



KPMG Global family business report 2026

Facing into the future, confident yet cautious

Executive summary

KPMG. Make the Difference.



Executive summary

1,927

family business leaders

41

countries

Six findings
that matter

Three themes stand out immediately: family businesses are confident in their direction, many expect to shift from family-run to professionally managed models by 2035, and governance is not yet keeping pace with AI, talent, and risk demands.

A central insight from the report is a structural shift: many family enterprises expect to move from being family-run operating businesses to family-owned enterprises governed through boards and led by professional management. In the following sections, the **headline** gives the core finding in one sentence; the **signal** explains why it matters and what leaders should take from it.

Results are based on 1,927 responses across 41 countries. While differences by age, scale, industry, and geography are explored in local analysis, the global patterns are consistent enough to surface six headline findings, their potential implications, and practical calls to action.

1. Strategic confidence

83% have a clear growth strategy **79%** report strong leadership alignment

The signal

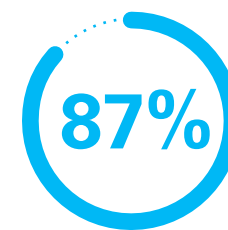
Family businesses know where they are going — but 59 percent acknowledge the path will be harder than before. This holds regardless of geography, industry sector, scale, or age.

2. The family business advantage

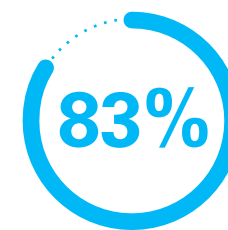
Top value drivers



Shared values



Family reputation



Patient capital

The signal

The intrinsic advantages of family ownership remain powerful, but these advantages should be reinforced across transitions.

Family businesses should build confidence around decision-making and governance processes.

3. Structural revolution

Family business leaders project a shift — on average they expect the share identifying as ‘family-run’ to decline from

49% today to ~12%

by 2035 (with most moving to professionally managed models).

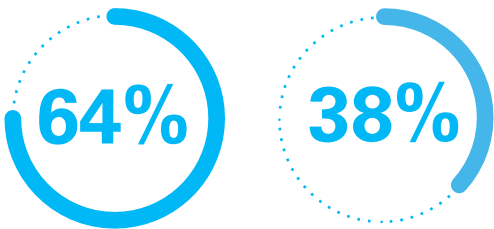
The signal

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Professional management and holding structures are expected to be more prevalent by 2035.

This has significant ramifications in how family business leaders manage a transition from being ‘on the tools’ managers to ‘on the board’ owners.

4. AI governance gap



actively deploying AI, but have no governance framework.

The signal

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AI adoption is accelerating faster than governance readiness. As deployment scales, oversight gaps can increase exposure to operational, compliance, and reputational risk.

5. AI and talent

AI is the predominant business driver for family-owned enterprises.

Attracting external talent is now the #1 people challenge.

The signal

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Family businesses are shifting away from family-led management, but the talent proposition to attract professionals needs urgent strengthening.

Managing professional talent is a skill that family boards should enhance as their preferred structural model changes.

6. Risk readiness gap

Just **33%** have a comprehensive enterprise risk management framework. Fewer than 20 percent strongly agree risk roles are clearly defined.

The signal

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Risk management readiness is declining as threat intensity rises.

Risk exposure is less likely to stem from lack of awareness and more likely to arise when responses are developed only after risks materialize.

Overall, the data describes a resilient sector entering a period of significant transition. The family enterprises most likely to perform well through 2035 are those that can strengthen governance, build AI oversight, invest in talent, and mature risk management in parallel with technology and operating-model change.

What to do next:

The findings point to an urgent governance challenge for family enterprises. Boards and owners should use the six findings to pressure-test their future operating model, clarify the family’s role as owners versus operators, and assess whether governance, AI oversight, talent strategy, and risk discipline are evolving fast enough to support professionalized management. The most resilient enterprises are expected to make these decisions deliberately, rather than incrementally, over the next 12–18 months.

Contacts

Conor Moore

Global Head of KPMG Private Enterprise
KPMG International

Abdullah Akbar

Partner, Head of Private Enterprise
and Family Business &
Head of Board Leadership Center
KPMG in the Middle East

Alan Barr

Partner, Head of Family Business
KPMG in South Africa

Jesus Luna

Lead Partner, KPMG Private Enterprise
KPMG in Mexico

Ruth Todd

Partner and National Leader,
KPMG Private Enterprise
KPMG Canada

Tracey Spivey

Global Head of Family Office & Private Client,
KPMG International & National Practice Leader,
KPMG in the US

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