



BERNSTEIN

Wealth Beyond Measure

Key Insights

We interviewed families from every major US region and all corners of the globe. But our in-depth study is not just a collection of quotes and anecdotes. It is a thoughtful analysis of the issues that matter most to UHNW families, complemented by our own expertise and advice from nearly 60 years of investing and private wealth planning.

Insights at the Intersection of Wealth, Business, and Family

40

interviews

60%

have family
businesses

\$100 Million
to
\$4 Billion

net worth

2/3

have a family
office structure
in place

We took a deep dive into the complex world of family, wealth, and purpose.

What we heard will challenge your assumptions—and reveal the extraordinary ways successful families use their wealth for lasting effect.



Lessons are dividends,”

one first generation wealth creator noted, capturing the immeasurable insights they'd gleaned from hearing stories from other families of how they had handled stressful events, or overnight success, while maintaining composure and values.

Key Takeaways

Some of the most compelling revelations from our interviews appear below:

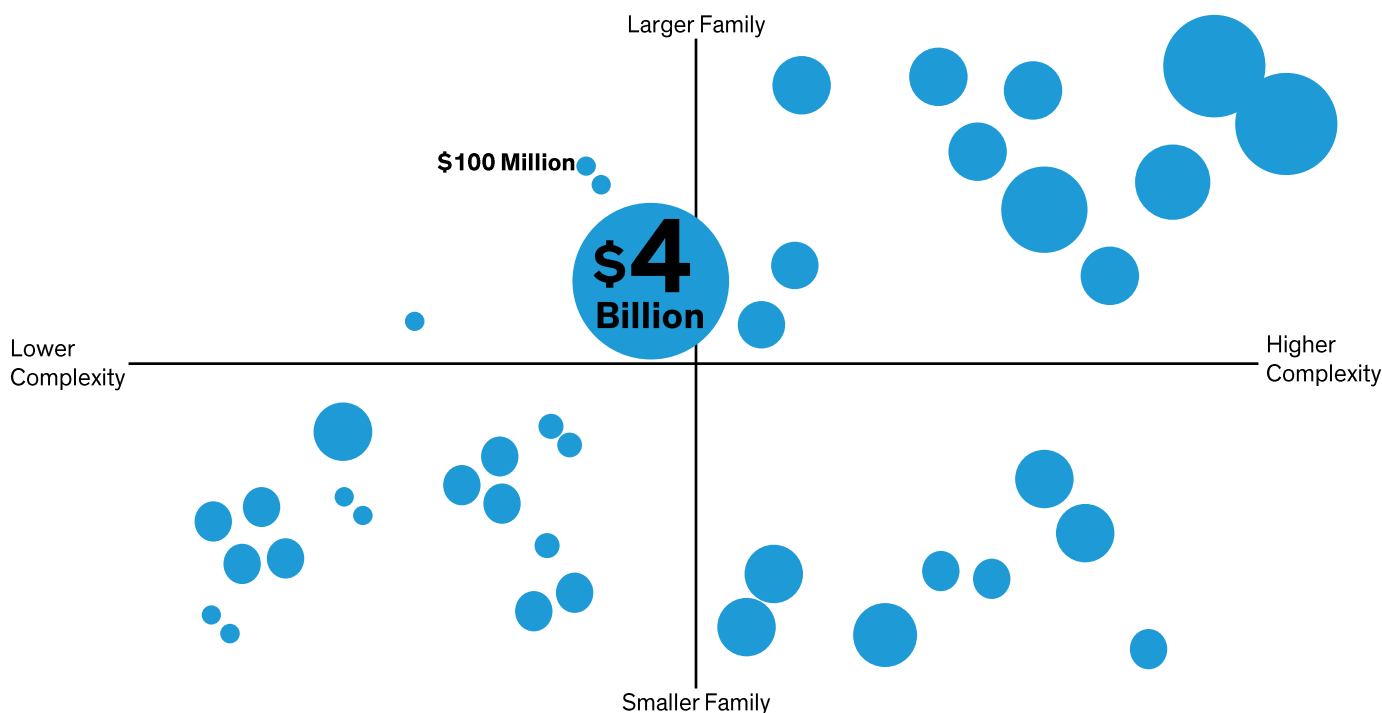
Wealth is often isolating.

Many UHNW individuals feel like they have no one to turn to when it comes to navigating the complexities of wealth. Nearly 75% of our interviewees expressed an inability to share their wealth concerns with family and friends. That may help explain the pervasive hunger to know what others are doing and how they're handling similar wealth decisions. Among the top wealth concerns? The rising generation, who are overwhelmingly cited as both a source of anxiety and promise.

Complexity isn't always dictated by the size of your balance sheet.

*Those we interviewed fell on a continuum of complexity, with factors such as composition, wealth, and purpose shaping the way they handle decision-making about shared assets. But size alone didn't automatically equate to complexity. While the **top quartile** in terms of complexity was dominated by billionaires, a near equal number could be found among other quartiles. Instead, factors like running businesses, blending families, or overseeing charitable foundations drove more formal governance structures. Global families also faced significant complexity, given the challenges associated with multiple jurisdictions, tax and regulatory reporting requirements, currency and communication across geographies and cultures.*

OUR INTERVIEWS REFLECT A WIDE RANGE OF COMPLEXITY



For illustrative purposes only. Bubble size reflects net worth ranging from \$100 million to \$4 billion.

Source: AB

Conflict can sneak up from unexpected places.

Most respondents tend to avoid conflict, with nearly two-thirds handling disagreement informally. Yet as families grow, the potential for discord multiplies—and it doesn't always stem from clashes between generations. Instead, conflicts can arise between siblings or even the introduction of new members via marriage. Without a proper governance structure, disharmony can rapidly spread. Successful families integrate a conflict mitigation strategy, whether informal or formal, into their governance structure to help maintain peace and preserve the family's assets during good times and bad.

This isn't your parents' family office.

About 70% of the families in our study have a formal family office structure, organize their family around an operating business, or are in the process of forming a family office. But the definition of family office is much broader than many think. Successful families use a variety of structures to organize complex estate planning strategies and intergenerational dynamics. This includes a hybrid approach with families determining which services and expertise should be kept in-house—giving them more control—while outsourcing the rest.

Some have cracked the code when it comes to running a family business.

Nearly two-thirds (60%) of the families we spoke to own an operating business, which involves navigating both business decisions and family needs—and the complex ways they intersect. Take succession planning, which for some means selling the business is the best course of action. But before making any big moves, successful families articulate the purpose of the family's wealth. For many business owners, this is the first time they are consciously exploring their motivations, priorities, and closely held values. Yet this is often the most crucial step in paving the way for a satisfying outcome.

For most clients, their Bernstein Advisor is so much more than someone to turn to for their investments. The expansion of our UHNW Platform allows us to partner with our clients in even more innovative ways to help them navigate the growing complexities that come with wealth. With the help of dedicated wealth advisors and subject matter experts—as well as the tools and resources in Wealth Beyond Measure—families are positioned to turn financial stumbling blocks into meaningful steppingstones. And in doing so, they can ensure their wealth becomes a catalyst for stewardship and unity across generations.

For more information or to discuss any of these themes, contact your Bernstein Advisor.

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