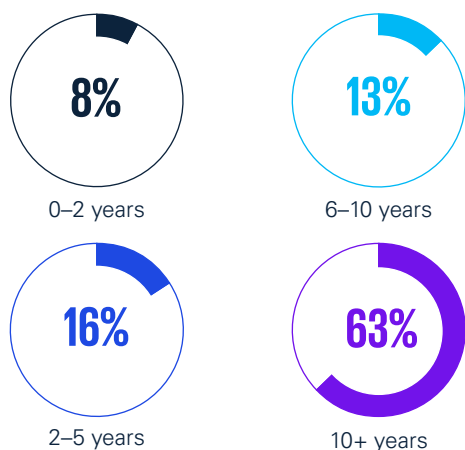


## Number of employees

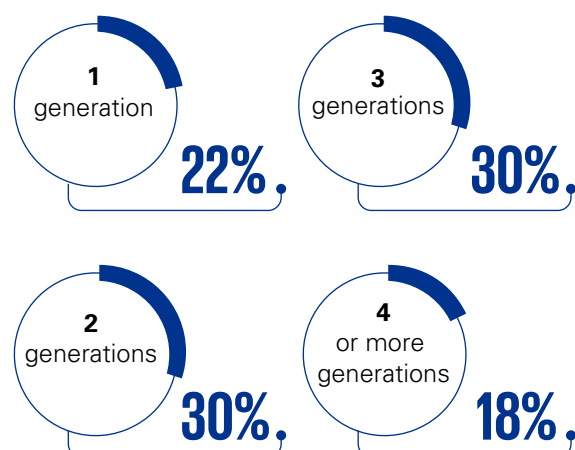




## Years in operation



## Generations of wealth being managed



**46%** of Family Offices in the USA have a succession plan in place

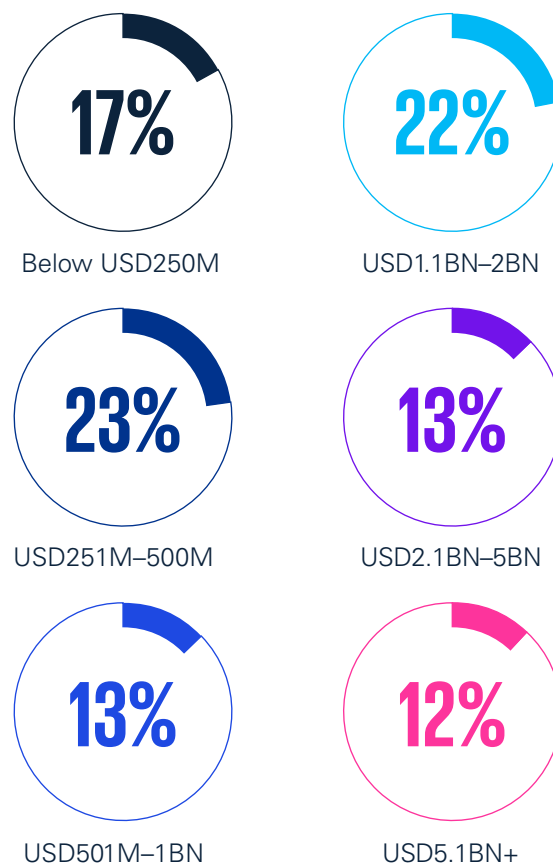


It most commonly costs **0.1%–0.5%** of total AUM to run a Family Office in the **USA**

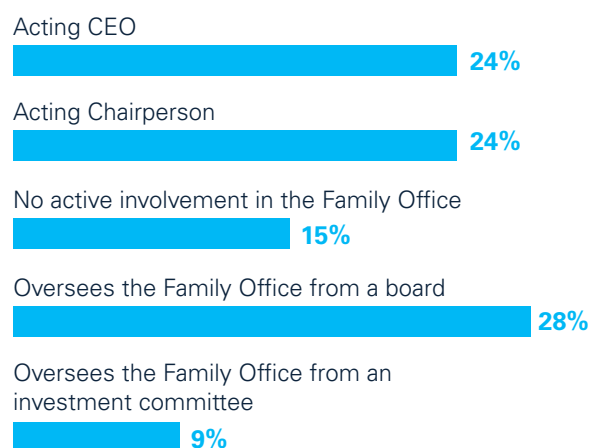
**42%**



## AUM



## Role of the Ultimate Beneficial Owner





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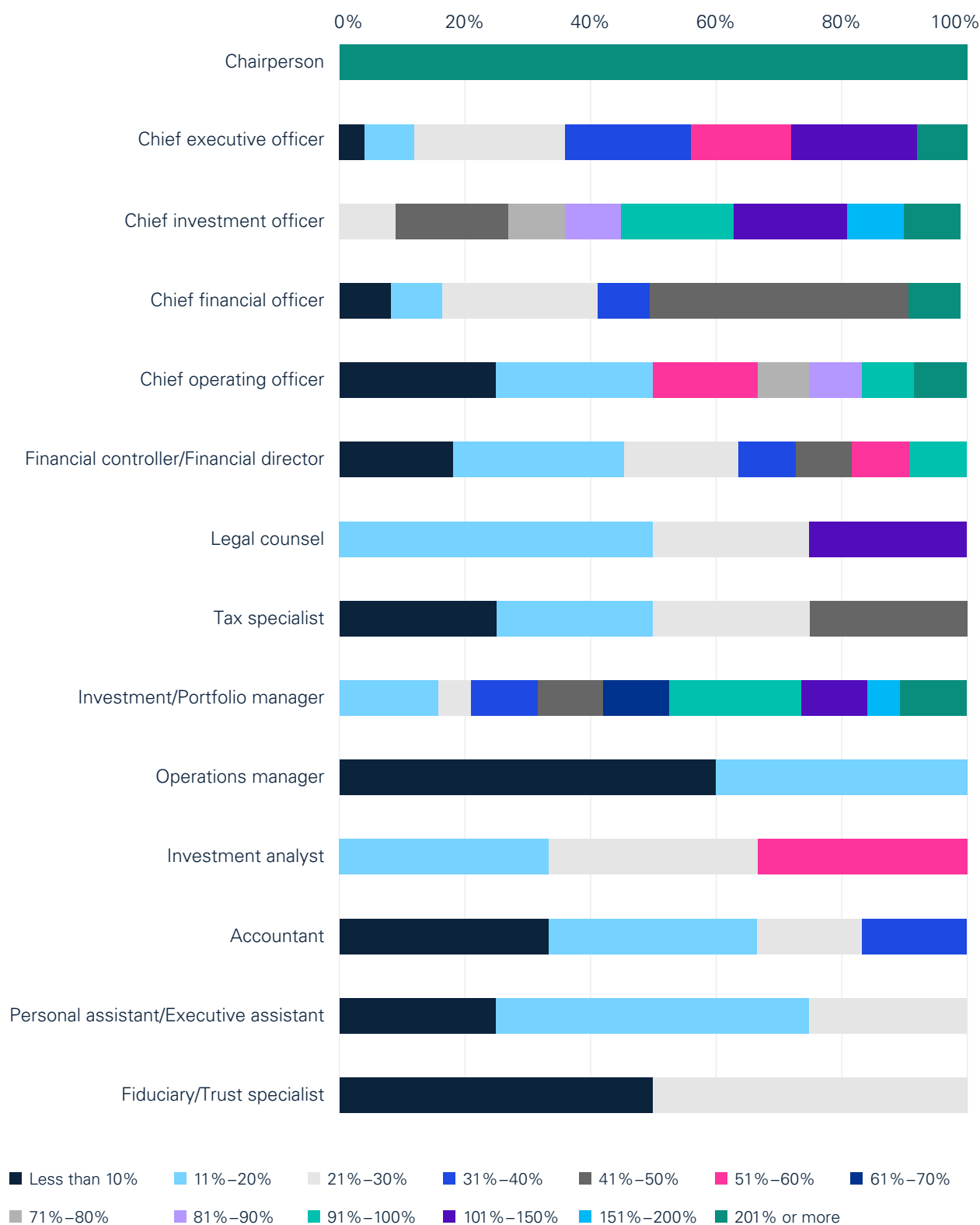
14

## Salary

Role	Less than USD 60K	USD 72K–85K	USD 85K–99K	USD 99K–132K	USD 132K–158K	USD 158K–198K	USD 198K–264K	USD 264K–330K	USD 330K–396K	USD 396K–500K	USD 500K–625K	USD 625K–750K	USD 750K–850K	USD 875K–1M	USD 1M+
Chairperson	0%	0%	0%	14%	14%	0%	0%	14%	<b>29%</b>	0%	14%	14%	0%	0%	0%
Chief executive officer	0%	0%	0%	0%	0%	13%	13%	<b>17%</b>	7%	10%	10%	7%	7%	3%	13%
Chief investment officer	0%	0%	0%	0%	0%	0%	8%	15%	15%	15%	0%	0%	8%	0%	<b>39%</b>
Chief financial officer	0%	0%	0%	0%	0%	8%	<b>23%</b>	8%	15%	23%	0%	15%	0%	0%	8%
Chief operating officer	0%	0%	0%	0%	0%	17%	<b>33%</b>	17%	8%	0%	17%	0%	0%	8%	0%
Financial controller/ Financial director	0%	0%	9%	0%	9%	27%	<b>36%</b>	10%	0%	9%	0%	0%	0%	0%	0%
Legal counsel	0%	0%	0%	0%	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	0%	0%	0%	0%	0%	0%	0%
Tax specialist	0%	0%	0%	0%	0%	<b>25%</b>	<b>25%</b>	<b>25%</b>	0%	<b>25%</b>	0%	0%	0%	0%	0%
Investment/ Portfolio manager	0%	0%	4%	5%	0%	14%	<b>45%</b>	9%	9%	5%	0%	0%	0%	5%	5%
Operations manager	14%	14%	0%	15%	14%	<b>29%</b>	14%	0%	0%	0%	0%	0%	0%	0%	0%
Investment analyst	0%	0%	0%	<b>25%</b>	<b>25%</b>	<b>25%</b>	0%	0%	0%	0%	<b>25%</b>	0%	0%	0%	0%
Accountant	0%	17%	17%	<b>33%</b>	<b>33%</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Personal assistant/ Executive assistant	0%	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	0%	0%	0%	0%	0%	0%	0%	0%	0%



## Bonus







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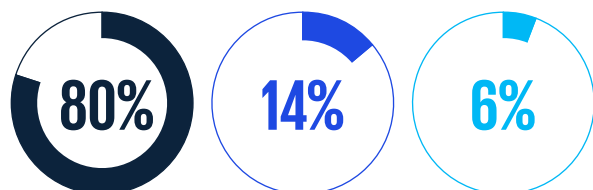
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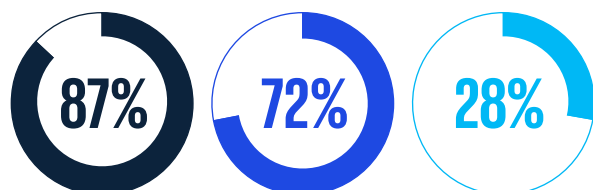
## Bonus information



of Family Office professionals said their salary was reviewed annually

said this was reviewed periodically

said their salary was never reviewed



receive a performance bonus, 13% do not

of US-based Family Office professionals receive a discretionary bonus

receive a formulaic bonus

Biggest drivers of bonuses include  
Personal performance



Relationship with Principal



Performance of operating business

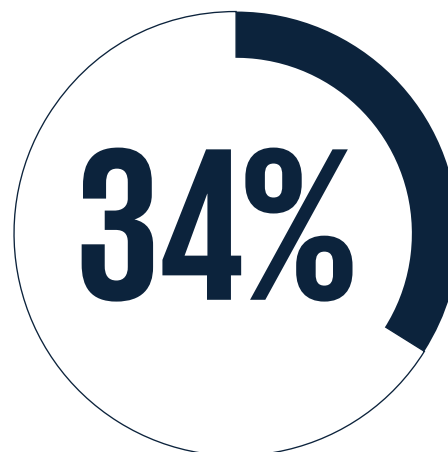


Overall fund performance

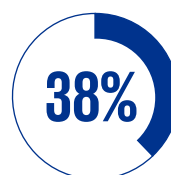


Other drivers listed included politics and Principal's discretion

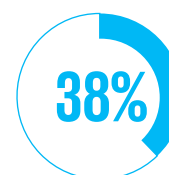
## LTIPs



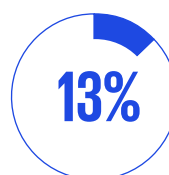
of Family Office professionals in the USA are offered a Long-Term Incentive Plan (LTIP)



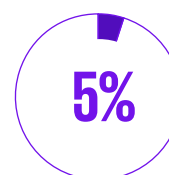
of which are offered co-investing opportunities



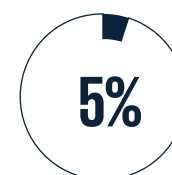
are offered carried interest



are offered non-recourse loans



are offered recourse loans



are offered stock options



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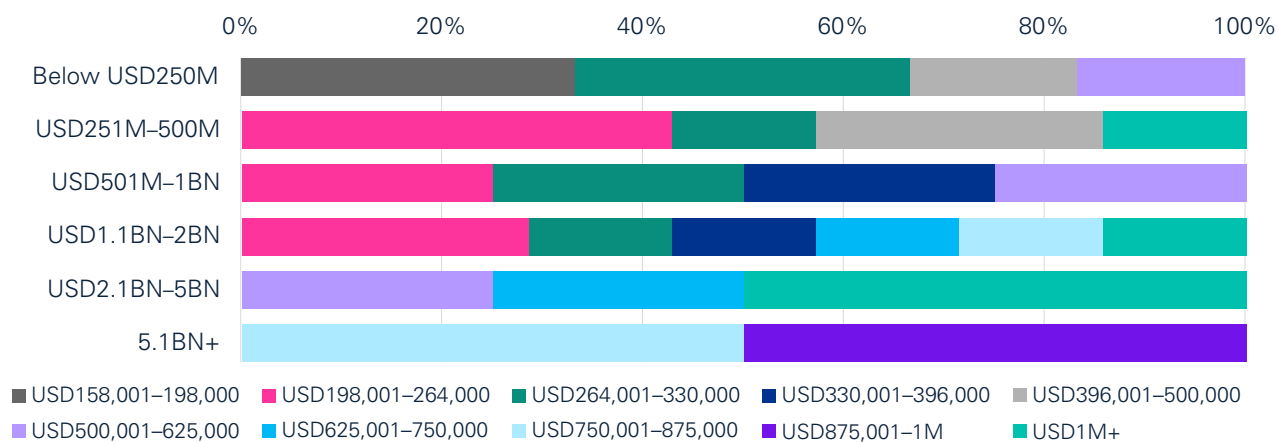
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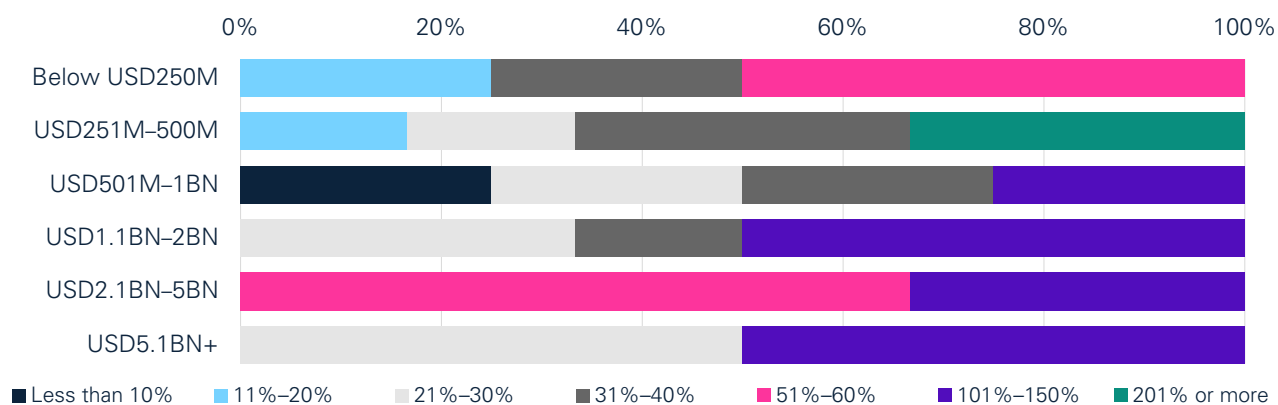
14

## CEO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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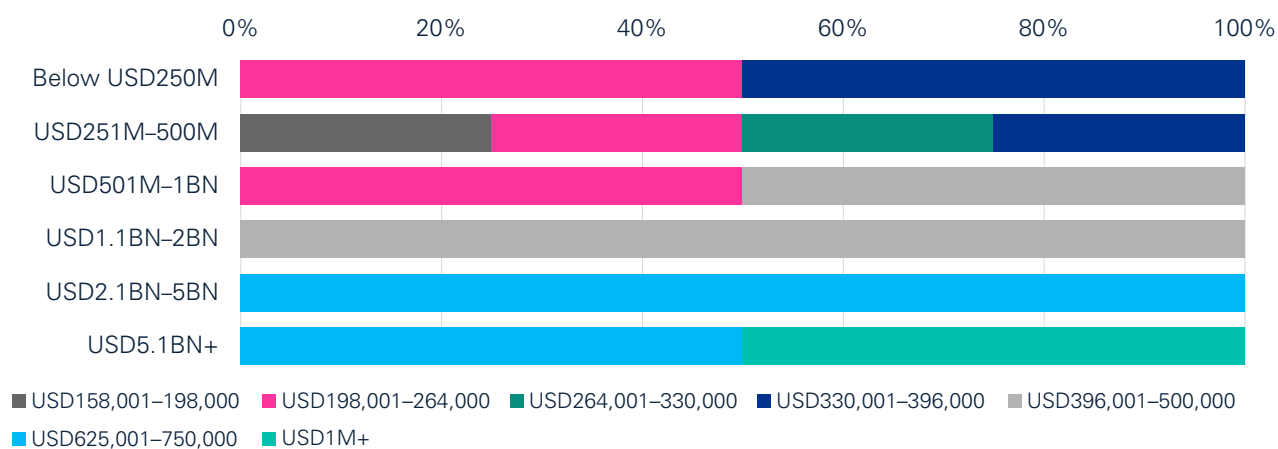
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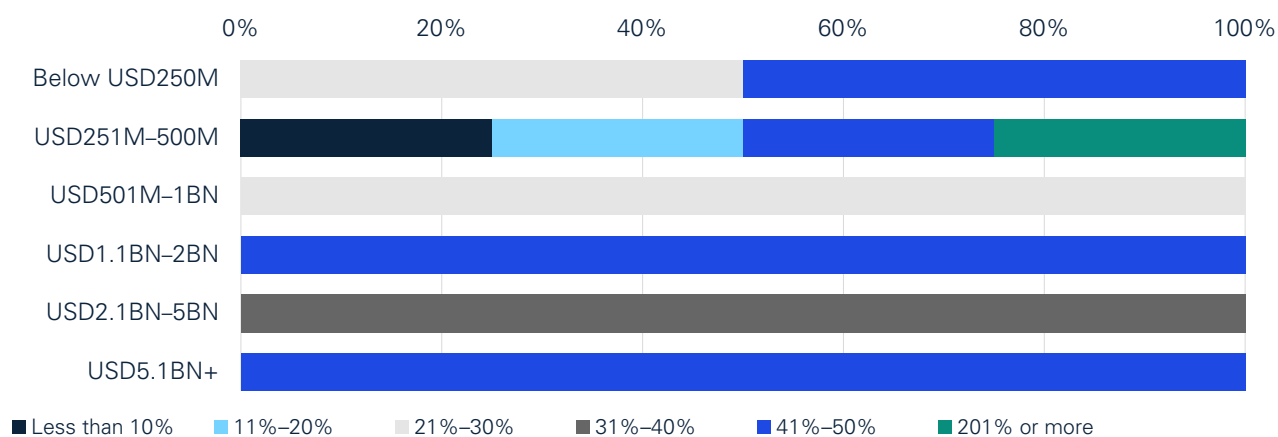
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## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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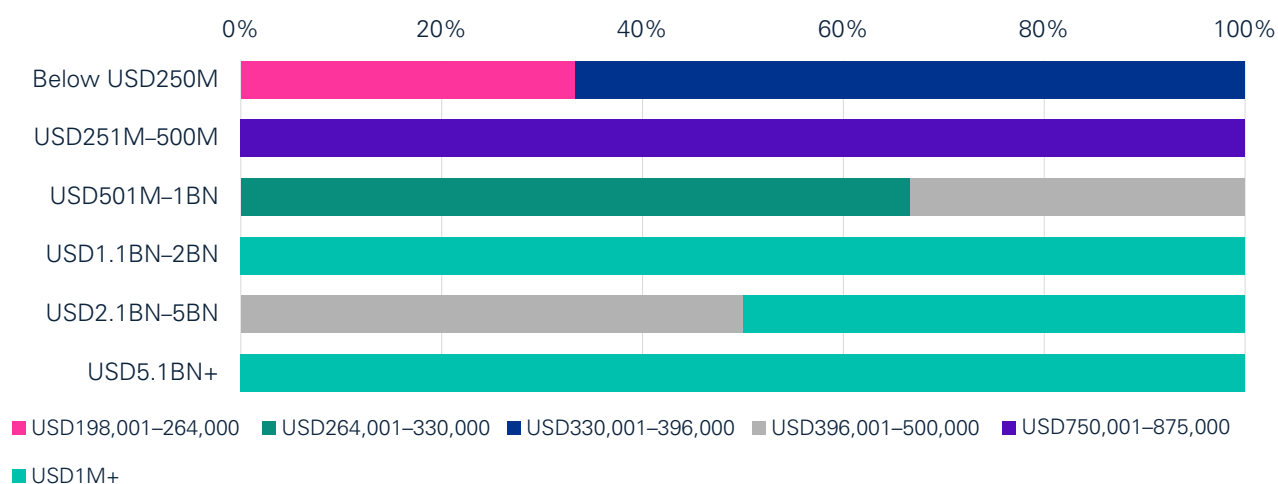
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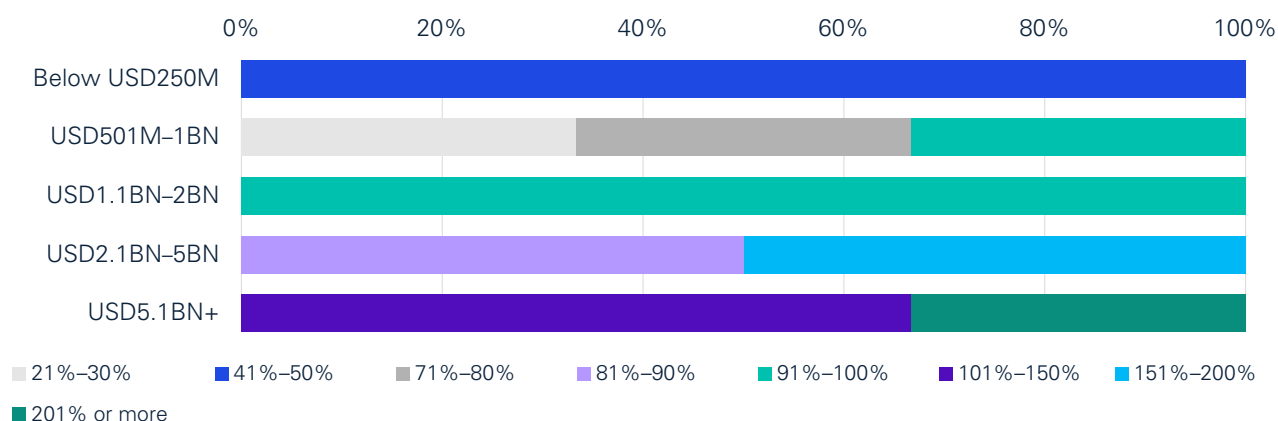
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## CIO AUM compensation against AUM

### Basic Salary



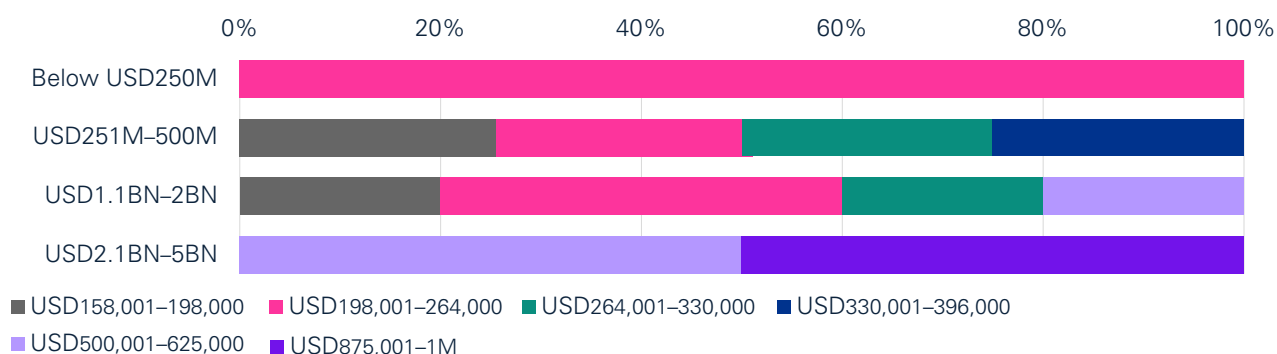
### % of salary awarded as bonus



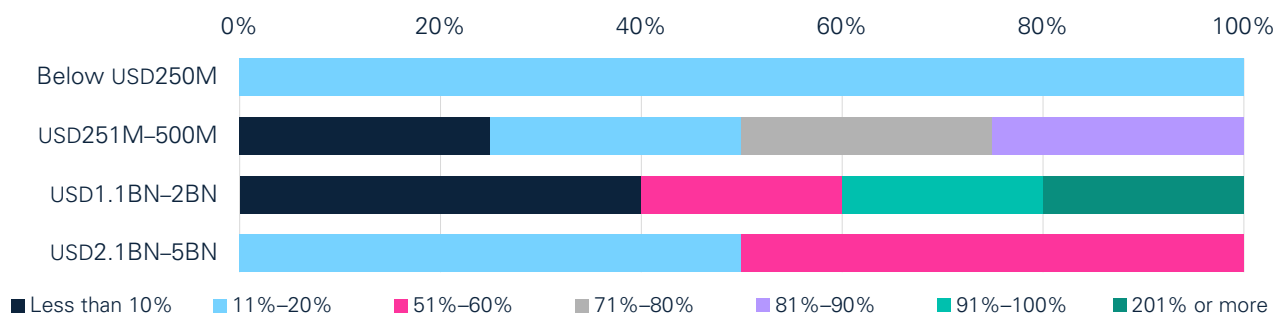


## COO compensation against AUM

### Basic Salary

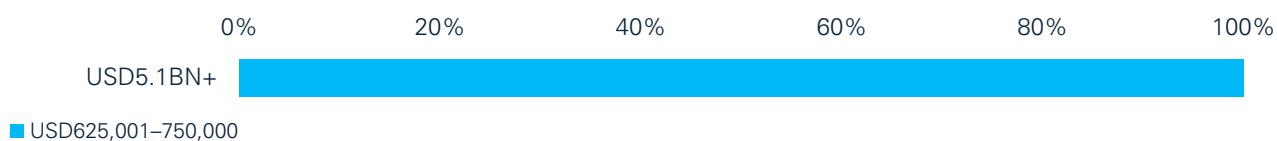


### % of salary awarded as bonus

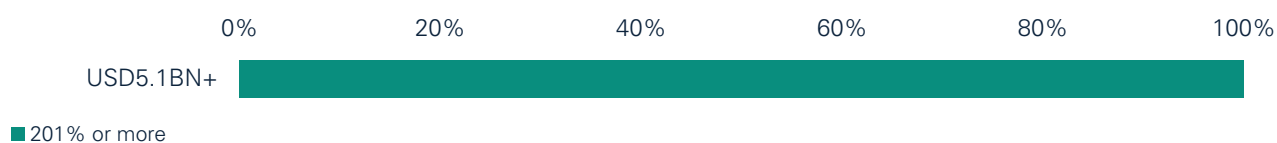


## Chair compensation against AUM

### Basic Salary



### % of salary awarded as bonus







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## Benefits

Are offered private health care



Are offered life insurance



Are offered a travel allowance



Are offered a company car



Are offered a gym membership



Are offered a pension



Are offered paid-for accommodation



Are offered flights home



## Other policies in place

Have a maternity policy in place



Have a paternity policy in place



Have an adoption policy in place



Offer sabbatical leave



Offer educational leave



Offer stress leave

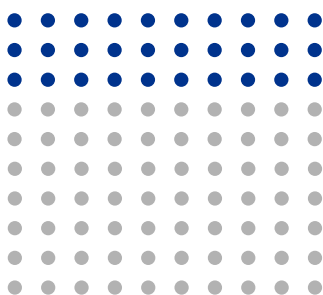


Offer a vacation buy-out scheme



Family Office professionals in USA most commonly receive 20 days of annual leave

30%



63%

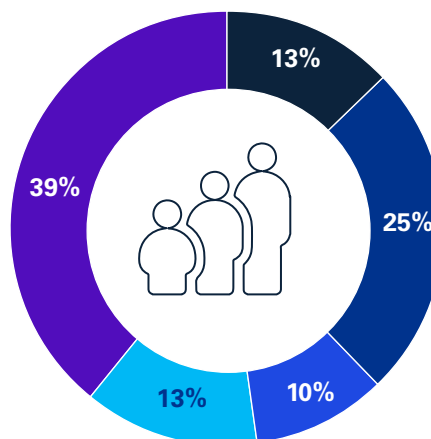
of Family Office professionals received an uplift in their salary in 2022

The most common uplift received by

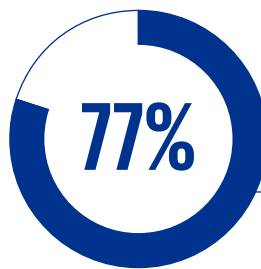
42%

of these professionals was 6%–10% of their annual salary

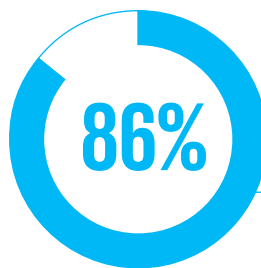
## Drivers behind this uplift



- Cost of living
- Inflation
- In line with overall business performance
- Market data
- Personal performance



of Family Office professionals in the USA are allowed to work remotely



of Family Office professionals in the USA believe they perform a hybrid role

“

With what may seem as a competitive disadvantage for the Family Offices, these longer time horizons for compensation tools may actually be a plus, especially in our current uncertain economics. Take for example the receipt of a “three year” carry on a Private Equity investment made in the fall of 2021. Quite possibly, depending on the industry the investment is in, this carry may have zero current value and minimal upside as the investment will be disposed of before the business can recover above the terms of the “three year” carry. In the Family Office time horizon if this carry is tied to a “seven year” time horizon it will have time to recover and increase in value.

While Family Offices may seem to have a competitive disadvantage when attracting talent due to longer investment horizons, the past few years have shown longer investment horizons, and compensation tools tied to sustained returns, versus short-term returns, can be more beneficial to employees in terms of certainty around their compensation and the long-term value of their compensation ”

**Brad Sprong**

Partner & Tax Industry Leader  
KPMG Private Enterprise  
KPMG in the United States

**Insights from Agreus**

The US has the biggest concentration of Family Offices and is probably the most mature market in the world. With pools of Family Offices spread across different parts of the country, it is truly leading the way for Family Offices in all aspects. Although not reflected in the survey responses in this report, our experience has shown that the institutional caliber of US Family Offices also tend to have much bigger teams managing a lot more in-house than most other Family Offices across the world. In the institutional type US Family Office, investments are also more structured and professionally run similar to the fund industry or endowments. While we have observed a slight growth in Family Office investment allocations to Private Equity over the past year, we continue to see Family Offices compete with these same Private Equity firms for various opportunities. As such, this has created challenges for the Family Offices in attracting and retaining talent as the time horizons for return on these investments for Private Equity are generally shorter than the time horizon for Family Offices. This can create an issue for Family Offices in being able to offer compensation (mainly bonuses and LTIPs) in line with the Private Equity industry. In addition to competitive cash compensation, candidates are expecting to receive carried interest units as additional compensation, which in the Private Equity space typically mature in less than seven years. However, with a longer investment duration in many Family Offices, these compensation tools may have longer time horizons than candidates prefer.



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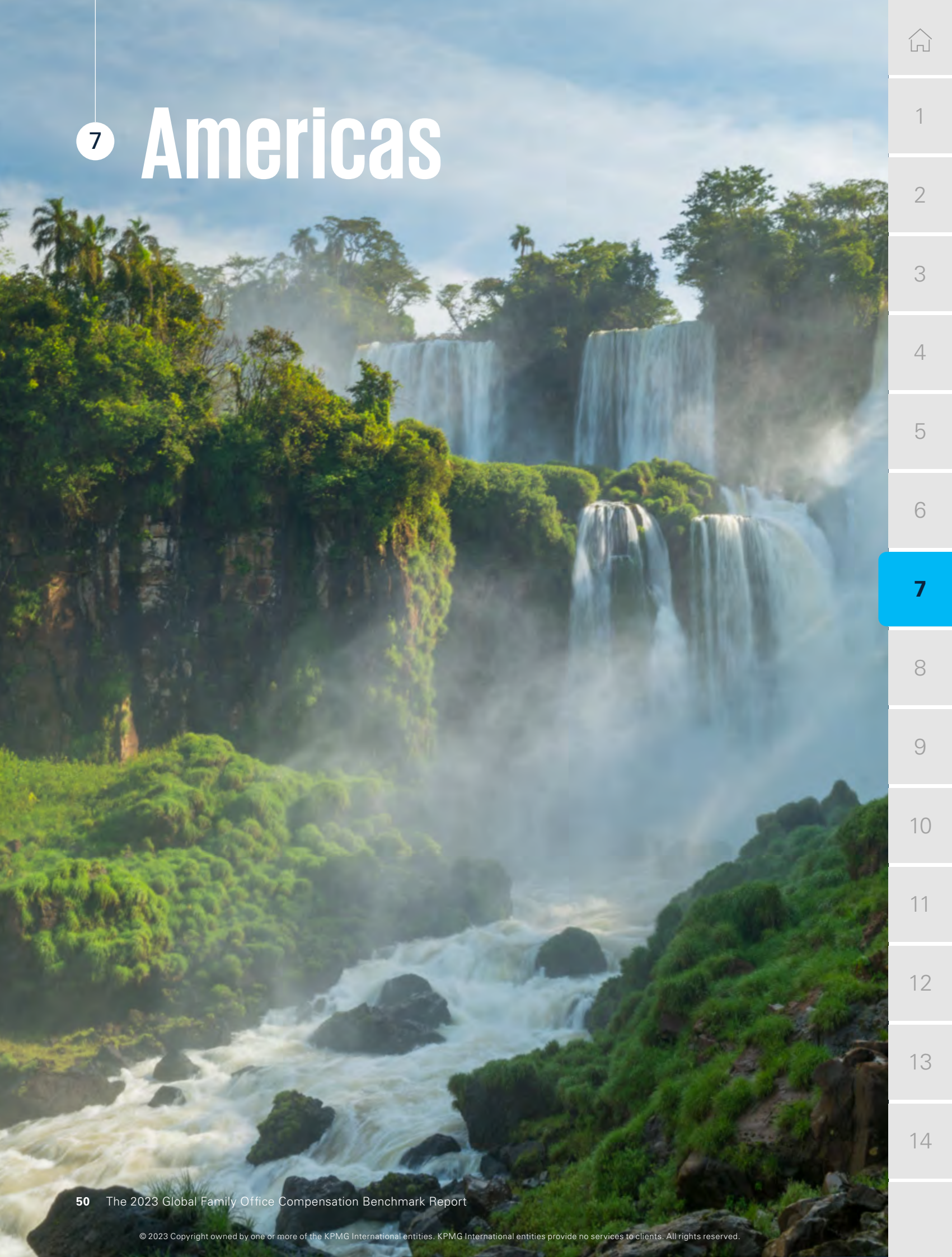
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# 7 Americas





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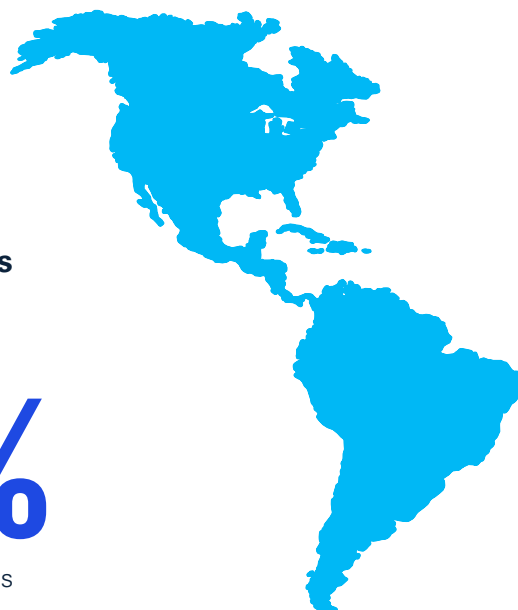
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# Americas



## Key findings of Family Office CEO in Americas

# 22%

of CEOs are Family Members in Americas



# 80%

of CEOs in Americas are male

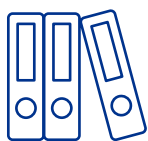
# CEOs

in Americas are most commonly aged between **55** and **59** years old

CEOs in this region most commonly come from an Investment Management background

# 46%

# 100%



of CEOs in Americas Family Offices are university educated

# 39%

of CEOs in the region have a master's degree

Family Office CEOs most commonly take home a salary of

# USD198,001–264,000

with an additional bonus of **21%–30%**

USD — US dollar





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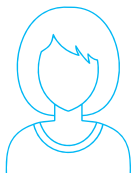
## Gender

# 76%

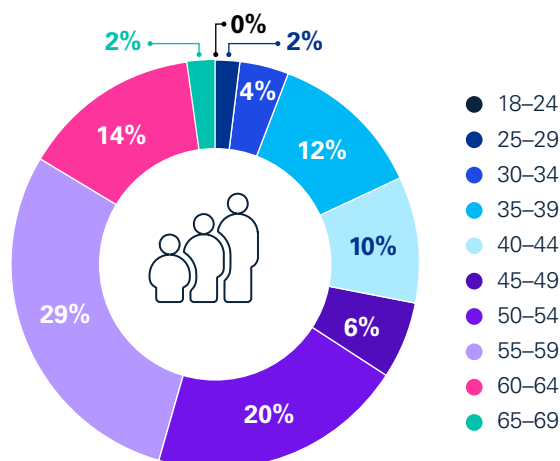
of all Family Office professionals in Americas are male

# 24%

Female



## Age



## Purpose of the Family Office

Administration of family wealth



Create risk-adjusted growth



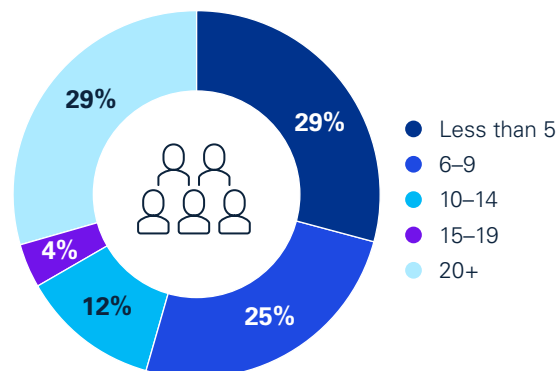
Wealth preservation



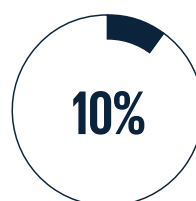
Philanthropic initiative



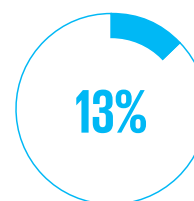
## Number of employees



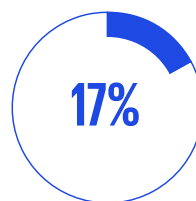
## Years in operation



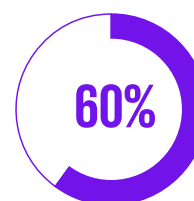
0-2 years



6-10 years

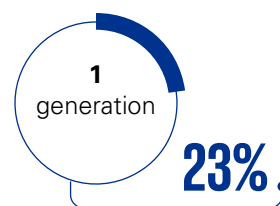


2-5 years



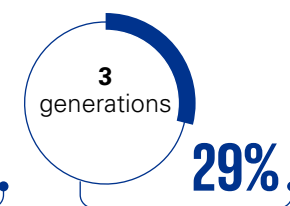
10+ years

## Generations of wealth being managed



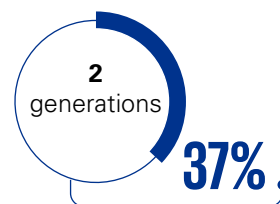
1 generation

23%



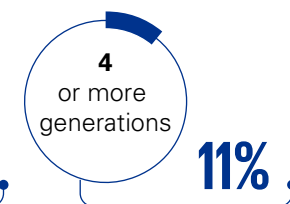
3 generations

29%



2 generations

37%



4 or more generations

11%





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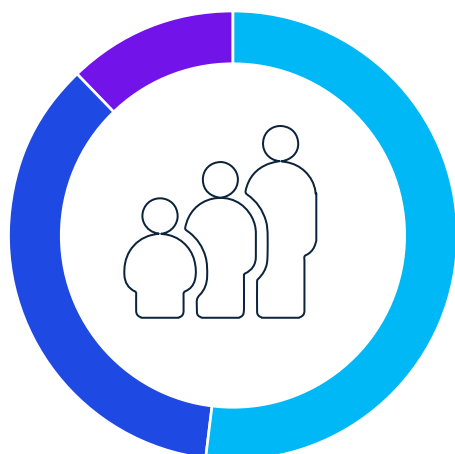
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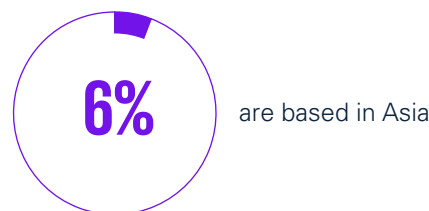
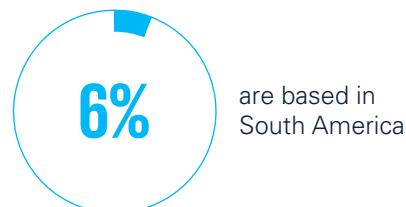
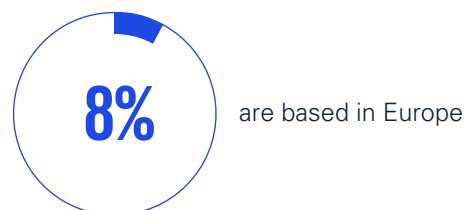
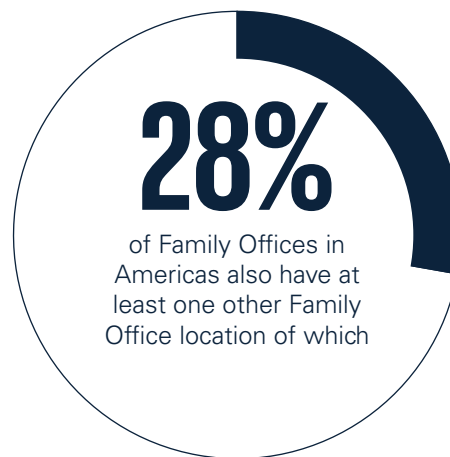
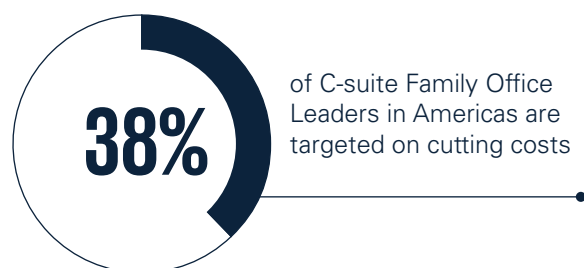
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- **52%** of all Family Offices in Americas are based in the USA
- **36%** are based in Mexico
- **12%** in Canada

**51%** of Family Offices in Americas have a succession plan in place





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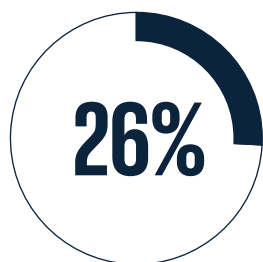
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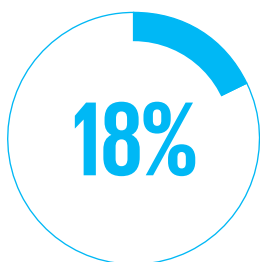
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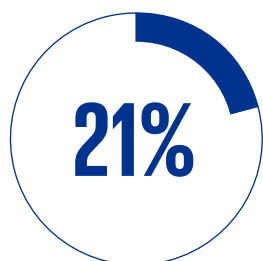
## AUM



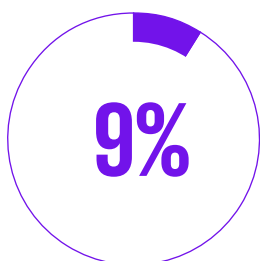
Below USD250M



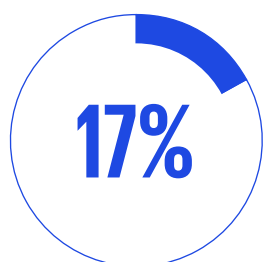
USD1.1BN-2BN



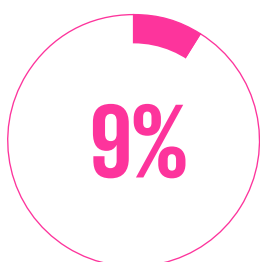
USD251M-500M



USD2.1BN-5BN



USD500M-1BN



USD5BN+

## Role of the Ultimate Beneficial Owner

Oversees from the Board



CEO



Chairperson



No active involvement



Plays another undisclosed but formalized title



Oversees from the Investment Committee



It most commonly costs  
**0.1%–0.5%** of total AUM  
to run a Family Office in  
**Americas**

41%





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## Salary

Role	Less than USD 60K	USD 60K–72K	USD 72K–85K	USD 85K–99K	USD 99K–132K	USD 132K–158K	USD 158K–198K	USD 198K–264K	USD 264K–330K	USD 330K–396K	USD 396K–500K	USD 500K–625K	USD 625K–750K	USD 750K–875K	USD 875K–1M	USD 1M+
Chairperson	0%	0%	14%	14%	14%	0%	0%	14%	29%	0%	0%	0%	14%	0%	0%	0%
Chief executive officer	0%	4%	2%	0%	6%	2%	10%	16%	10%	4%	10%	8%	8%	4%	4%	10%
Chief investment officer	0%	0%	0%	0%	0%	0%	11%	11%	21%	16%	11%	0%	0%	5%	0%	26%
Chief financial officer	0%	0%	0%	4%	15%	4%	8%	23%	8%	8%	12%	0%	8%	0%	8%	4%
Chief operating officer	0%	0%	6%	0%	6%	0%	13%	25%	19%	13%	0%	13%	0%	0%	6%	0%
Financial controller/ Finance director	14%	14%	7%	7%	17%	3%	10%	14%	3%	0%	7%	0%	0%	3%	0%	0%
Legal counsel	0%	13%	0%	13%	0%	13%	13%	25%	25%	0%	0%	0%	0%	0%	0%	0%
Tax specialist	0%	0%	17%	0%	17%	0%	17%	17%	17%	0%	17%	0%	0%	0%	0%	0%
Fiduciary/ Trust specialist	20%	0%	0%	20%	0%	20%	0%	0%	0%	20%	0%	0%	0%	0%	0%	20%
Investment/ Portfolio manager	0%	0%	3%	3%	7%	7%	14%	38%	7%	7%	3%	3%	0%	0%	3%	3%
Operations manager	22%	26%	9%	8%	13%	4%	9%	9%	0%	0%	0%	0%	0%	0%	0%	0%
Investment analyst	25%	25%	13%	13%	13%	13%	13%	0%	0%	0%	0%	13%	0%	0%	0%	0%
Accountant	45%	9%	5%	14%	14%	14%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Personal assistant/ Executive assistant	18%	9%	27%	9%	18%	9%	9%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Compliance and legal support	50%	17%	0%	0%	17%	0%	0%	0%	0%	0%	17%	0%	0%	0%	0%	0%
Bookkeeper	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



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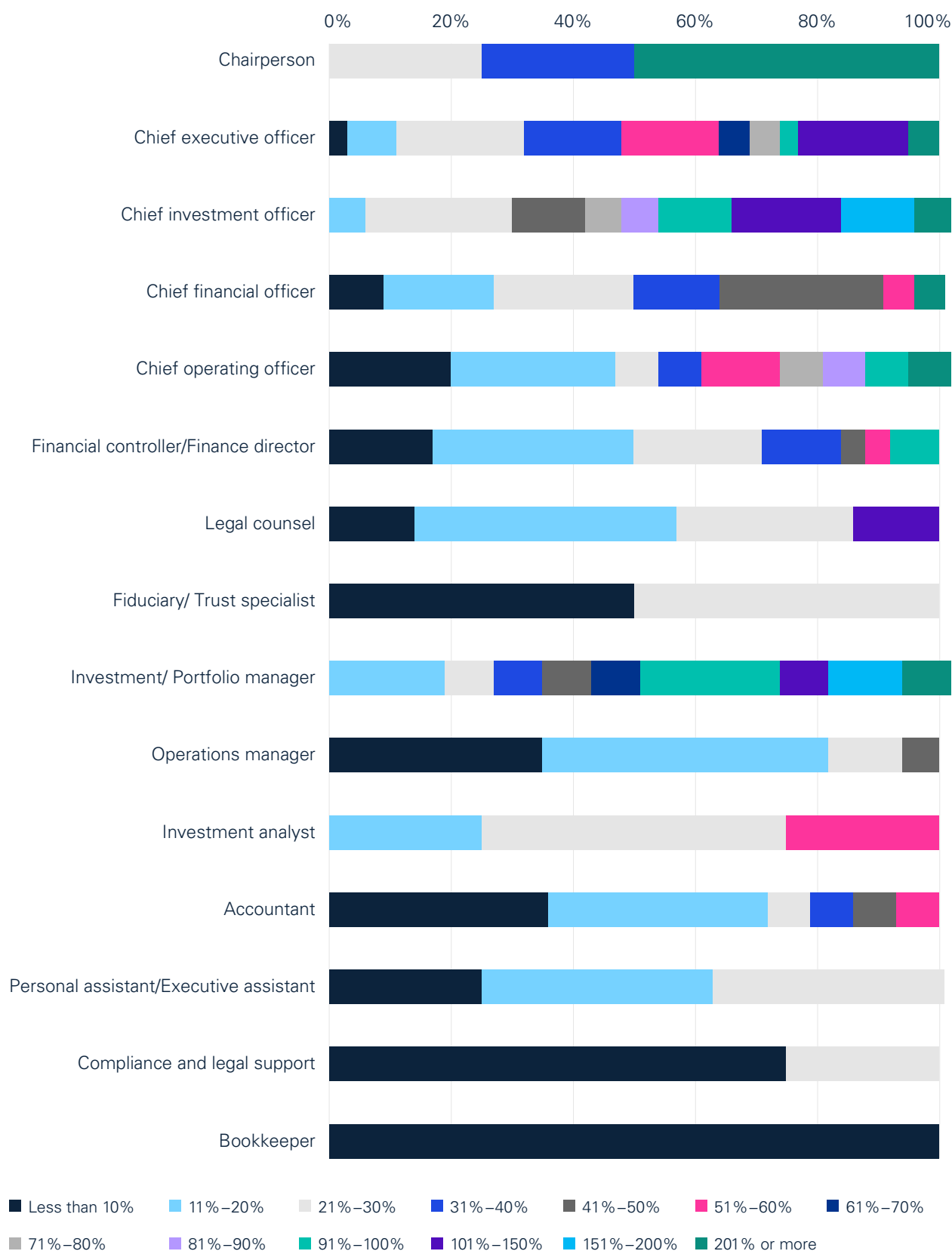
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## Bonus





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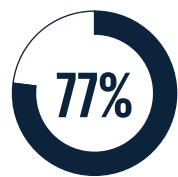
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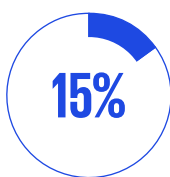
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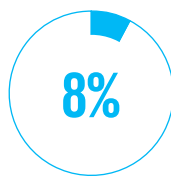
## Bonus information



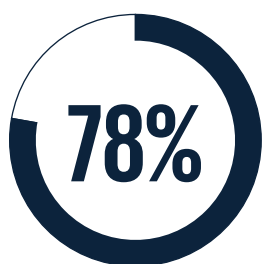
77%  
of Family Office  
professionals  
said their salary  
was reviewed  
annually



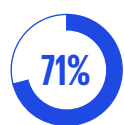
15%  
reviewed  
periodically



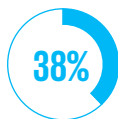
8%  
not reviewed  
regularly



78%  
of Family Office  
professionals  
in the region receive a  
performance bonus, of  
which



71%  
receive a  
discretionary bonus



38%  
receive a  
formulaic bonus

Biggest drivers of bonuses include  
personal performance



Relationship with Principal



Performance of operating business



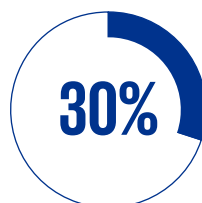
Overall fund performance



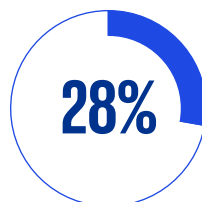
## LTIPs



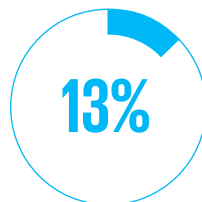
28%  
of Family Office  
professionals in  
Americas are offered  
a Long-Term  
Incentive Plan (LTIP)  
of which



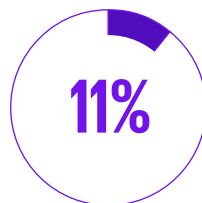
30%  
the majority are offered  
co-investing opportunities,  
while a further



28%  
are offered  
carried interest



13%  
are offered  
stock options



11%  
are offered  
non-recourse loans

Other LTIPs listed include a non-qualified benefit  
plan, a percentage of salary and phantom equity



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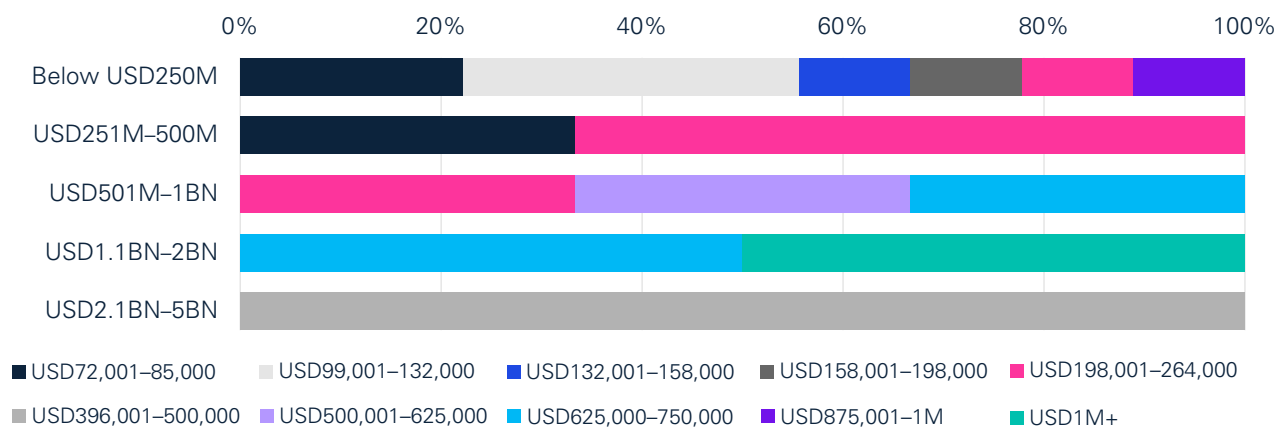
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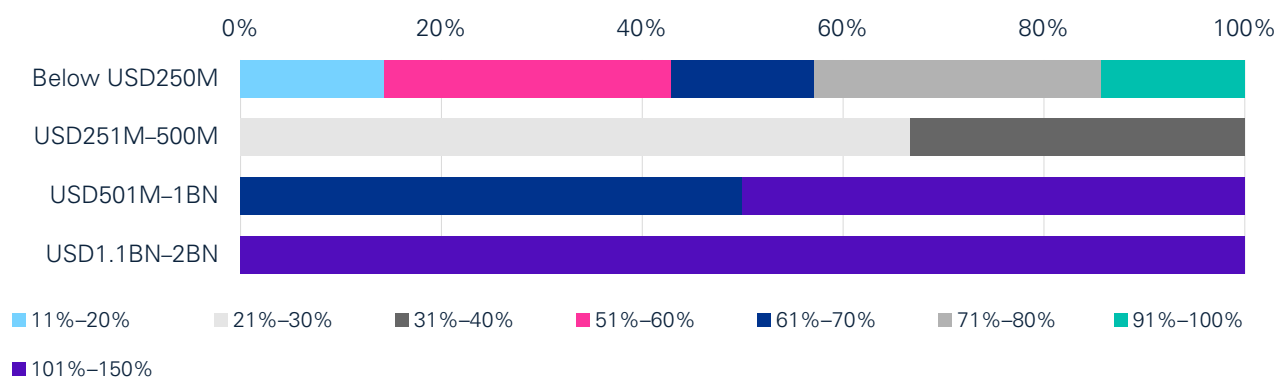
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## CEO compensation against AUM

### Basic Salary



### % of salary awarded as bonus







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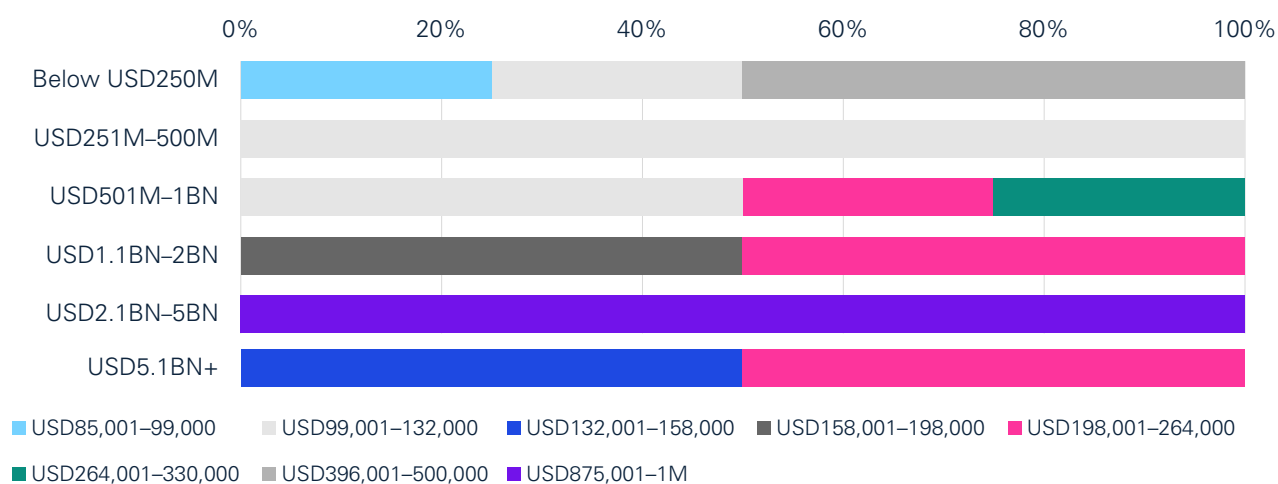
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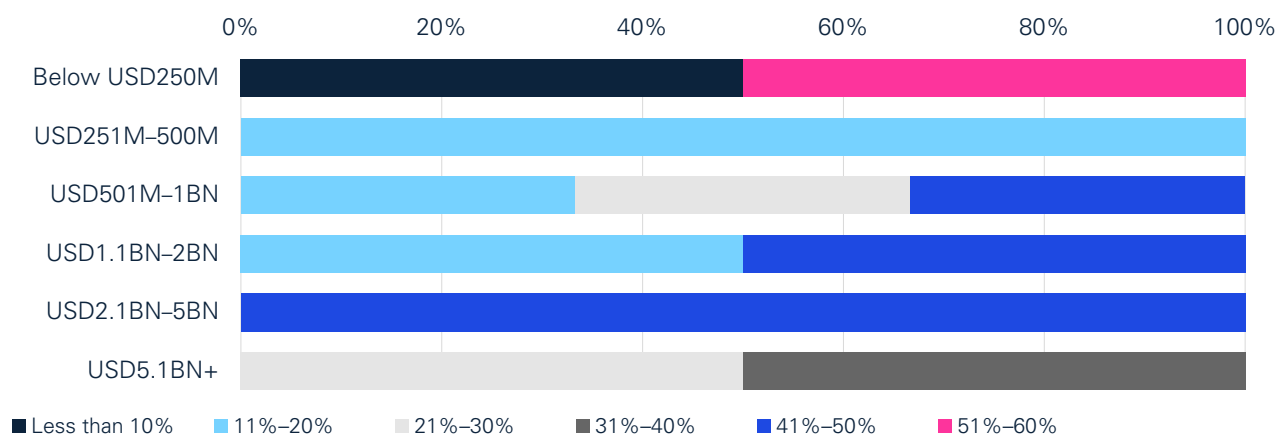
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## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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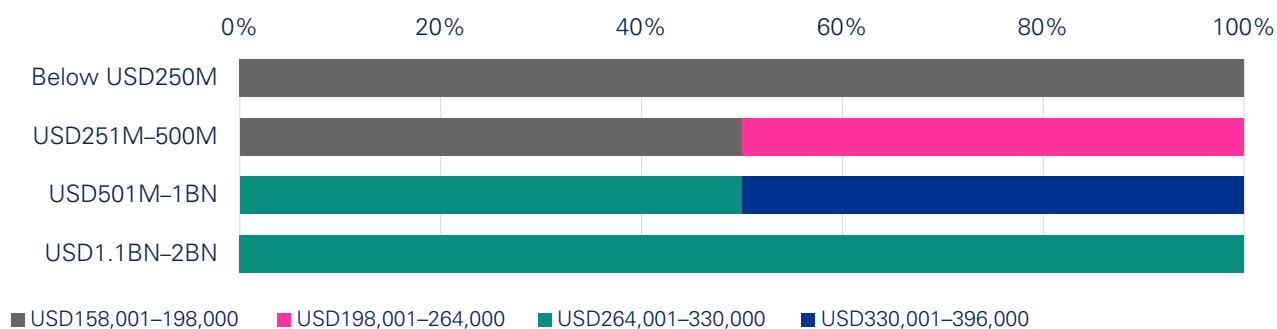
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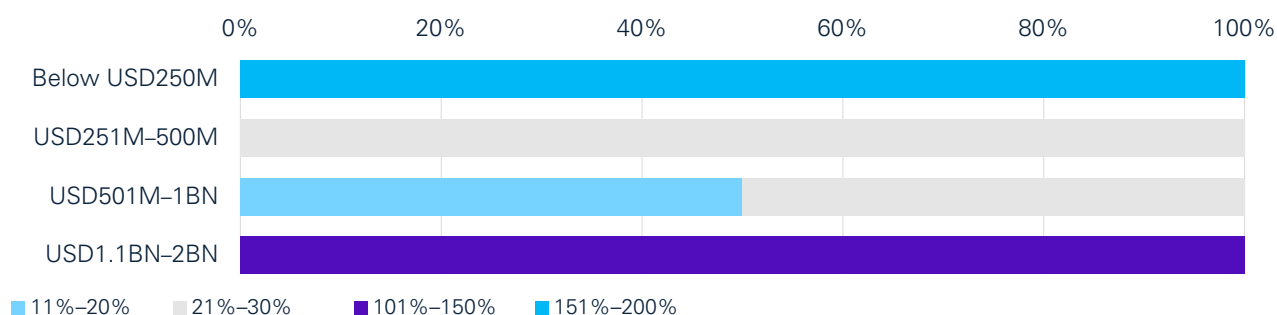
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## CIO compensation against AUM

### Basic Salary

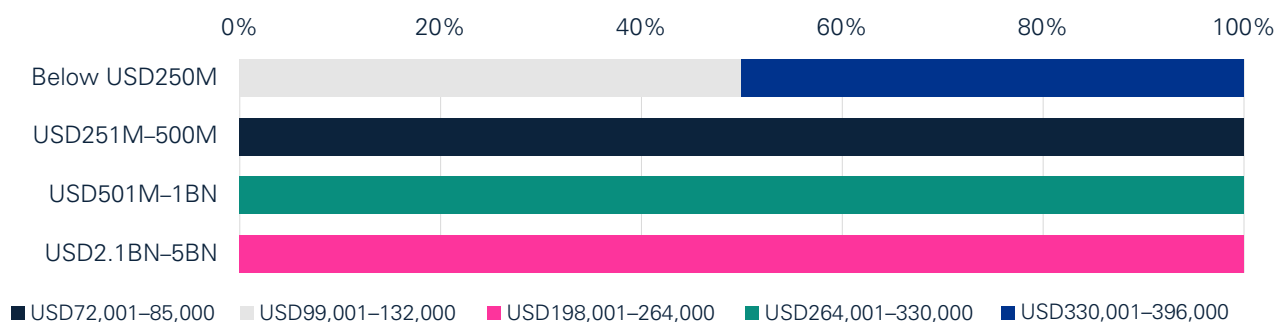


### % of salary awarded as bonus

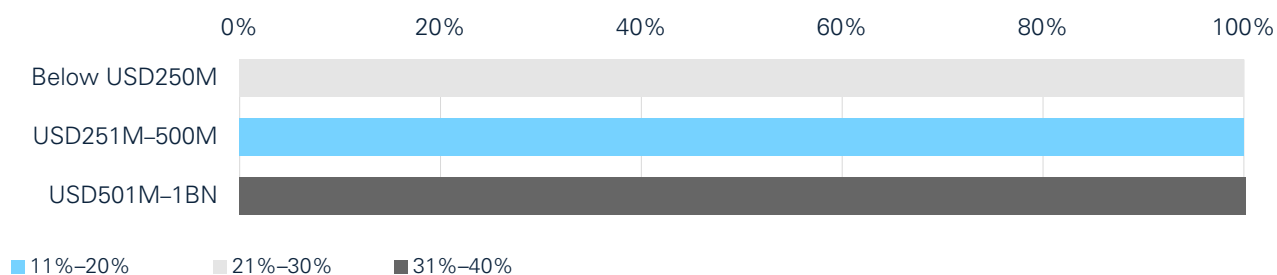


## COO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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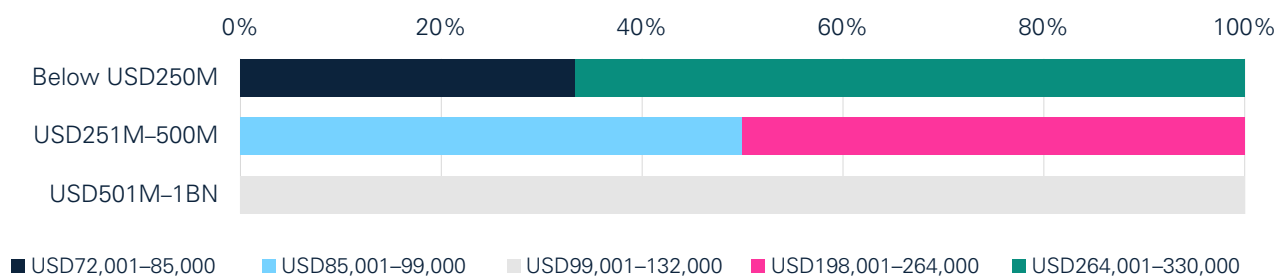
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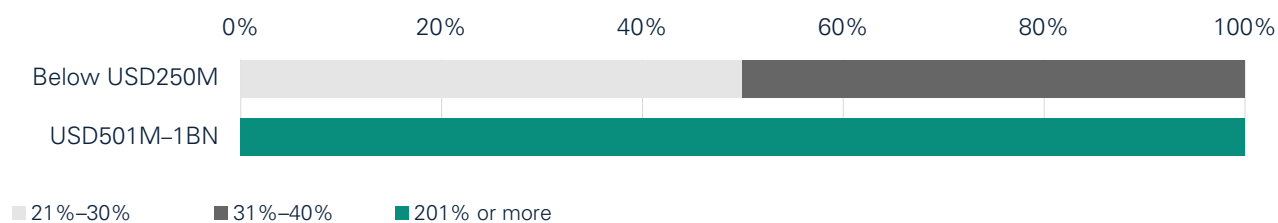
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## Chair compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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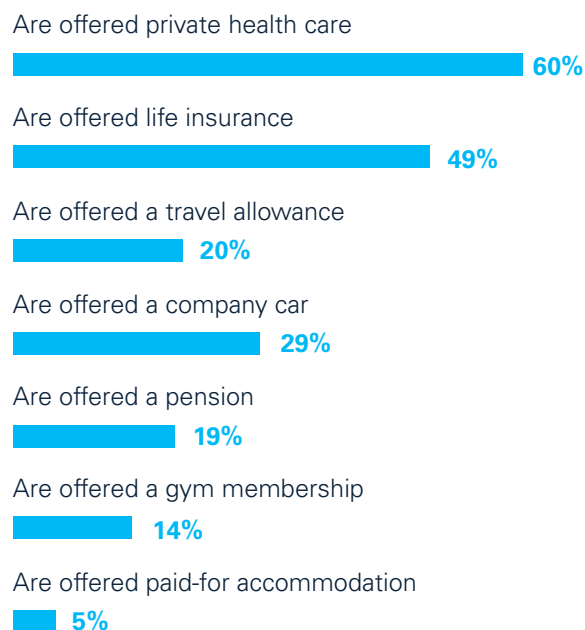
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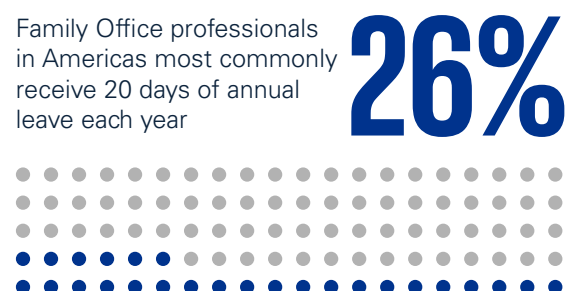
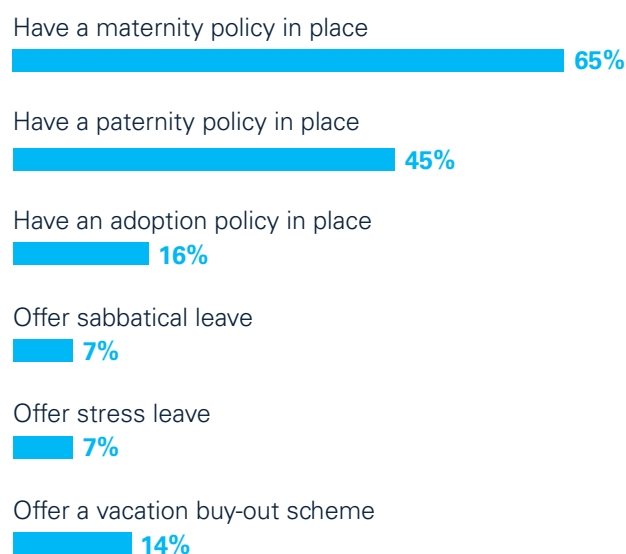
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## Benefits



## Other policies in place

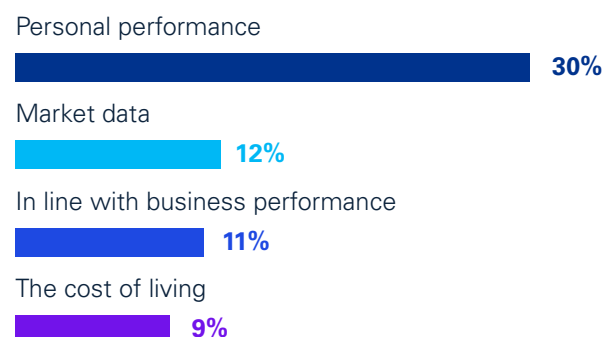


**58%** of Family Office professionals received an uplift in their salary in 2022, **1%** received a deduction in their salary

**41%** said their salary stayed the same

The most common uplift received by **46%** of these professionals was **6%–10%** of their annual salary

**38%** The biggest drivers behind this uplift included inflation



**74%** of Family Office professionals in Americas are allowed to work remotely

**17%** of which work from home full-time





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## Your Family Office is located in Mexico. What have been the biggest Family Office trends here over the last two years?

*"I have worked for a Family Office in Mexico for more than 11 years. I saw growth in the Family Office sector in the region, with more similar entities being set up. This wasn't common years ago.*

*There is heightened awareness regarding corporate governance in the sector.*

*In Mexico, there is a concern that the government will start collecting inheritance tax, which will affect the Family Office sector there."*

**Gerardo Urdiales**  
**CFO, Family Office, Grupo Industrial Trebol,**  
**Mexico**

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## How involved is the family in the compensation process at your Family Office?

*"I am the CFO of a founder-led and very dynamic Family Office, which was set up ultimately for wealth preservation and to oversee the transition of the family businesses from generation to generation. The family is highly entrepreneurial, and the CEO is one of three siblings. The parents are actively involved in the Family Office operations.*

*Non-family executives get to participate in the compensation benchmarking process and there are two bases of compensation from a financial perspective — the development of business as well as profit generated from investments."*

**CFO, Single Family Office, Canada**

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# 8 Asia





# Asia



## Key findings of Family Office CEO in Asia

31%



of CEOs are Family Members in Asia

100%

of CEOs in Asia that took our survey are male

## CEOs

in Asia are most commonly aged between **35** and **44**, the youngest globally

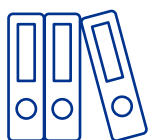
CEOs in Asia most commonly come from an investment management background

36%

or a banking background

27%

100%



of CEOs in Asia-based Family Offices are university educated

69%

of CEOs in Family Offices in Asia have a master's degree making them the most educated

Family Office CEOs most commonly take home a wide range of salaries in Asia

**SGD158,001–500,000**

They most commonly take home a bonus of **21%–30%** across the continent

SGD — Singapore dollar



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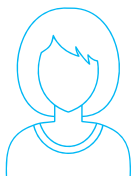
## Gender

# 89%

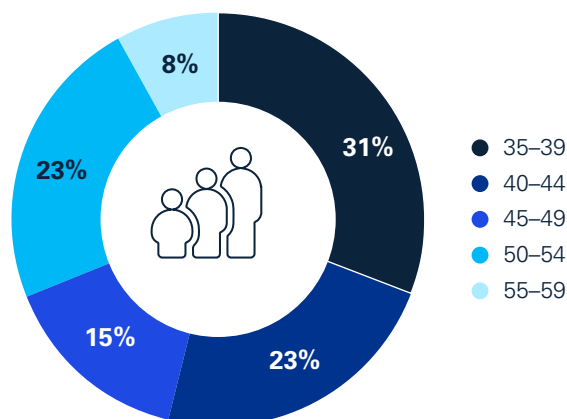
of all Family Office professionals in Asia are male

# 11%

Female



## Age



## Purpose of the Family Office

Risk-adjusted growth



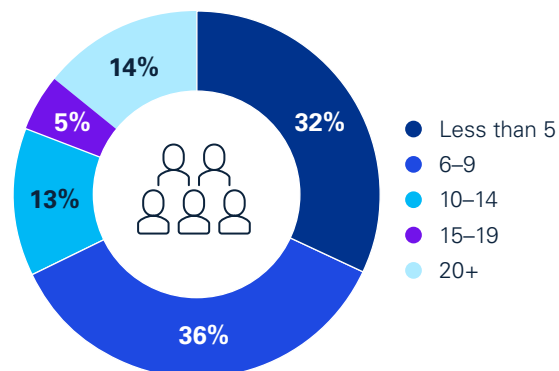
Wealth preservation



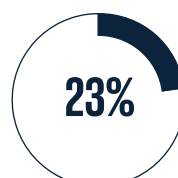
Philanthropic initiative



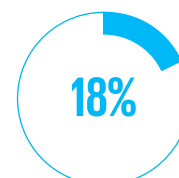
## Number of employees



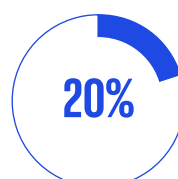
## Years in operation



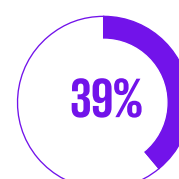
0-2 years



6-10 years

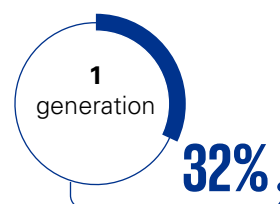


2-5 years

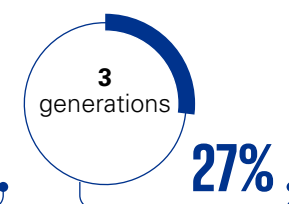


10+ years

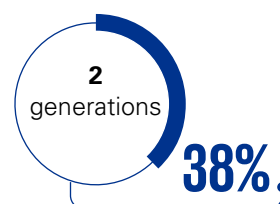
## Generations of wealth being managed



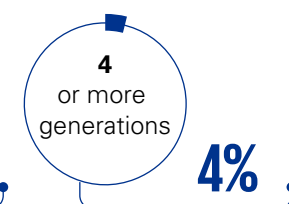
1 generation



3 generations



2 generations



4 or more generations



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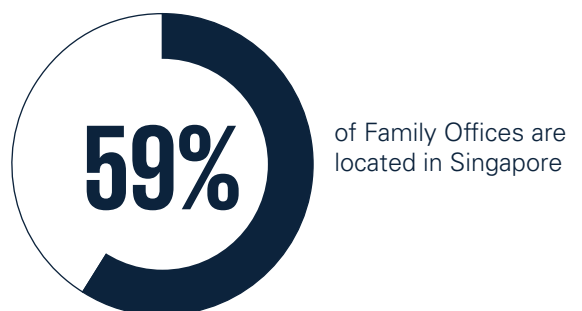
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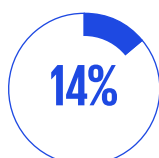
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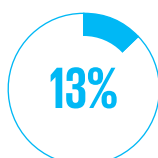
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a further

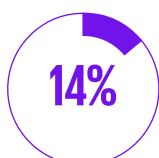


are based in Hong Kong (SAR) China

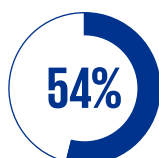
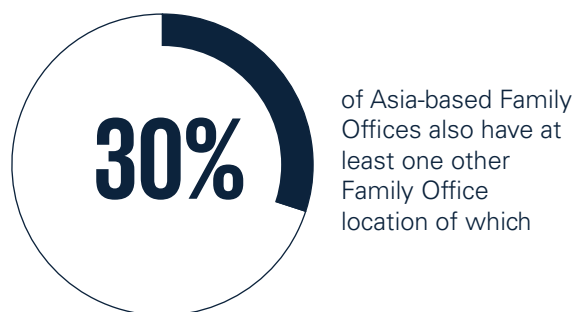


in India

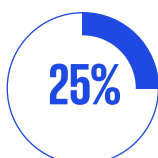
The remaining



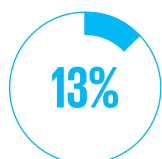
are located in Malaysia, Thailand and Pakistan



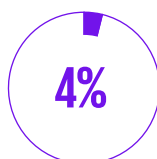
are located elsewhere in Asia



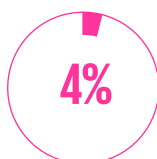
are located in Europe



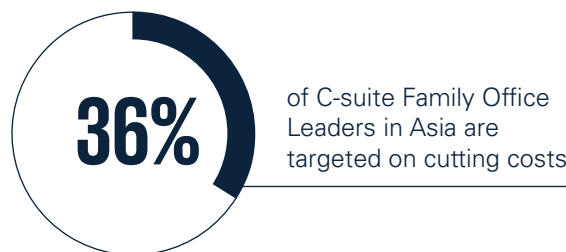
are USA-based



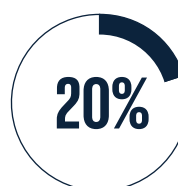
in Australia



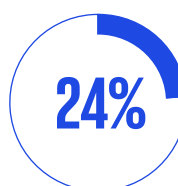
in the Middle East



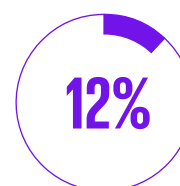
## AUM



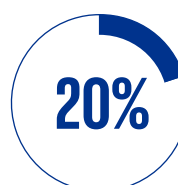
Below SGD250M



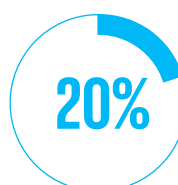
SGD500M-1BN



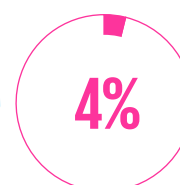
SGD2.1BN-5BN



SGD251M-500M



SGD1.1BN-2BN



SGD5BN+

## Role of the Ultimate Beneficial Owner

Oversees from the Board



CEO



Chairperson



No active involvement



Oversees from the Investment Committee



It most commonly costs **0.1%-0.5%** of total AUM to run a Family Office in the **Asia**

**44%**

the lowest cost globally





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## Salary

The majority of the survey respondents in Asia were based in Singapore, so we have used the SGD as the main currency for the region.

Role	Less than SGD 60k	SGD 60K–72K	SGD 72K–85K	SGD 85K–99K	SGD 99K–132K	SGD 132K–158K	SGD 158K–198K	SGD 198K–264K	SGD 264K–330K	SGD 330K–396K	SGD 396K–500K	SGD 500K–625K	SGD 625K–875K	SGD 875K–1m+
Chairperson	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%
Chief executive officer	0%	0%	0%	0%	8%	0%	17%	17%	17%	17%	17%	0%	8%	0%
Chief investment officer	0%	0%	0%	0%	0%	0%	17%	17%	33%	0%	0%	17%	0%	17%
Chief financial officer	0%	0%	0%	0%	0%	0%	0%	50%	50%	0%	0%	0%	0%	0%
Chief operating officer	0%	0%	0%	0%	0%	0%	40%	40%	0%	20%	0%	0%	0%	0%
Financial controller/ Finance director	0%	0%	0%	0%	0%	33%	0%	67%	0%	0%	0%	0%	0%	0%
Legal counsel	0%	0%	0%	0%	0%	20%	20%	60%	0%	0%	0%	0%	0%	0%
Investment/ Portfolio manager	0%	0%	17%	0%	0%	17%	0%	17%	33%	17%	0%	0%	0%	0%
Operations manager	0%	20%	0%	20%	20%	20%	20%	0%	0%	0%	0%	0%	0%	0%
Investment analyst	0%	0%	25%	25%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Accountant	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
Personal assistant/ Executive assistant	25%	25%	25%	25%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fiduciary/ Trust specialist	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%



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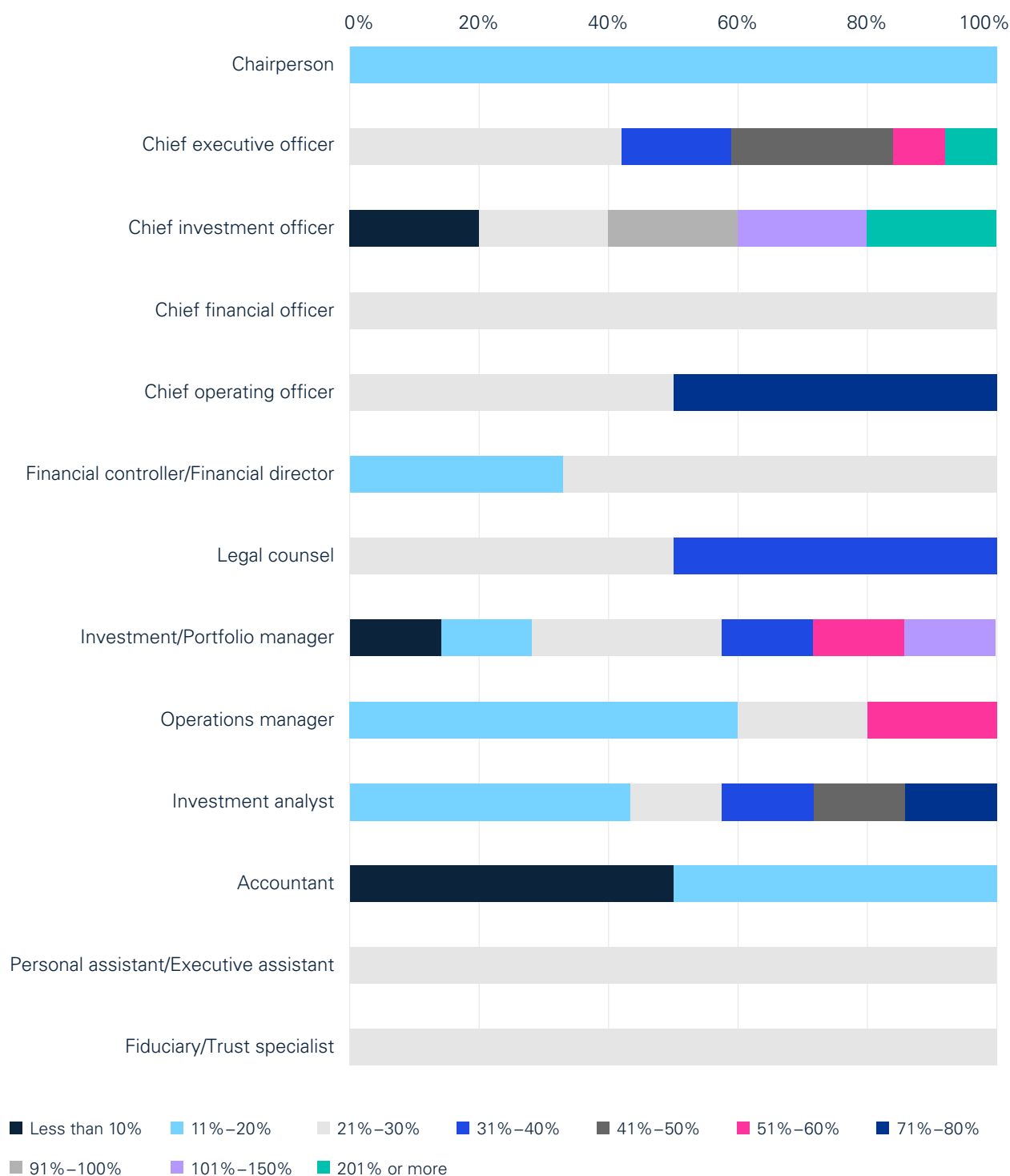
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## Bonus





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## Bonus information

**68%** of Family Office professionals say their salary is reviewed annually

**25%** reviewed periodically

**11%** is never reviewed

**82%** receive a bonus



Of those professionals who do receive a bonus,

**80%** of Family Office professionals in Asia receive a discretionary bonus



Biggest drivers of bonuses include  
Personal performance



Relationship with Principal

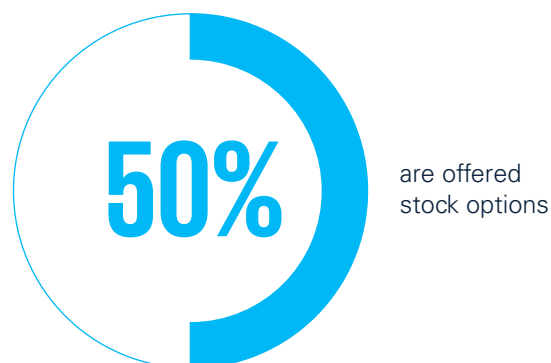
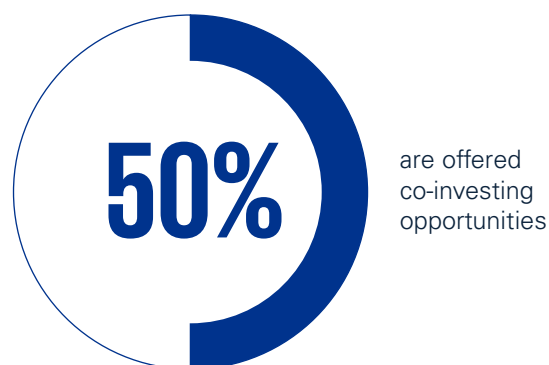


Overall fund performance



## LTIPs

**11%** of Family Office professionals in Asia are offered a Long-Term Incentive Plan (LTIP) of which







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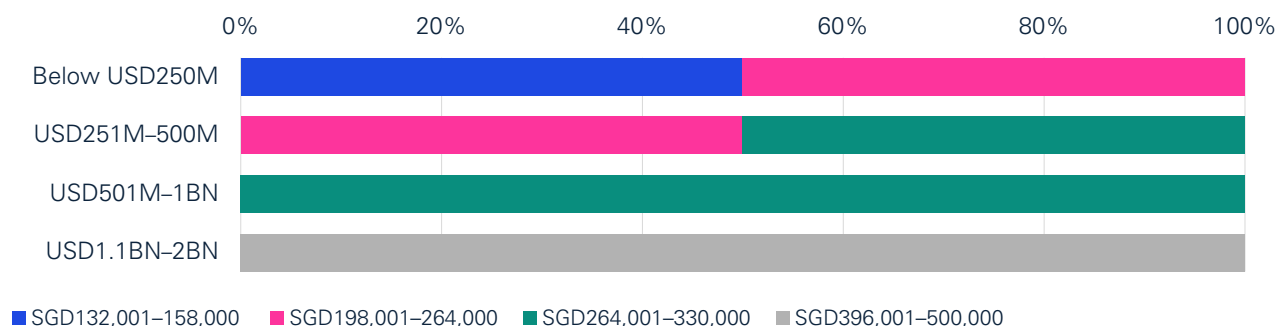
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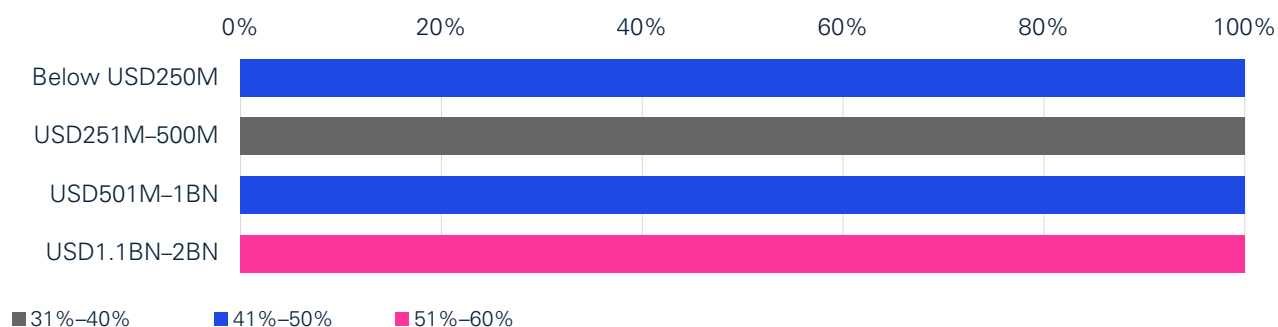
14

## CEO compensation against AUM

### Basic Salary

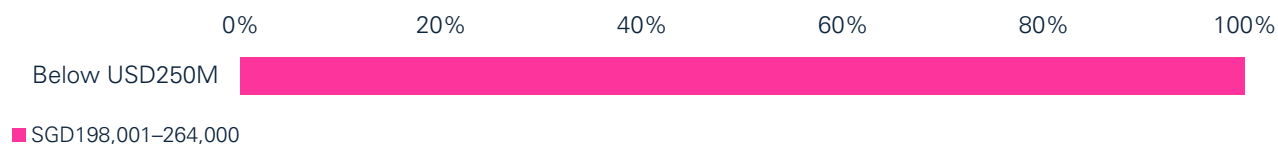


### % of salary awarded as bonus

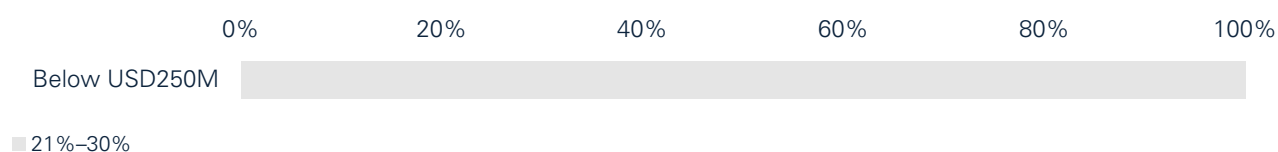


## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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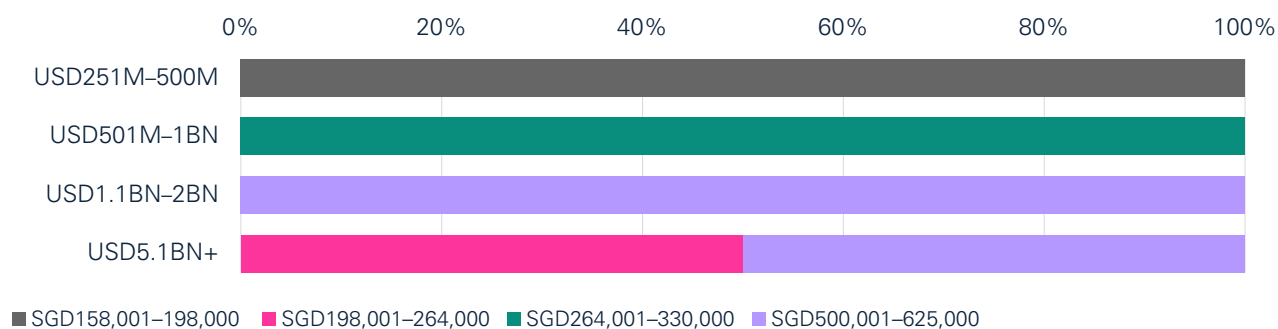
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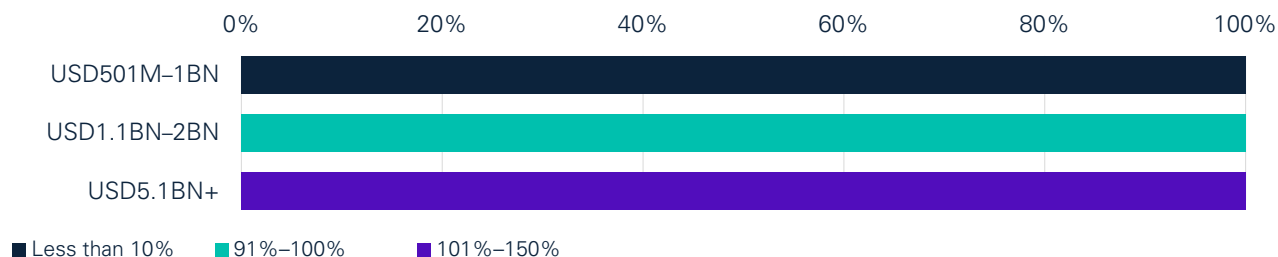
14

## CIO compensation against AUM

### Basic Salary

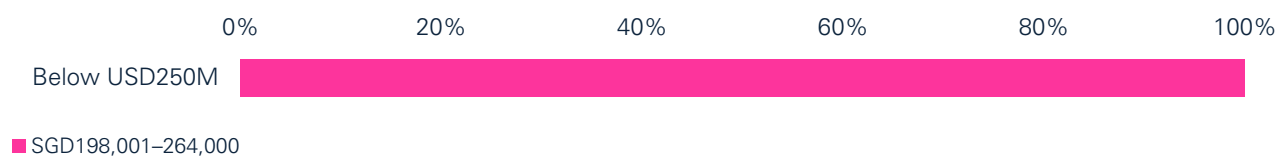


### % of salary awarded as bonus

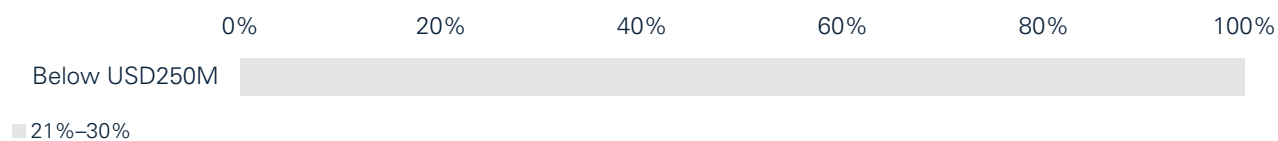


## COO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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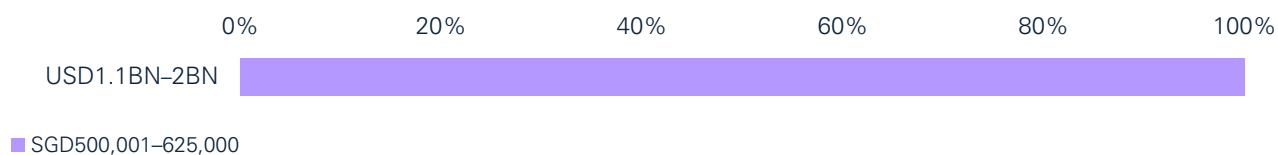
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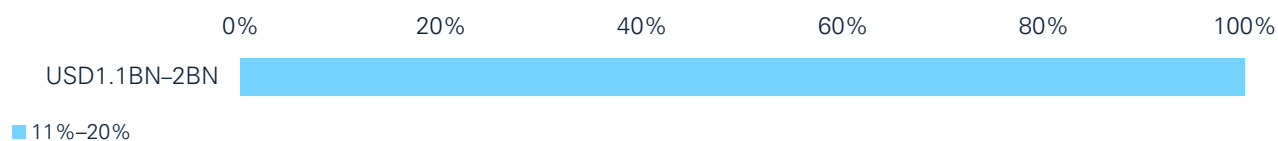
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## Chair compensation against AUM

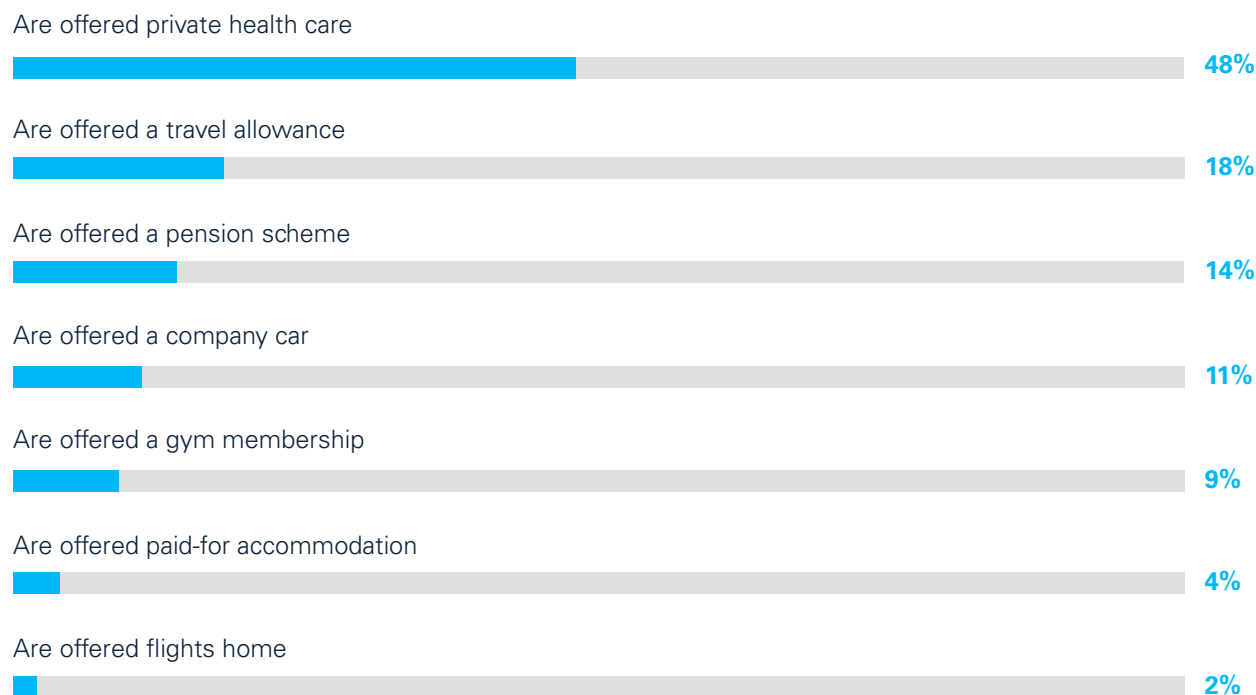
### Basic Salary



### % of salary awarded as bonus



### Benefits





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## Other policies in place

Have a maternity policy in place



Have a paternity policy in place



Have an adoption policy in place



Offer educational leave



Offer stress leave



Offer a vacation buy-out scheme



Family Office professionals in Asia most commonly receive

# 30 days

of annual leave

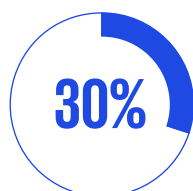
# 52%

of Family Office professionals in Asia received an uplift in their salary in 2022

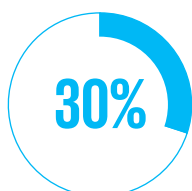
The most common uplift received by

# 60%

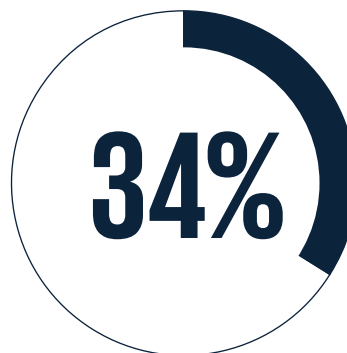
of these professionals was:



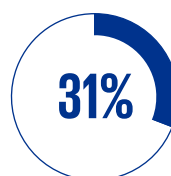
6%–10% of their basic salary



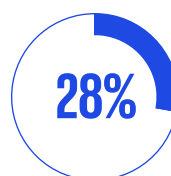
or more than 15% of their basic salary



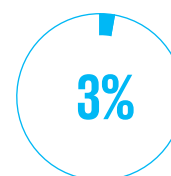
The biggest drivers behind this uplift included personal performance



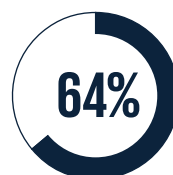
inflation



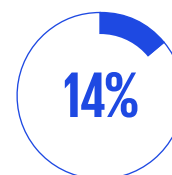
in line with overall business performance



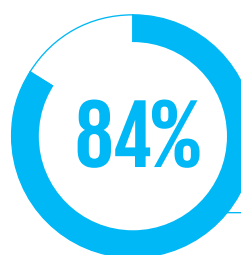
who said it was due to the cost of living and market data



of Family Office professionals in Asia are allowed to work remotely



less than any other continent of which work from home full-time



of Family Office professionals in Asia believe they perform a hybrid role



“

We are seeing more families recognize the benefits of setting up a Family Office to help them professionally manage their wealth. Benefiting from the government policies, well-established financial market and talent pool, Hong Kong (SAR) China and Singapore have become very popular jurisdictions as a Family Office base. Apart from wealth management and philanthropic activities, it is also common to see the older families that have transitioned their wealth for more than two generations engage Family Office professionals to execute wealth succession plan and next generation development. With the rapid growth of wealth in Asia and the various government initiatives in promoting Family Office in Hong Kong and Singapore, we expect the demand for Family Office executives to be on the rise. Families need to develop competitive talent attraction and retention plans to attract talent.”

**Karmen Yeung**

Tax Partner, KPMG Private Enterprise  
KPMG in China

### Insights from Agreus

We have seen a boom in Family Office moving and setting up in Asian Financial hubs particularly in Singapore over the past year. This has been from China and the rest of the world. The Family Office space is still in its infancy in Asia so there is a dearth of candidates with Family Office experience. This is similar to how the Family Office talent pool was like in the UK over 10 years ago. There is a large pool of qualified professionals in the major financial hubs in Asia; however, it is extremely important to find candidates that understand the workings of a Family Office. More importantly, it is critical to establish the right culture fit for your Family Office. The Family Offices in Asia are going through what you would typically see in markets that are still trying to emulate a more developed hub for Family Offices. They would benefit from leveraging the wider Family Office ecosystem and professionalizing their entities from the get-go. With recent reforms, tax breaks and benefits, it will be attracting credible Family Offices from all over the world.

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# 9 Australia





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# Australia



## Key findings of Family Office CEO in Australia

# 23%

of CEOs are Family Members in Australia



# 92%

of CEOs in Australia are male

# CEOs

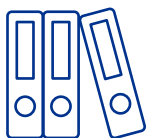
in Australia are most commonly aged between **45** and **49** years old

CEOs in Australia most commonly come from an Investment Management background

# 36%

# 100%

of CEOs in Australia-based Family Offices are university educated



A further

# 38%

of CEOs in Australia have a master's degree

Family Office CEOs in Australia most commonly take home a salary of

# AUD396,001–500,000

with an additional annual bonus of **21%** to **30%** of salary

AUD — Australian dollar



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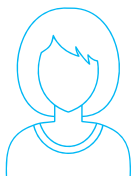
## Gender

# 88%

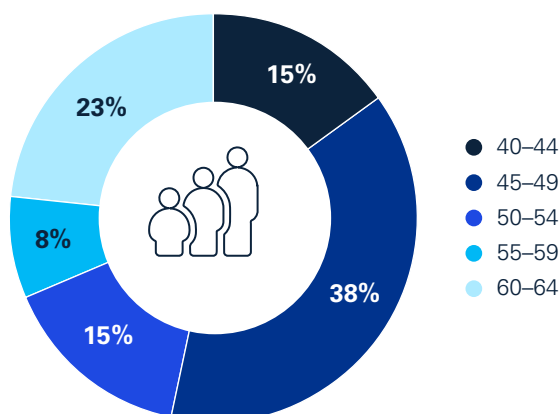
of all Family Office professionals in the Australia are male

# 12%

Female



## Age



## Purpose of the Family Office

Create risk-adjusted growth



Wealth preservation



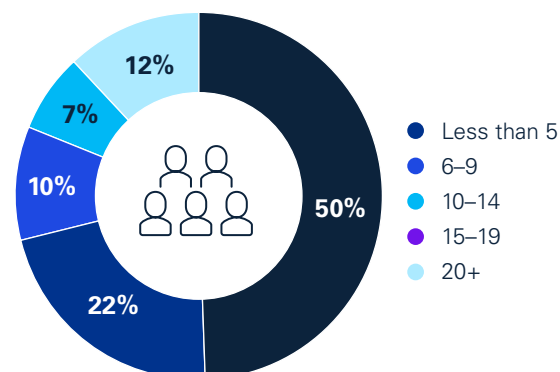
Administer the family's wealth



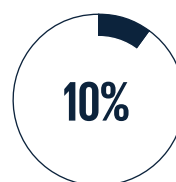
Philanthropic initiative



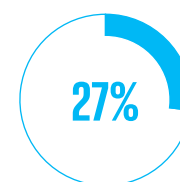
## Number of employees



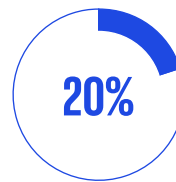
## Years in operation



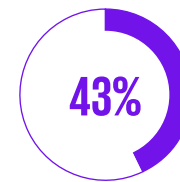
0-2 years



6-10 years

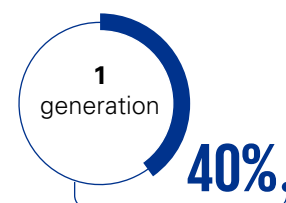


2-5 years

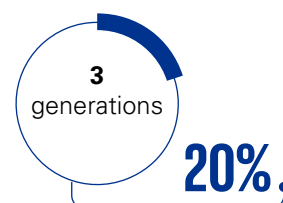


10+ years

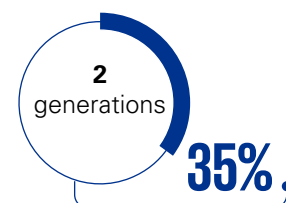
## Generations of wealth being managed



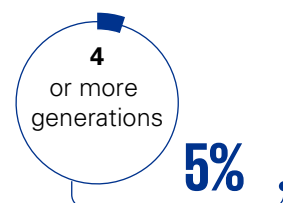
1 generation



3 generations



2 generations



4 or more generations



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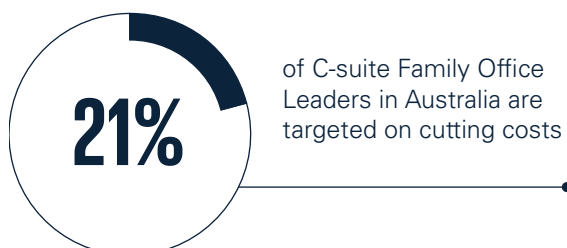
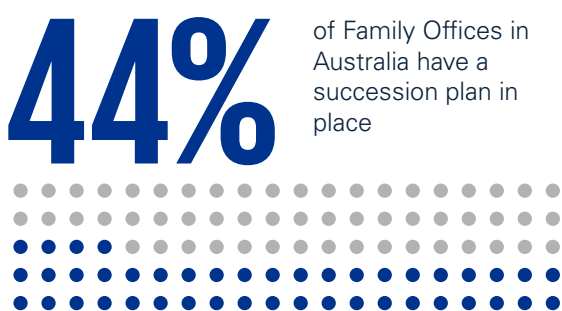
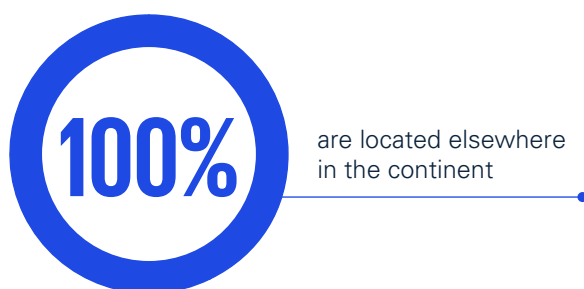
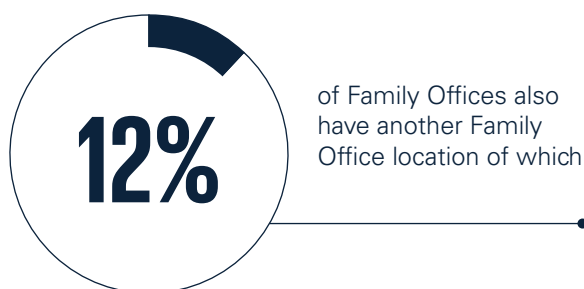
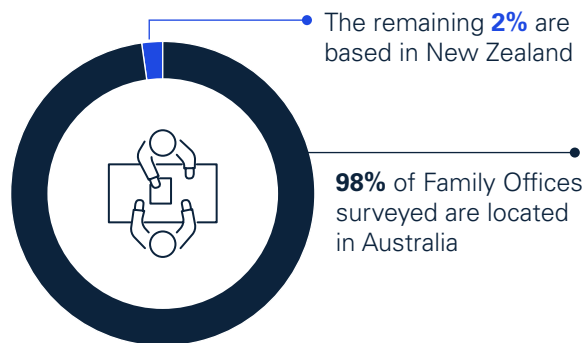
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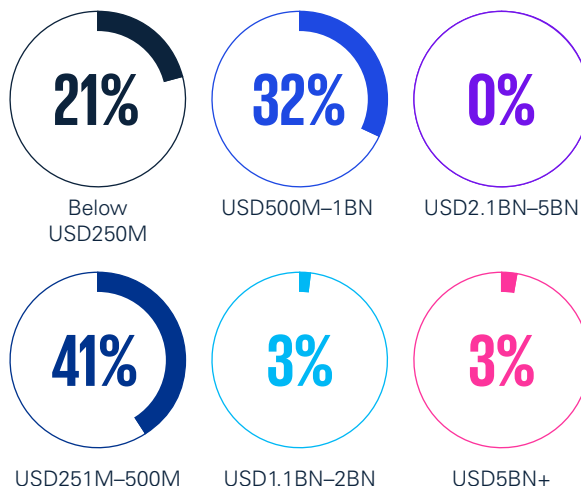
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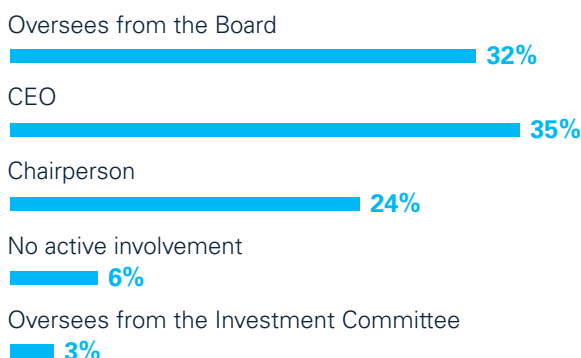
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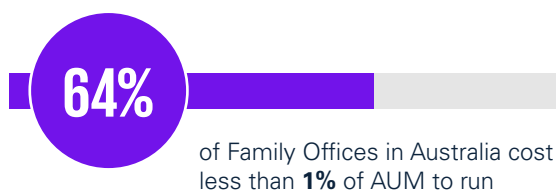
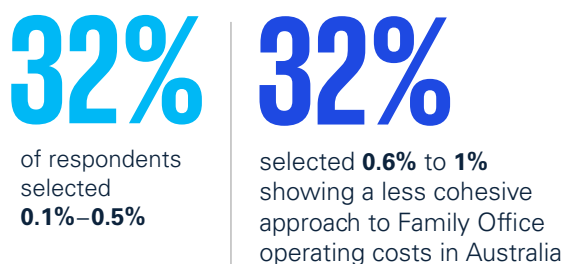
## AUM



## Role of the Ultimate Beneficial Owner



It most commonly costs **0.1%–0.5%** or **0.6%** to **1%** of AUM to run a Family Office in Australia.





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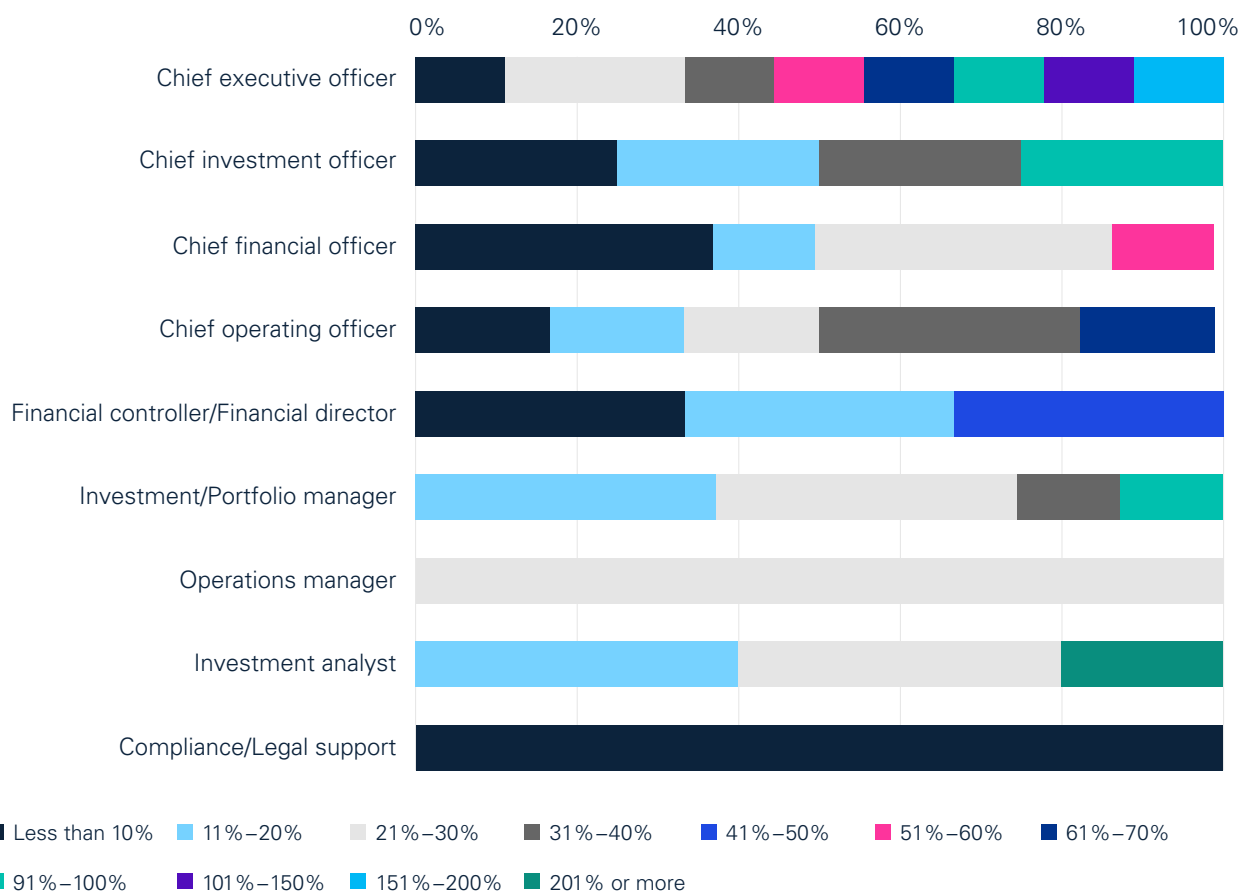
14

## Salary

Role	AUD Less than 60K	AUD 72K–85K	AUD 99K–132K	AUD 132K–158K	AUD 158K–198K	AUD 198K–264K	AUD 264K–330K	AUD 330K–396K	AUD 396K–500K	AUD 500K–625K	AUD 625K–750K	AUD 875K–1M	AUD 1M+
Chief executive officer	0%	0%	0%	0%	0%	8%	15%	15%	31%	8%	8%	8%	8%
Chief investment officer	0%	0%	0%	20%	0%	60%	0%	20%	0%	0%	0%	0%	0%
Chief financial officer	0%	0%	10%	0%	0%	10%	20%	30%	20%	10%	0%	0%	0%
Chief operating officer	17%	0%	0%	0%	17%	17%	33%	0%	17%	0%	0%	0%	0%
Financial controller/ Finance director	0%	0%	0%	0%	25%	50%	0%	0%	0%	0%	25%	0%	0%
Investment/ Portfolio manager	0%	0%	20%	10%	20%	20%	10%	0%	20%	0%	0%	0%	0%
Operations manager	50%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%
Investment analyst	0%	0%	14%	43%	29%	14%	0%	0%	0%	0%	0%	0%	0%
Accountant	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Compliance and legal support	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%
Bookkeeper	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%



## Bonus



## Bonus information

**58%** of Family Office professionals in Australia told us their salary was reviewed annually

**35%** reviewed periodically

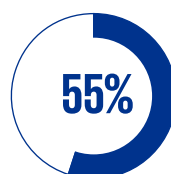
**7%** not reviewed frequently

**73%** receive a bonus

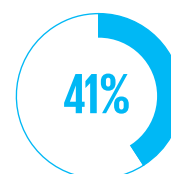
Of those who do **27%** do not

**75%** of Australia based Family Office professionals receive a discretionary bonus

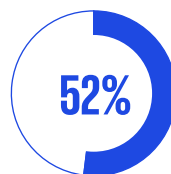
**25%** receive a formulaic bonus



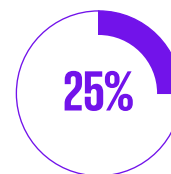
Biggest drivers of bonuses include personal performance



Overall fund performance



Performance of the operating business



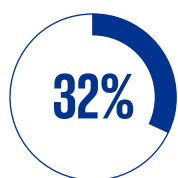
Relationship with the Principal



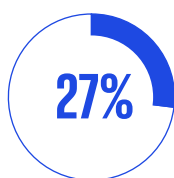
## LTIPs

# 27%

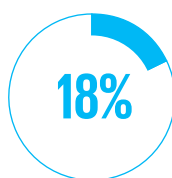
of Family Office professionals in Australia are offered a Long-Term Incentive Plan (LTIP) of which



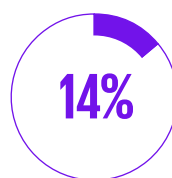
are offered  
carried interest



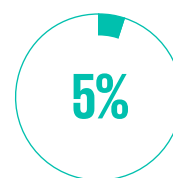
are offered  
co-investing  
opportunities



are offered  
stock  
options



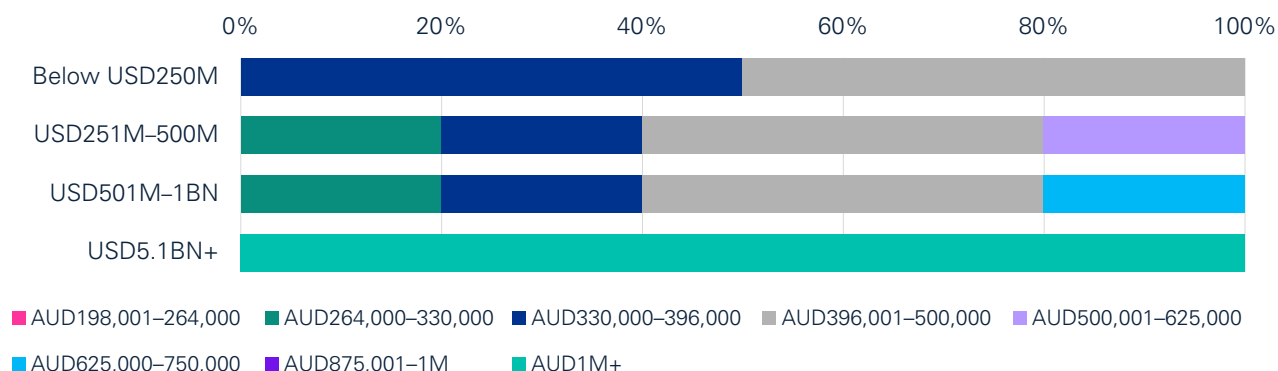
are offered  
non-recourse  
loans



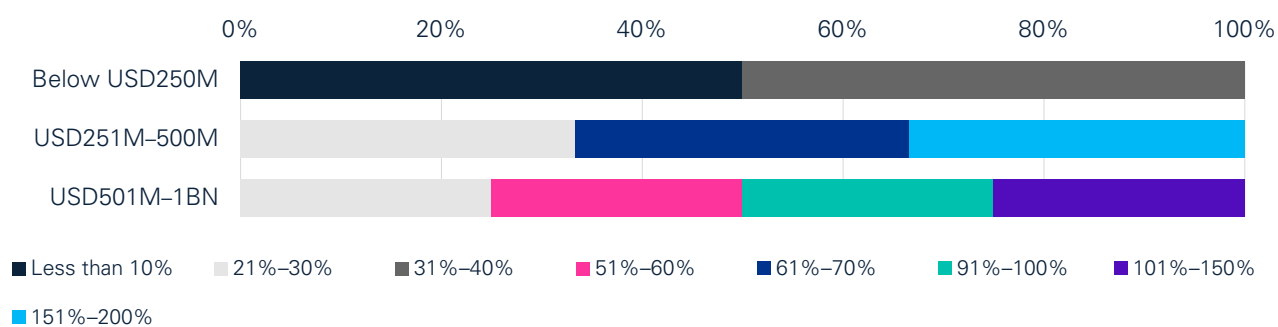
are offered  
recourse  
loans

## CEO compensation against AUM

### Basic Salary



### % of salary awarded as bonus







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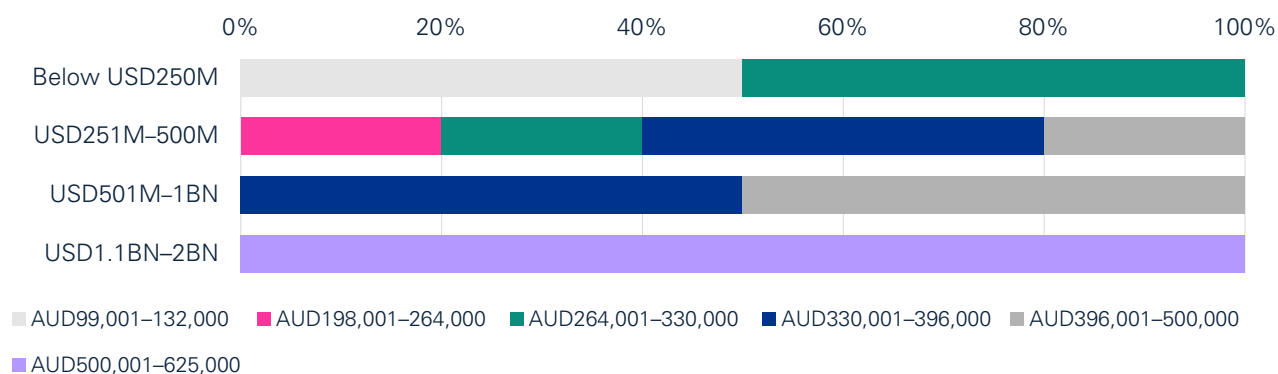
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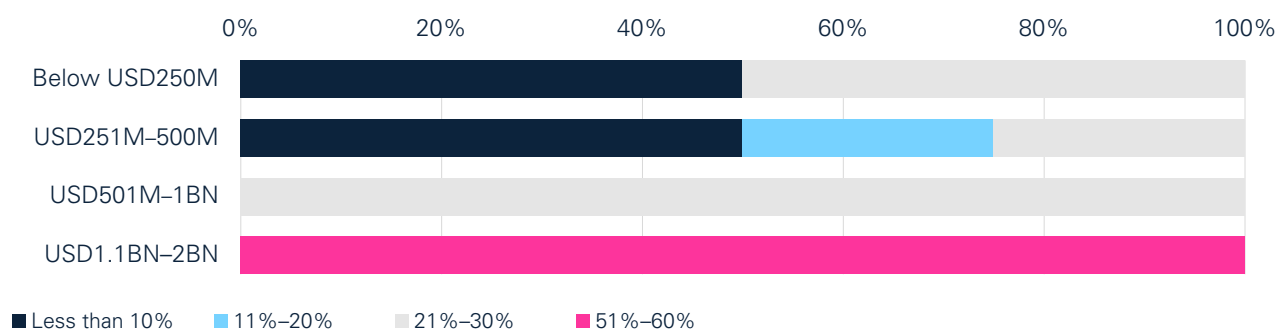
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## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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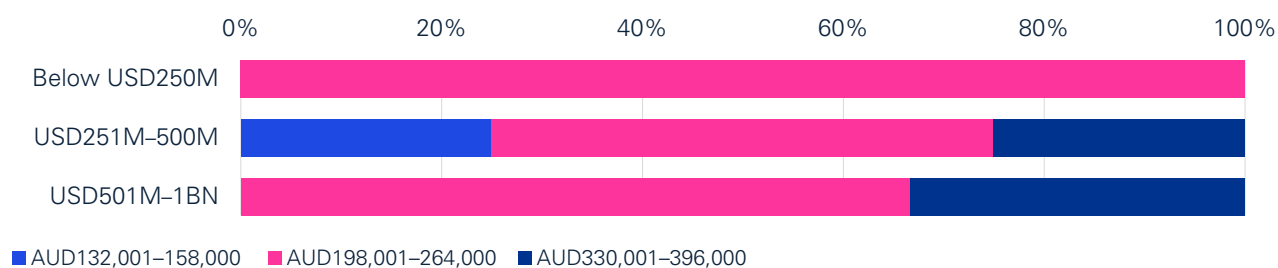
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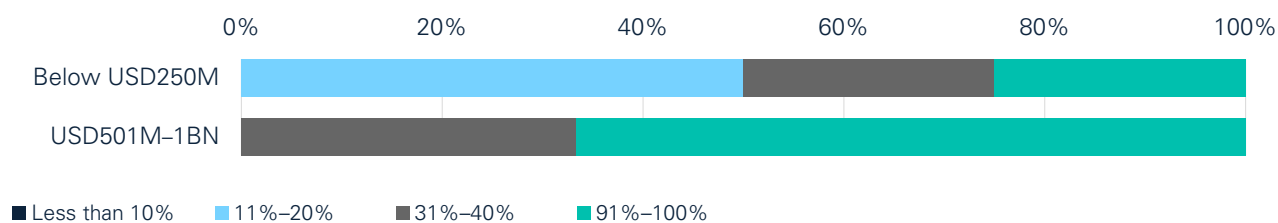
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## CIO compensation against AUM

### Basic Salary

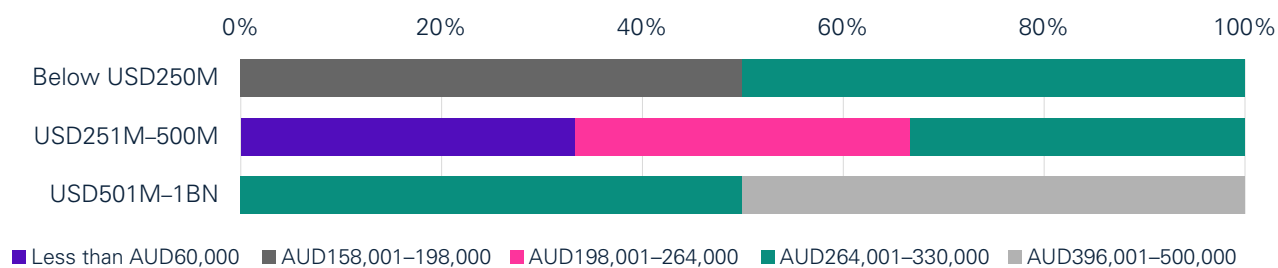


### % of salary awarded as bonus

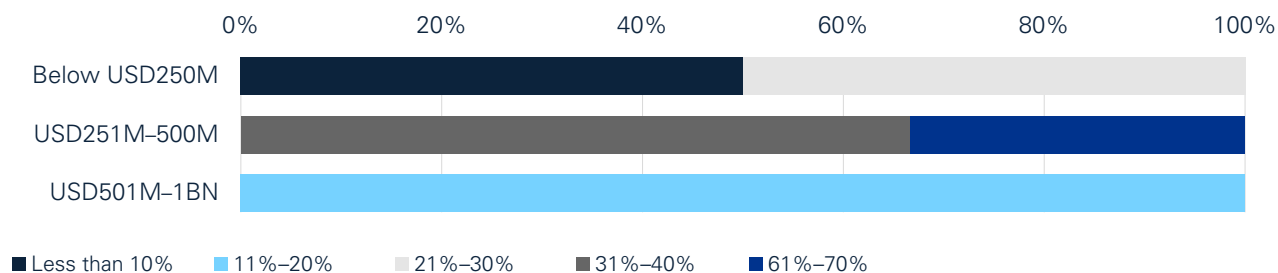


## COO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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## Benefits

Are offered private health care



Are offered a travel allowance



Are offered a company car



Are offered a gym membership



Are offered paid-for accommodation



Are offered flights home



## Other policies in place

Have a maternity policy in place



Have a paternity policy in place



Have an adoption policy in place



Offer sabbatical leave



Offer educational leave



Offer stress leave



Offer a vacation buy-out scheme



Family Office professionals in Australia most commonly receive 20 days of annual leave

# 62%



# 57%

of Family Office professionals in Australia received an uplift in their salary in 2022

The most common uplift received by

# 38%

of these professionals was **6%–10%** of their annual salary

A further

# 29%

said they received an uplift of less than

# 5%

## Drivers behind uplift

Personal performance



Inflation



In line with overall business performance



Cost of living



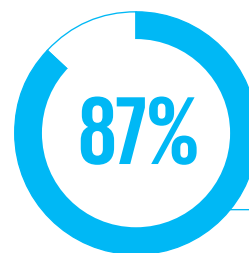
Market data



Family Office professionals in Australia are allowed to work remotely



Working from home full-time



Family Office professionals in Australia believe they perform a hybrid role

“

Over the last 10 years, the number of Family Offices in Australia has increased by 150%. Indeed, 57% of respondents to our survey represented Family Offices that had been formed in the last 10 years. By and large, these are offices created by successful Australian entrepreneurs.

The economic circumstances that have prevailed since the global financial crisis of 2007-2009 have been extremely accommodating to owners of private assets, particularly in Australia. Significant asset price inflation fuelled by investor demand from cheap credit has persuaded many asset owners to accept offers for their businesses and real estate, at valuations which previously would have taken several generations to create.

It is also the case that the financial services industry in Australia has been affected by a number of issues that have decreased trust in third party wealth management and heightened the idea that a founder and their family can build their own solutions in-house. From being traditional recipients of third party services, Family Offices are now suppliers of services to usually one client being the family. Those services are being delivered by investment industry professionals and experts attracted to the more streamlined nature of working inside a Family Office.”

#### Robyn Langsford

Partner in Charge, Family Business & Private Clients  
KPMG Private Enterprise  
KPMG in Australia

*“In terms of my role, there are a lot of similarities between what people and culture would look like in a small boutique financial service firm and what it looks like in-house in a Family Office. Where it differs is having a clear and meaningful goal, to be leaders in our respective fields and provide excellent service to each family office member. My role is to help all our team thrive and to ensure we have a highly skilled team that is always learning and improving.*

*At the moment we are moving into the next round of strategy, and are forming what this will look like in the next 3 years. One of the important things will not just be setting the strategy, but thinking about what*

*engagement and input looks like from the whole team so that we are all able to take the strategy on board and bring it to life.*

*Developing strong relationships with family office members is also core to what we do and forms part of our KPI's, as it helps the team perform their roles so much better and ensures we are able to provide a service to our family office members that is bespoke to each of their individual needs.”*

**Elise Hill**  
**Head, People and Talent Camboya Pty, Ltd. Australia**

### Insights from Agreus

There has been a growth in Family Offices in Australia over the past decade. Like the Middle East a vast amount of the contributors to the economy are family-owned businesses. The better the families do, the more we see the creation of Family Offices. The fact that there are no regulatory requirements for Family Offices, allowing flexibility in organizational structure also helps. There is also a broad access to professional and business services as well as an exceptional talent pool composed of a highly skilled, international and multilingual workforce. Political unrest in parts of Asia have also driven an influx of Family Offices into Australia via immigration. As with other emerging Family Office hubs Australia has challenges when it comes to recruiting the right staff. Mainly due to the nascent nature of the Family Office industry. It could benefit from leveraging upon the wider Family Office ecosystems across the world.





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# Middle East

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# Middle East

## Key findings of Family Office CEO in the Middle East



# 75%

of CEOs are family members in the Middle East



# 75%

of CEOs in the Middle East are male

# CEOs

in the Middle East are most commonly aged between **40** and **44**

CEOs in the Middle East most commonly come from a banking background

# 50%

# 100%



of CEOs in Middle Eastern Family Offices are university educated

# 100%

of CEOs in the Middle East who took part in the survey also had a master's degree

Family Office CEOs in the Middle East have as much chance of earning

# USD264,001–330,000

as they do over USD1m.

Half are also able to earn more than **200%** of their salary as an additional bonus

USD — US dollar





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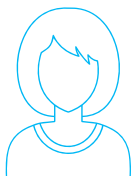
## Gender

# 85%

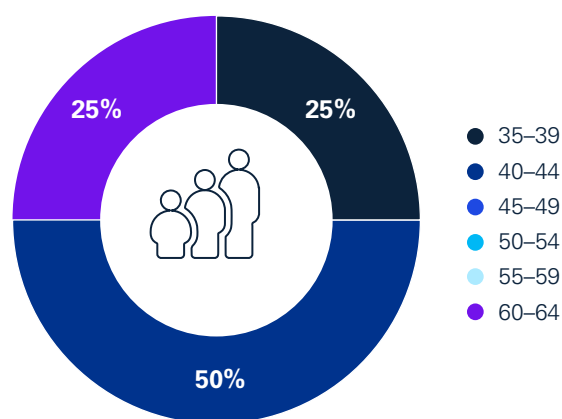
of all Family Office professionals in the Middle East are male

# 15%

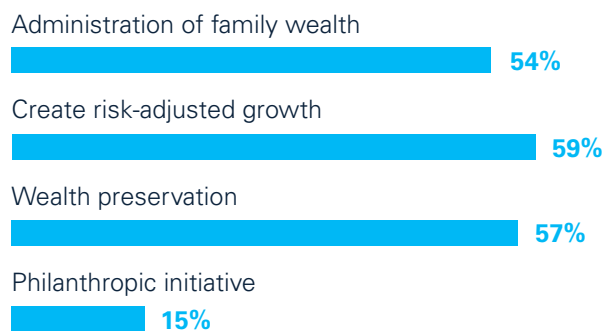
Female



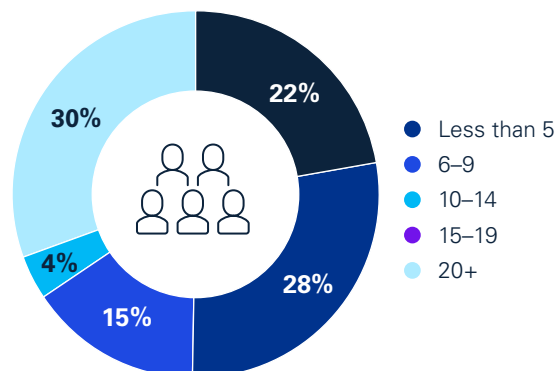
## Age



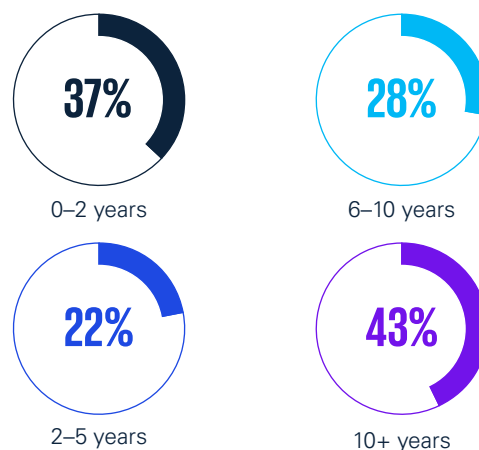
## Purpose of the Family Office



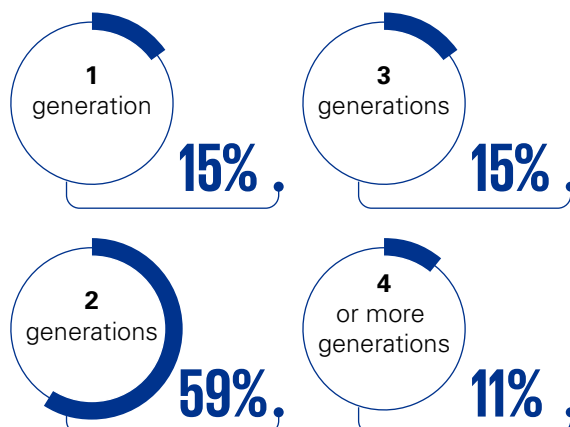
## Number of employees



## Years in operation



## Generations of wealth being managed





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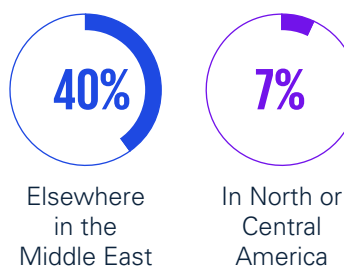
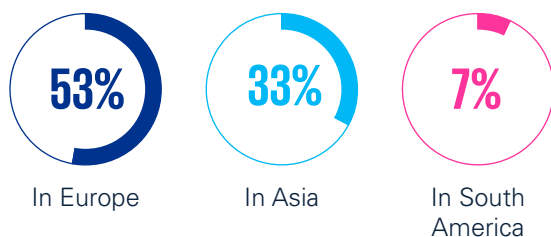
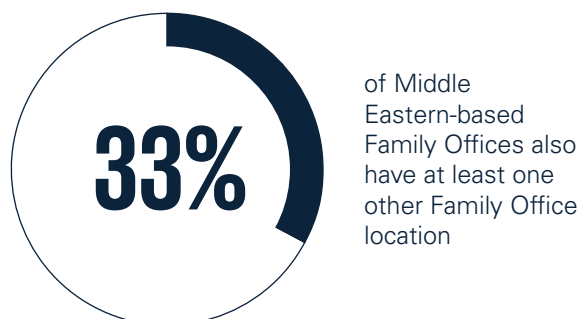
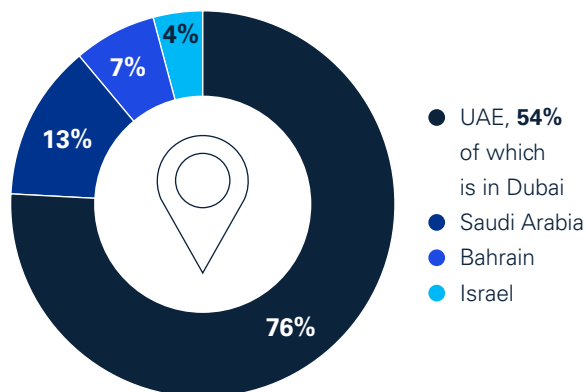
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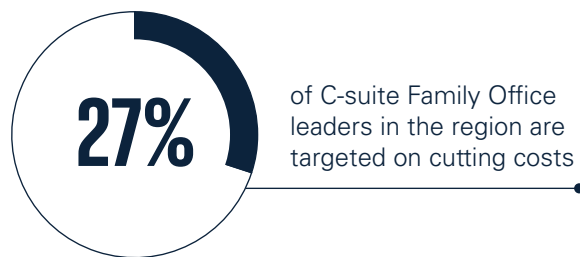
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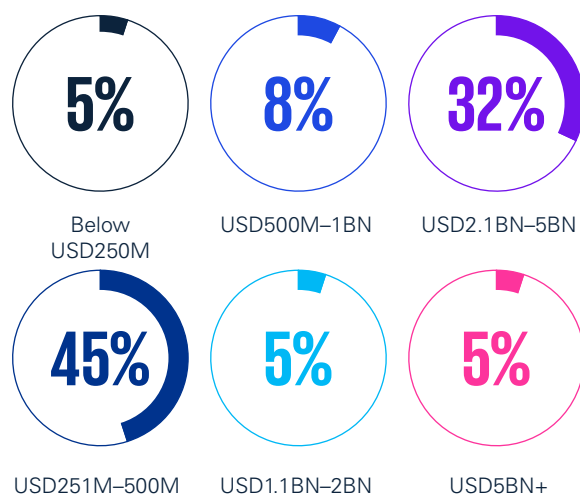
## Locations



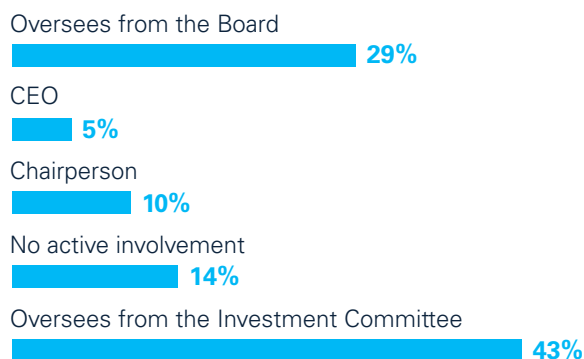
50% of Family Offices in the Middle East have a succession plan in place



## AUM



## Role of the Ultimate Beneficial Owner



It most commonly costs

0.1%-0.5%

of AUM to run a Family Office in the Middle East



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## Salary

Role	Less than USD 60K	USD 60K– 72K	USD 72K– 85K	USD 85K– 99K	USD 99K– 132K	USD 132K– 158K	USD 158K– 198K	USD 198K– 264K	USD 264K– 330K	USD 330K– 396K	USD 396K– 500K	USD 500K– 625K	USD 1M+
Chief executive officer	0%	0%	0%	0%	0%	0%	0%	0%	25%	25%	0%	25%	25%
Chief investment officer	0%	0%	0%	0%	0%	0%	8%	38%	15%	23%	15%	0%	0%
Chief financial officer	0%	0%	0%	0%	0%	25%	0%	0%	75%	0%	0%	0%	0%
Chief operating officer	0%	0%	0%	0%	0%	0%	25%	25%	50%	0%	0%	0%	0%
Financial controller/ Finance director	0%	0%	0%	0%	0%	50%	40%	10%	0%	0%	0%	0%	0%
Legal counsel	0%	25%	0%	0%	25%	25%	25%	0%	0%	0%	0%	0%	0%
Tax specialist	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%
Investment/ Portfolio manager	0%	0%	0%	0%	17%	33%	17%	17%	0%	0%	0%	0%	0%
Operations manager	0%	0%	0%	0%	25%	25%	50%	0%	0%	0%	0%	0%	0%
Investment analyst	0%	0%	33%	0%	67%	0%	0%	0%	0%	0%	0%	0%	0%
Accountant	33%	67%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Personal assistant/ Executive assistant	0%	25%	25%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Fiduciary/ Trust specialist	0%	0%	33%	0%	33%	0%	0%	33%	0%	0%	0%	0%	0%
Compliance and legal support	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%



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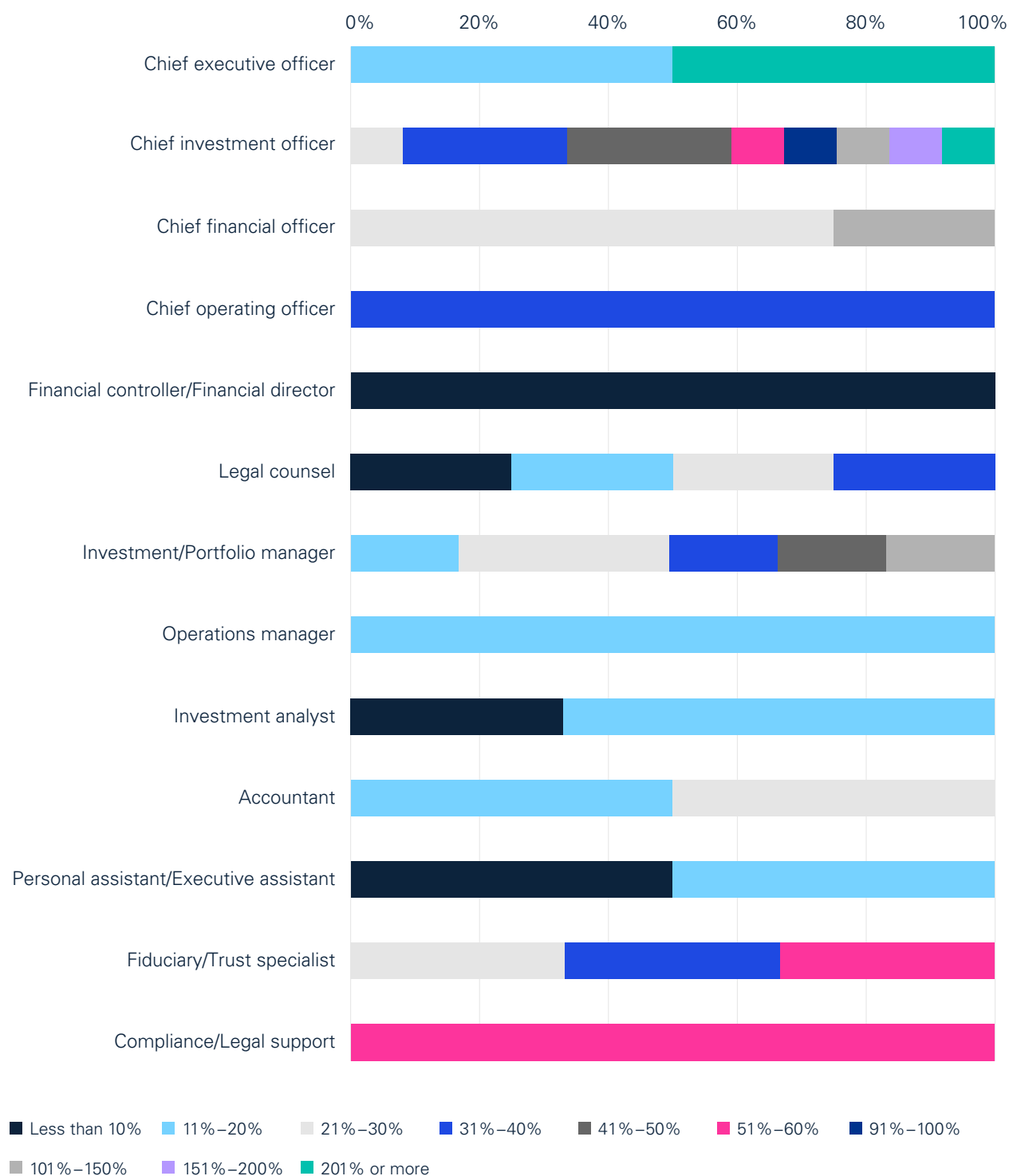
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## Bonus





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## Bonus information

**65%** of Family Office professionals in the region said their salary was reviewed annually

**24%** reviewed periodically

**11%** not regularly reviewed

**91%** receive a performance bonus  
**9%** do not

Of those who do  
**83%** of Middle East-based Family Office professionals receive a discretionary bonus  
**17%** receive a formulaic bonus

## Drivers of bonus

Include personal performance **62%**

Overall fund performance **60%**

Performance of the operating business **33%**

Relationship with Principal **21%**

## LTIPs

**24%** of Family Office professionals in the Middle East are offered a Long-Term Incentive Plan (LTIP) of which

**27%** are offered carried interest

**18%** are offered co-investing opportunities

**9%** are offered stock options

Other responses included phantom equity, long term capped pay-out and deferred compensation



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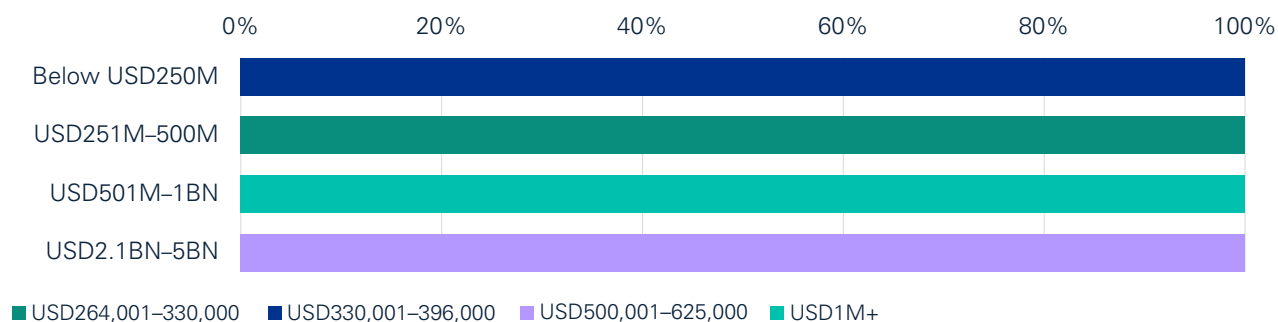
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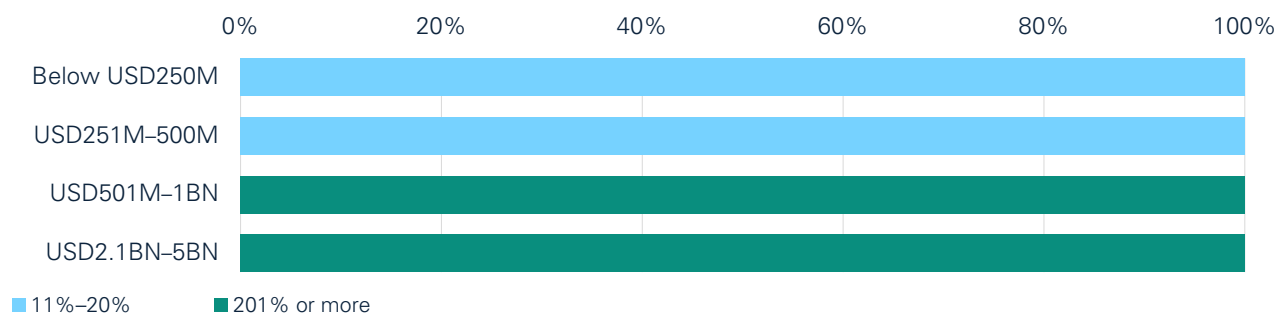
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## CEO compensation against AUM

### Basic Salary

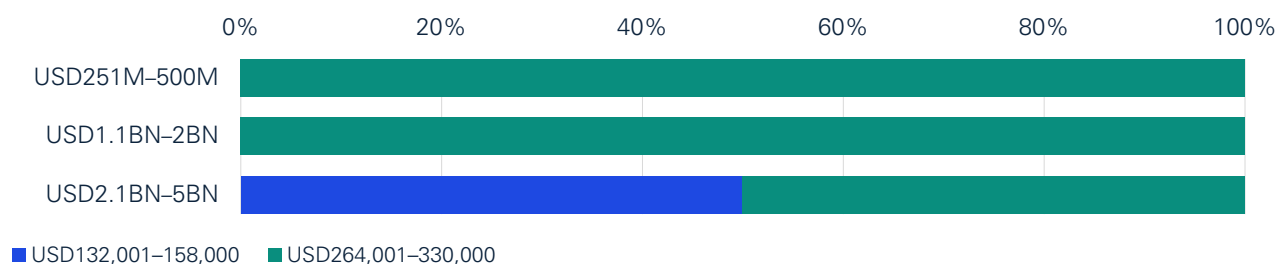


### % of salary awarded as bonus

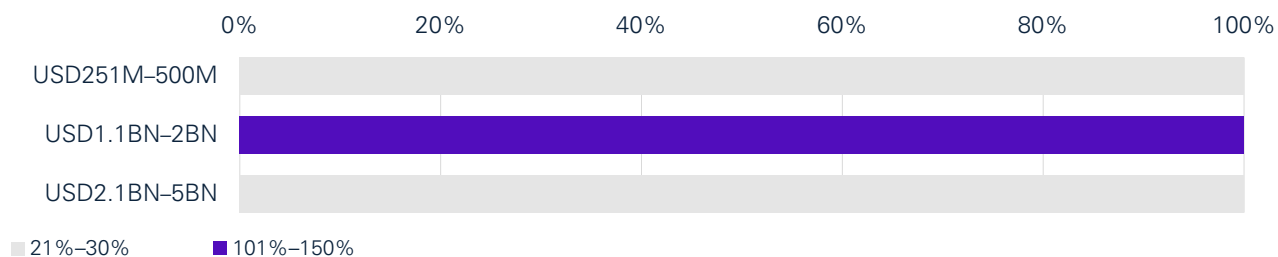


## CFO compensation against AUM

### Basic Salary



### % of salary awarded as bonus







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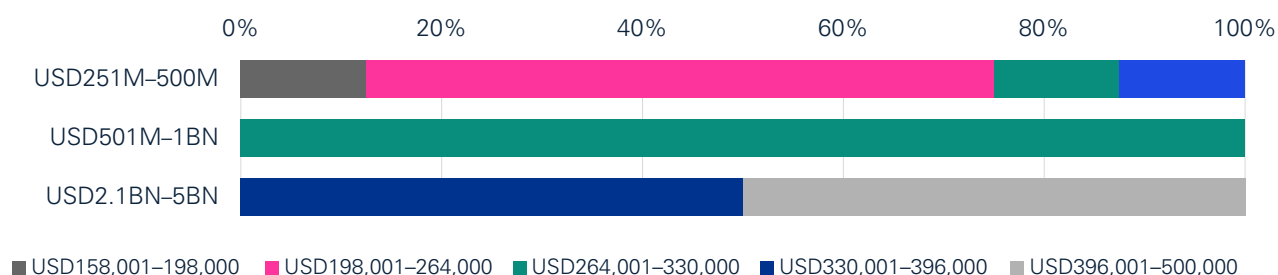
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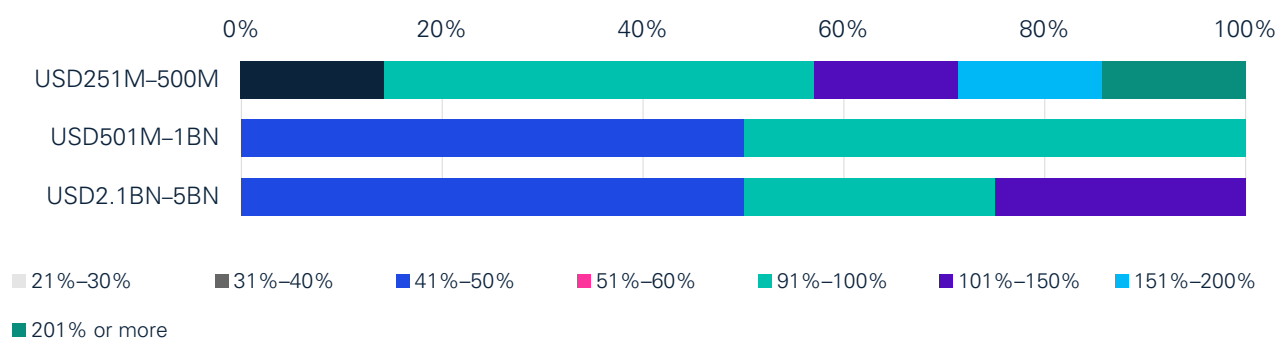
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## CIO compensation against AUM

### Basic Salary

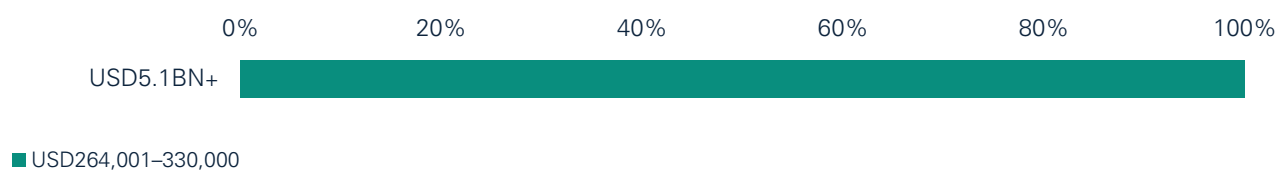


### % of salary awarded as bonus

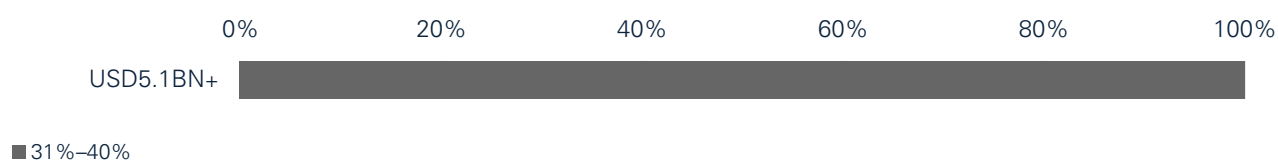


## COO compensation against AUM

### Basic Salary



### % of salary awarded as bonus





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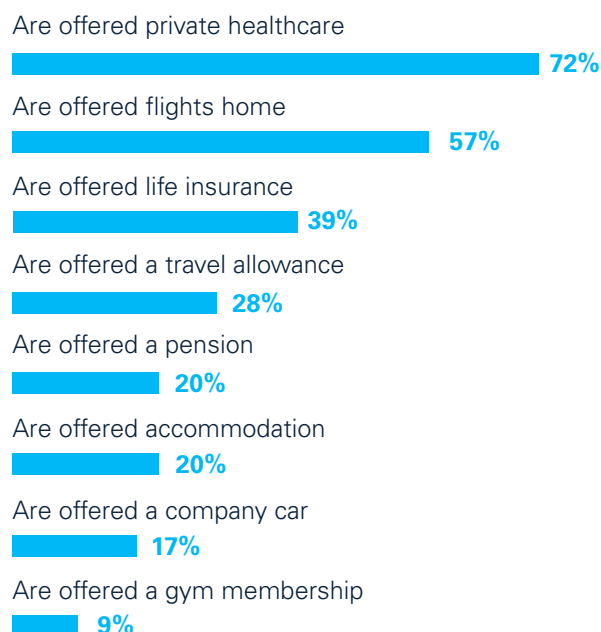
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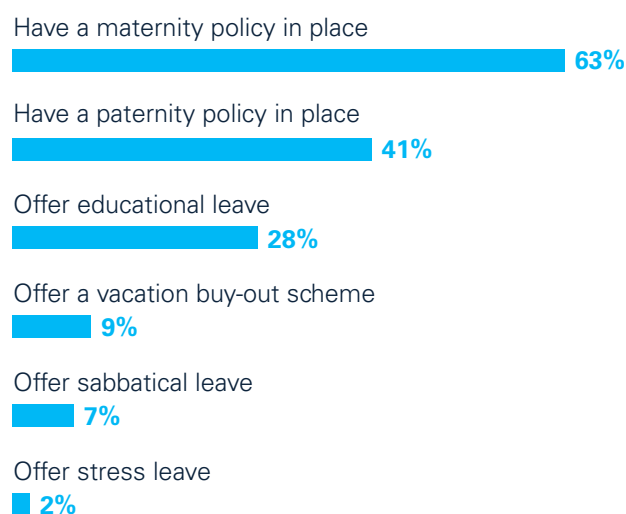
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## Benefits



## Other policies in place



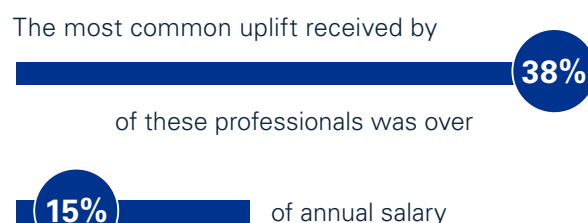
Family Office professionals in the Middle East most commonly receive 30 days of annual leave

# 39%

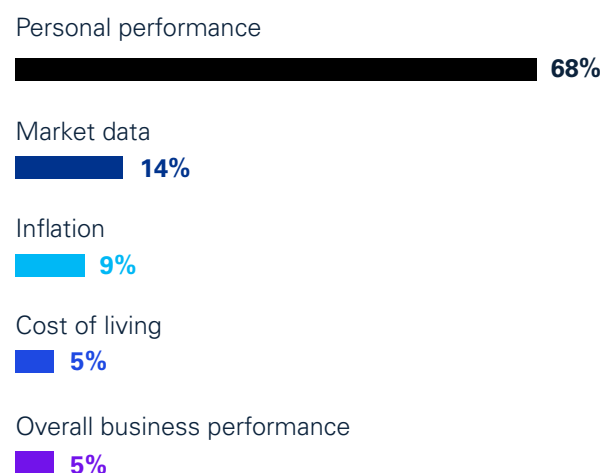


# 52%

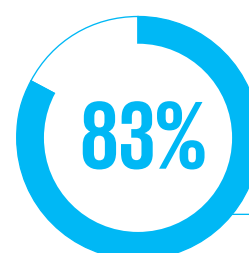
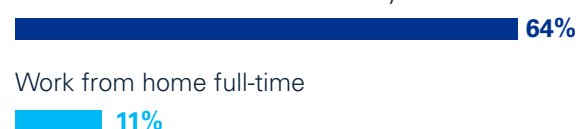
of Family Office professionals received an uplift in their salary in 2022



## Drivers behind uplift



Family Office professionals in the Middle East are allowed to work remotely



Family Office professionals in the Middle East believe they perform a hybrid role

“

If I was to put the Saudi Family Offices on a spectrum, it will be very wide — from the less professionally managed (whether embedded in an operating company or a trusted individual who manages the family’s affairs) to the full-fledged investment arms. Additionally, many of the pioneering families historically opened their family offices out of the country but there seems to be a major drive towards having local presence. One of the notable drivers of why more families are opening Family Offices could be a result of succession from generation to generation that triggered a number of trends. When it comes to Family Offices, they are seen as a platform that can facilitate that process, help the older generation have comfort that there’s a professional entity that can look into the process, and making sure the family wealth is looked after properly given the growing number of individuals within a family.”

#### Fuad Cahpra

Head of Private Enterprise & Family Business  
KPMG in Saudi Arabia

*“2022 drawdown has reminded many investors about how correlated many of the traditional asset classes can be and the importance of running a structured investment program with strong downside protection built in. Last decade of low interest rate environment has resulted in many Family Offices rushing into more growth style equity risk portfolios (heavy exposure to tech both in private and public markets) and I feel that 2023 will start the shift in family offices looking for more uncorrelated strategies and portfolios with strong downside protection. I will also add that historically it was not uncommon for many family offices to focus more heavily on investments and less on having a robust sophisticated operational infrastructure but this trend has started to change as Family Offices with poor liquidity and risk management struggled during the recent banking crisis.*

*It is important to keep in mind that there is no uniform investment approach amongst the family*

*offices (for the right reasons!) with some opting for direct investment approach in underlying companies operating in sectors which the families are familiar with and others opting more towards the “Endowment model” of investing in fund managers for the long term. Regardless of the approach adopted, the long-term nature of Family Office capital is a critical differentiating factor for the recipient. That said, Family Offices had to compete against other capital pools in the last decade for access to capacity constrained fund managers and investment opportunities. These capital pools may start retreating either partially or completely which offers another attractive opportunity for long-term-focused family offices to deploy capital.”*

**Vignesh Vijayakumar**  
**COO — Miras Management,**  
**Single Family Office, Dubai**

### Insights from Agreus

In the Gulf Cooperation council of the Arab states in the Gulf (GCC), family-owned businesses contribute to more than 60% of the GDP and hence their contributions to the economic growth cannot be exaggerated. They have always been a crucial part of the economy. Hubs such as UAE and KSA have always had a strong presence of Family Offices. Though not as matured and professionalized as the Family Offices in Western Europe and the US, they are not necessarily in their infancy when compared to the Family Offices in, say, Australia. The Middle East tends to host a mixed bag of Family Offices of both the institutional caliber and the ones where it is still embedded within the operating businesses and not yet fully professionalized. If the IPO activity in Saudi is a hint of things to go by, there could be more liquidity created for families that own these businesses and subsequently the creation of Family Offices to manage that liquidity. The recent initiative by the DIFC to create the Global Family Business and Private Wealth Centre is an anticipation of things to come. We believe the Middle East will continue to be a hot bed for Family Offices.

# A focus on Investments

In the last year, the rising interest rates brought in to counter the high inflation, coupled with Central Banking liquidity concerns have created a theme of uncertainty. The global geopolitical situation is not in an ideal state either. It is forcing Family Offices to constantly review their strategic asset allocation. Family Offices are reducing their exposure to fixed income and re-allocating back to Private Equity (both via funds and direct), Real Estate and Private Credit. Essentially, they are sacrificing liquidity in pursuit of sensible returns. Families are looking for alternative diversifiers in the illiquid space at a time when listed securities are still considered overvalued. However, as per our surveys, it is interesting that most of the Family Offices manage below USD500M in assets and allocations to Equities (both public and private) continue to dominate their portfolios. There also seems to be a global trend where most families are expecting an ROI between 7 percent and 10 percent. Family Offices with younger flagbearers from the next generation appear to have an appetite for sustainable investments and in some cases also digital assets. However, the allocations to digital assets are far lower than expected and to what many commentators may lead you to believe.

The trend in professionalizing Family Offices has seen the implementation of better governance and practices to ensure checks and balances are in place. It is common for Family Offices now to appoint non-executive boards and investment committees composed of external advisors to be able to offer their investment teams that sounding board.



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## What asset classes are you invested in and how are these allocated?

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Allocation Asset class	0–5%	6–10%	11–15%	16–20%	21–30%	31–40%	41–50%	51–60%	61%+
Equities	18.1%	16.8%	10.5%	12.8%	14.5%	12.2%	7.6%	6.2%	4.6%
Fixed Income	33.6%	20.7%	14.5%	15.8%	7.2%	3.9%	3%	1%	1.6%
Private Equity	24.7%	17.1%	17.4%	15.8%	12.5%	4.6%	5.6%	2.6%	2.3%
Property	25.7%	20.4%	14.8%	14.8%	10.9%	5.9%	3.9%	2.3%	3.9%
Hedge Funds	63.2%	15.5%	8.9%	6.9%	3.3%	0.7%	1.3%	0%	0.7%
Venture Capital	56.6%	20.7%	9.9%	7.9%	2.3%	2%	0.7%	0%	0.7%
Structured Products	88.8%	5.6%	3%	2%	0.3%	0.3%	0.3%	0%	0%
Commodities	83.2%	9.2%	3.3%	2.6%	0.3%	0.3%	0%	0.7%	0.3%
FX	88.8%	7.9%	1%	1%	0.7%	0.7%	0.3%	0%	0%
Cryptocurrencies	97%	1.6%	1%	0.7%	0%	0%	0%	0%	0%
Art and Collectibles	84.5%	9.5%	3%	1%	0%	1%	1.3%	0%	0%
Other	77.3%	10.5%	3.9%	5.3%	0.7%	0.7%	0.7%	0.3%	2.3%

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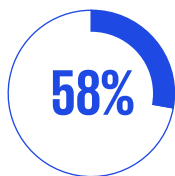
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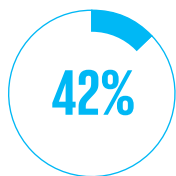
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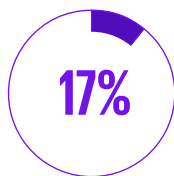
## Benchmarks



do not have an ROI benchmark in place



do have an ROI benchmark in place of which



state this benchmark is based on an index

The most popular index examples given include MSCI World, Bloomberg, ACWI, FTSE World Growth and the S&P 500.

## What is the targeted annual ROI for Family Office investments?

Work to an ROI of 9.1%–10% \* **16%**

Work to an ROI of 7.1%–8% **14%**

Work to an ROI of 8.1%–9% **12%**

Also work to an ROI of 10.1%–11% **12%**

Work to an ROI of 15.1%–20% **9%**

Work to an ROI of 6.1%–7% **8%**

Work to an ROI of 5.1%–6% **6%**

Work to an ROI of 14.1%–15% **5%**

Also work to an ROI of 4.1%–5% **5%**

Work to an ROI of 12.1%–13% **4%**

Also work to an ROI of 20%+ **4%**

Work to an ROI of 11.1%–12% **2%**

Work to an ROI of 3.1%–4% **2%**

Work to an ROI of 13.1%–14% **1%**

Work to an ROI of 2.1%–3% **1%**

Respondents work towards an ROI of below 2% **0%**

\* Most common ROI

## Size of investment teams

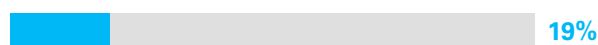
2 investment professionals working within the Family Office



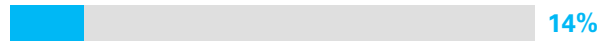
5 or more investment professionals working within the Family Office



3 investment professionals working within the Family Office



1 investment professional working within the Family Office



Investments are outsourced exclusively



4 investment professionals working within the Family Office



## How are investments made?

**74%** invest both directly and through funds

**7%** only invest through funds

**19%**

only invest directly





“

KPMG professionals are seeing an increased focus on private market investing and direct deals within Canadian single family offices (SFOs). This shift has important implications for compensation structures, as SFOs adjust to attract and retain talent and remain competitive in the current environment. As a result, greater emphasis on incentives to promote employee retention, including long-term incentive plans, performance bonuses and enhanced pension arrangements can be seen.”

**Yannick Archambault**

Partner and National Family Office leaders at KPMG in Canada

**What investment trends do you anticipate for 2023 and beyond?**

*“We tend to think long-term; for us, the global megatrends which matter on a 2030 horizon are:*

**Quantum leaps in technology**

Quantum mechanics (encryption), A.I., metaverse and new energies will change many paradigms of everyday life and business.

**Population aging**

*Europe, USA, China and Japan will see their populations decline by 2030 and beyond. This trend impacts the world’s largest economies, accounting for more than 80 percent of global GDP. The least developed countries (LDCs, 46 countries in 2022) will see their population increase by more than 2 percent per year in the same period.*

**Climate change and ecosystem losses**

*Climate change, food and water shortages will increase. The intensity of extreme weather events is increasing and will continue to increase in the coming decades, meaning new systems must be built to adapt to extreme rainfall and droughts. The first climate refugees appear and this phenomenon will increase in the future (to a variable extent depending on the scenario), first and foremost in the countries of the southern hemisphere.*

**Social changes, societal changes**

*Some aspects are differentiating and used in scenarios, but some aspects are megatrends. Growth of the world population, increase in the number of displaced persons, increase in the urban population and the number of megacities. Ultra-velocity of the global diffusion of trends, ideas and fashions.*

**Various degrees of geopolitical polarization and economic fragmentation of the world**

*The keywords are VUCA and SPOF: Volatility, Uncertainty, Complexity and Ambiguity. Single Point of Failure.*

*All our 2030 scenarios contain some degree of geopolitical tension and the creation or strengthening of blocs and alliances by 2030. Similarly, the commercial and financial sphere is characterized by various levels of barriers and a dimension of economic and financial decoupling.”*

**Geoffroy Dedieu, CIO**  
**Saham Management Company, Single Family Office, Morocco**



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# A focus on recruitment

A job within a Family Office is no longer considered a dead-end career. Contrary to that, it is now being viewed as an attractive place to work for high-caliber candidates. As many will attest, no two Family Offices are the same, which often brings its own unique challenges when it comes to attracting and retaining talent. In terms of recruitment, we have found that there are problems synonymous with Family Offices across the world. These include candidates having the problem-solving capabilities and abilities to perform in roles beyond their job description and the sharing the core values of the team. One of the biggest challenges is identifying candidates with the right cultural fit and level of emotional intelligence (EQ). Loyalty and longevity are vital to the success of Family Offices, so it is important to recruit correctly. With increasing diversification into a broader range of asset classes and in particular Private Equity, there has been a surge in recruitment of investment professionals in Family Offices. This creates additional challenges about how to compensate in relation to bonuses and LTIPs. Compensation is only part of the solution when it comes to attracting and retaining key staff. However, when a large portion of the talent pool come from highly structured and benchmarked industries such as the professional and financial services industry, it is imperative to be aware of the market standards and have a clear compensation structure that works for your Family Office.

The Family Office landscape is fast growing, with Family Offices expanding their workforce and professionals in other industries looking for new Family Office roles in 2023.



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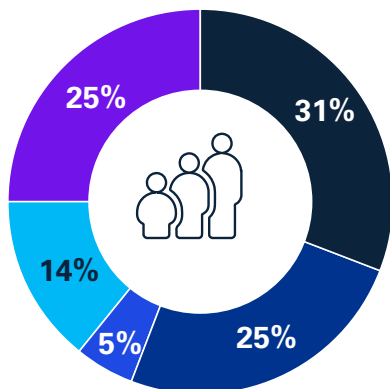
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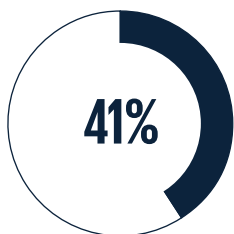
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## Number of employees

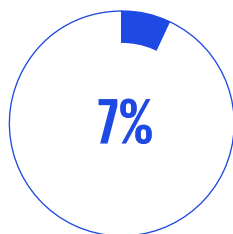


- 5 or less employees
- 6-9 employees
- 10-14 employees
- 15-19 employees
- 20 employees or more

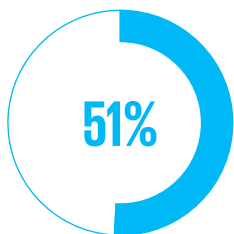
## Expanding teams



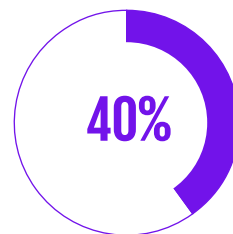
of Family Offices expanded the size of their teams in 2022



reduced the size of their teams



remained the same

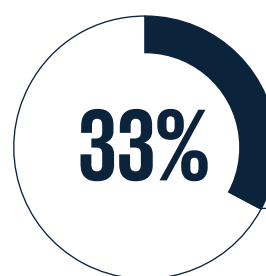
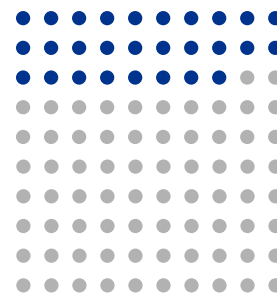


are hiring in 2023

## Moving roles

# 28%

of Family Office professionals have moved roles within the last 3 years



will be looking for a new Family Office role in 2023

## Drivers for moving roles

Family Office professionals will move roles for a growth opportunity



Ability to make a greater impact



Better compensation



Personality clash with colleagues or a principal



The ability to manage greater liquidity



Different reasons which include a change in their family dynamics, better work-life balance or relocation





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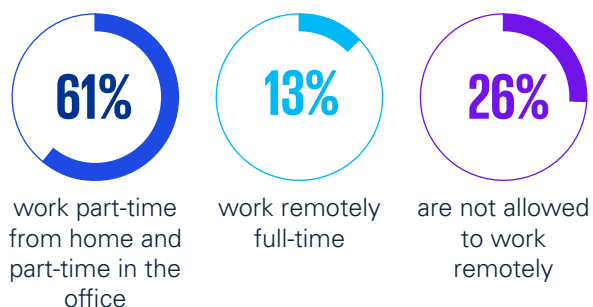
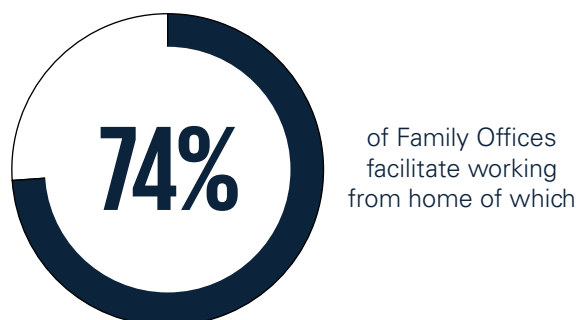
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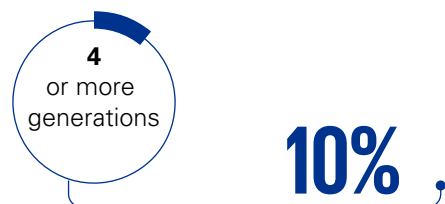
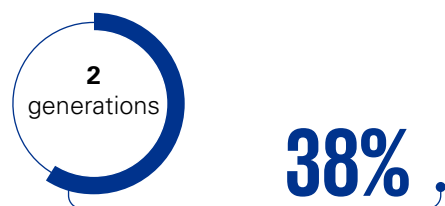
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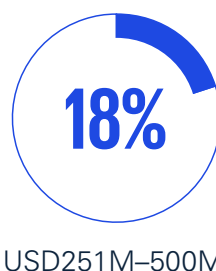
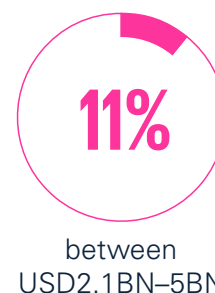
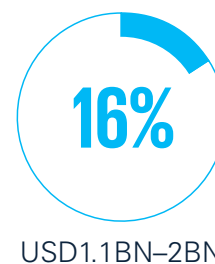
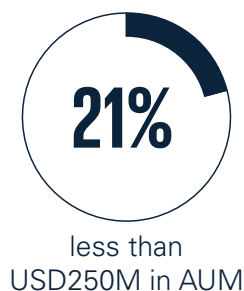
## Remote working



## Generations involved in Family Offices



## We asked Family Office professionals to estimate the total net worth of the family



## We asked the leaders (C-suite professionals) how much their Family Office had under management





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## Years of Family Office experience

### Despite their long tenure and success

Professionals had no prior Family Office experience before joining their Family Office today

53%

Had 10 or more years of Family Office experience before joining their current Family Office

19%

Had 6–10 years of Family Office experience before joining their Family Office

11%

Also had 3–5 years of Family Office experience before joining their Family Office

11%

Had 0–2 years of Family Office experience before joining their Family Office today

7%

The most common trajectory into the Family Office world is through investment management

31% other industry launch pads include

Accountancy

15%

Banking

13%

Management Consulting

6%

Tax

6%

Legal

6%

Trust and Fiduciary

3%

Lifestyle and Concierge

1%

Other including Engineering, Property Management and graduates who joined directly after university

19%

## How educated are Family Office professionals?

Family Office professionals with a master's degree

50%

Highest level of education is an undergraduate degree

41%

Family Office professionals with a doctorate

5%

(Meaning 96% of all Family Office professionals are degree educated)

## Additional qualifications achieved by Family Office professionals include

14%

CPA

3%

ACCA

3%

STEP

12%

CFA

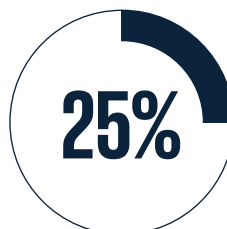
3%

CIMA

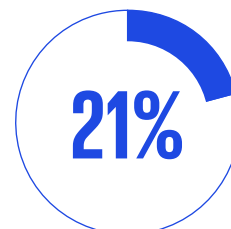
8%

ACA

Others include CAIA, FRM, ACAMS, CMA, CTA, ICAEW and CISI



25% of Family Office professionals have been working for their Family Office for more than 10 years

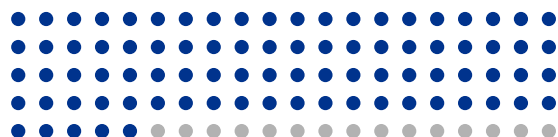


21% of Family Office professionals have worked for their Family Office for between 6 and 10 years



# 85%

of Family Office professionals believe they perform a hybrid role in the Family Office



# 56%

believe they receive fair market value for the role they play

## Uplift

# 58%

received an uplift in their salary in 2022 with the most common uplift being 6%–10% (41%)

Received an uplift of 6%–10%



Received an uplift of less than 5%



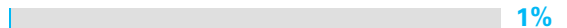
Received an uplift of more than 15%



Received an uplift of 11%–15%



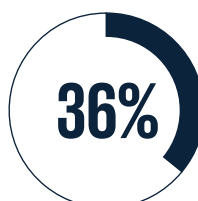
Of Family Office professionals received a deduction in salary in 2022



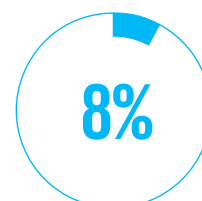
# 58%

of Family Office professionals are happy with their current compensation structure

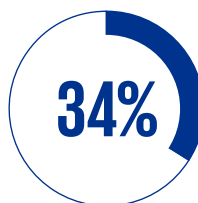
## Drivers behind uplifts in salary



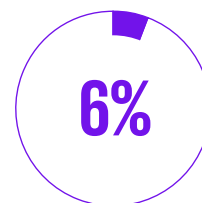
inflation



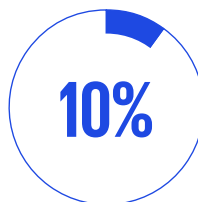
market data



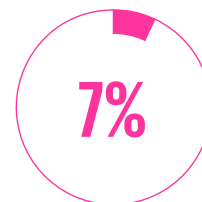
personal performance



cost of living



overall business performance



'other' including change of role, anniversary uplift and even the war in Ukraine

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# A focus on Governance

“

Striking the right balance between entrepreneurial instincts and fiduciary responsibility can be notoriously difficult for founders. For many first-generation wealth creators their success has been a function of acting on gut instinct rather than seeking out the wisdom of the collective.

However, one trait common to successful entrepreneurs is the willingness to learn from their peers and develop a sense of best practice and what works for them. The governance mechanisms inside many Family Offices have emerged from such discussions. This is particularly the case over the last decade as the Family Offices model has become more established and recognized and the sector has become professionalized and, not merely co-incidental, a large number of new Family Offices have formed globally.

Amongst some of the key learnings have been that running family capital is different to running an operating business but needs to be undertaken in a business-like fashion. Hence the appreciation that effective risk management requires good governance and the skill sets at a committee level to match. ”

**Keith Drewery**

Director, KPMG Private Enterprise, Australia



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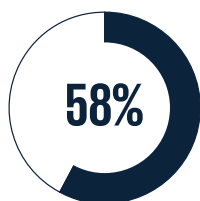
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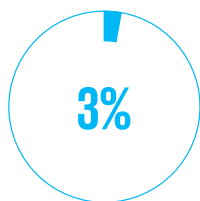
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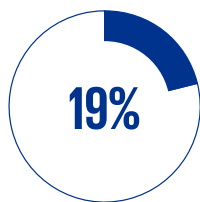
## What is the legal structure of the Family Office you work for?



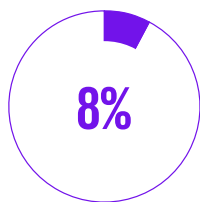
Limited company



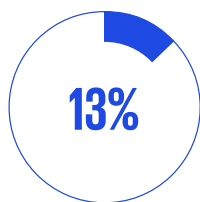
Foundation



Trust

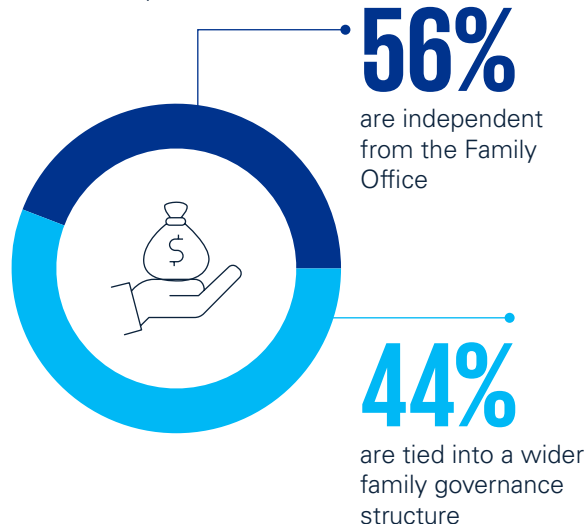


Other with answers including Fund, S Corp, BVI, HK OFC Entity and Holding Company



Partnership

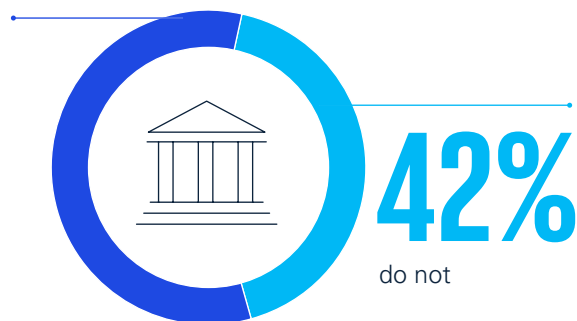
Of those who do have a formalized governance structure in place



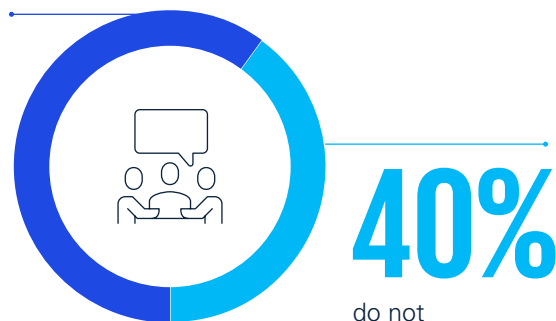
63% There are no other governance policies in place outside of the Family Office



58% of Family Offices have a formalized governance structure in place



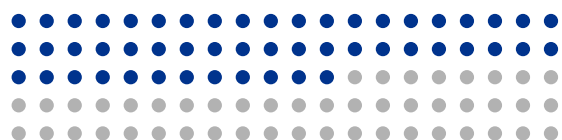
60% of Family Offices have an Investment Committee





# 52%

of Family Offices do not have a Family Board



# 64%

of Family Offices also have an operating business of which

# 32%

of Family Office professionals say they work in both the business and the Family Office

## What role does the UBO play?

Oversees the Family Office from a board



Act as CEO/Head of Family Office



Act as Chairperson



Have no active involvement



Oversee the Family Office from an Investment Committee



Play another undisclosed but formalized title

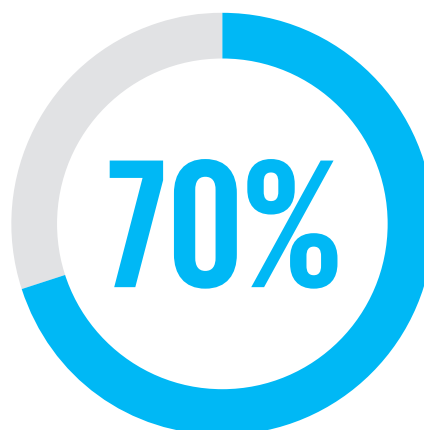
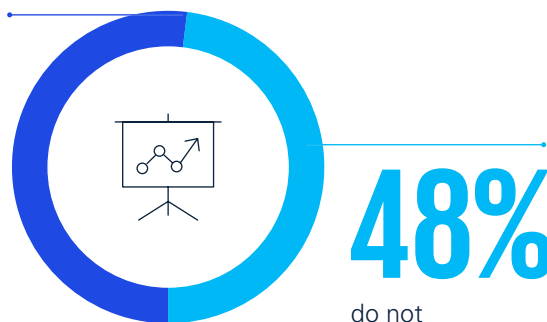


Offered other options including Trustee and Head of Operating Businesses



# 52%

have a succession plan in place



of Family Office professionals report to at least one Family Member



of which report to multiple Family Members

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# Striking similarities

While the often repeated phrase '*once you have seen one Family Office, you have seen one Family Office*' is whispered around the community, the first conclusion that can be made in this report is that the organizational structures of Family Offices are remarkably similar across the globe.



While personalities will differ in line with the families who lead them, Family Office demographics are broadly cohesive as are trajectories to leadership, ROI benchmarks, investment decisions, governance policies and the generations of wealth at play.

Family Offices are overwhelmingly managed and led by male employees with Asia hosting an almost-exclusively male workforce and the UK being the only region with over a third of their Chief Executive Officers being female (37 percent). Excluding the Middle East, the majority of Family Office CEOs are also external hires with less than a third being led by family members.

The trajectory looks very much the same for Family Office CEOs across the world too for that matter with Investment Management being the springboard for Family Office leadership and almost every CEO boasting at least one university degree. In fact, more than 50 percent of all Family Office employees bring a master's in business administration to the table making Family Office professionals a truly remarkable collection of individuals.

It should come as no surprise therefore that compensation for these individuals can reach extraordinary figures.

**Chief Executive Officers in UK-based Family Offices can take home in excess of £1M in basic salary alone (9 percent) although the most common salary received by these individuals sits between £198,001 and £264,000. It is the same salary band that most Chief Investment Officers and Chief Financial Officers placed themselves in for the UK.**

While the figures do differ depending on role type and location, seven figure salaries are not unheard of in the Family Office world and nor are they uncommon.

On top of basic salary, 80 percent of Family Office professionals receive a performance bonus which can reach over 200 percent of their basic salary and a further 23 percent are offered a long-term incentive plan (LTIP). The most common LTIP offered is carried interest (44 percent) but other options were noted during the survey including co-investing, deferred loans, and stock options.

North and Central America are where most C-suite leaders receive between USD198,001 and USD264,000. Many regions offered a similar pattern in their own currencies aside from the Middle East which offered quite an interesting disparity. CEOs in Middle Eastern Family Offices have as much chance of earning USD264,001 as they do USD1M. There are of course other benefits offered to the professionals who work within Family Offices, and it was reassuring to see how the majority also have structured policies in place for the likes of maternity, paternity, adoption, sabbatical, stress, and medical leave.

Thinking back to organizational structure and despite being more prominently on the agenda governance is still yet to be taken seriously by half of today's wealthy families surveyed. 52 percent of Family Offices have no Board, 40 percent have no investment committee, 42 percent have no formalized governance structure and 48 percent have no succession plan in place. This could be one reason why Family Offices across the globe rarely have more than two generations of wealth in play with Australasia most-commonly hosting one generation of wealth and every other continent managing two. Just 11 percent of Family Offices in North and Central America and the Middle East host more than four generations of wealth and this figure is much higher than their neighboring regions.

Despite this, longevity is still key. One in 4 Family Office professionals have worked for their Family Office for more than 10 years while a further 1 in 5 have worked for their Family Office for between 6 and 10 years. With 58 percent happy with their current compensation structure, one could argue that longevity is valued by Family Offices but opportunity is calling.

In an era where the number of vacancies outweigh the number of unemployed candidates, Family Offices should have reason to worry. A third of



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professionals said that they would be looking for a new Family Office role in 2023, an increase from the 28 percent of professionals who have moved Family Office roles over the last 3 years. The biggest drivers behind this mobility included Family Office professionals seeking a growth opportunity (42 percent), looking to make a greater impact (22 percent), receiving better compensation (16 percent), moving away from a personality clash with colleagues or a principal (6 percent) and managing greater liquidity (2 percent). Others suggested they were looking for a better work-life balance, but it seems this is one area already being taken seriously by Principals with 74 percent offering remote working opportunities.

While Family Offices arguably take a similar shape in every part of the world, there were some surprises. For instance, while Family Offices most commonly have less than 5 employees, a remarkable 25 percent have over 20 — a far cry from the small and intimate teams often seen in the community. This is potentially a result of increasingly diversified portfolios and impending regulation which has seen in-house demand for specialized investment analysts and in-house compliance managers surge.

Another surprise came from the Middle East while most Family Offices are led by external hires, 75 percent of CEOs in this region are family members. This could be down to the surge in initial public offerings witnessed following the listing of Saudi Aramco in 2020 and the liquidity they created which saw lots of Family Businesses opening Family Offices but running them much the same way as they ran the business.

In fact, it is this incredible close tie that exists between Family Offices and Family Businesses which presented a location-agnostic surprise when creating this report. While just 25 percent of Family Offices are structurally embedded into an operating business, 64 percent of Family Offices indicated that the family they work for also manages an operating business of which 32 percent said they play a part. Fifty-two percent of Family Office professionals in Australia also shared that the biggest driver behind their bonus was the performance of an operating business and the same was said for 42 percent of professionals in North and Central America, 34 percent in the UK, 33 percent in the Middle East and 29 percent in Europe.

Australia also offered a stark contrast to other regions, this time in terms of mobility. Family Offices in Australia are the least likely to have another Family Office location and of the small percentage who do, 100 percent of the second locations are found within the continent. Looking at a macro-view of all other continents however and more than 30 percent of Family Offices have more than one location, the majority of which are located internationally in a bid to decentralize risk, take advantage of tax incentives, and have a hand in global opportunities.

As was mentioned in the introduction, many Family Offices have struggled with the concept of compensation since their very inception and the decision over how to compensate critical staff members is often a product of guesswork and emotion rather than built on research or precedent.

In 2023, KPMG and Agreus believe this report can be used as both the research and precedent. Created from more than 13 years of primary data from Agreus and utilizing the voluntary responses of more than 650 Family Office professionals, jointly we have presented a benchmark in which your Family Office can standardize compensation. KPMG and Agreus have confidence in this opinion based on just how remarkably similar responses are across the globe be that from an accountant in Atlanta, Georgia or a Principal in Perth, Australia.

Family Offices are and will always be incredibly unique entities representing the incredibly unique families behind the wealth being managed; however, there is clearly a framework for organizational success, and this report presents the insights in how to achieve this over the course of this report.

**Attracting and retaining critical staff is key and organizing your resources in a way that allows them to offer accountability to one another, strive for excellence and align their personal interests with your professional objectives can almost guarantee Family Office success.**





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# About Agreus

Agreus Group is a full-service resources and recruitment consultancy dedicated to working exclusively with Family Offices throughout the world. We offer a bespoke and tailored service which unlike others isn't focused on specialism or industry but rather, tailored to each Family Office. We specialise in placing entry-level through to executive-level professionals within Investments, Legal, Accountancy and Finance and Operational roles. Our sole purpose is to find an effective solution to the people-problems faced by Family Offices globally and since founding more than a 13 years ago, we have become an established presence in the United Kingdom, Europe, United States of America, Asia Pacific and Middle East. Our experience has given us unique access to primary data and intelligence within the Family Office space and enabled us to be an authoritative voice as a Family Office thought leader.

[www.agreusgroup.com](http://www.agreusgroup.com)

# About KPMG Family Office & Private Client practice

The KPMG Private Enterprise Family Office and Private Client Network's professionals understand that not every family and private entity is the same. We provide bespoke support customized to the needs of you and your families. We advise on the establishment and operation of family offices with a focus on growth while helping to preserve your energy. We assist individuals, families and family offices operating in all sectors, irrespective as to how their wealth and success has accumulated.

[Visit: kpmg.com/familyoffice](http://kpmg.com/familyoffice)



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