J.P.Morgan

PRIVATE BANK

2026 Global Family Office Report

A WORLDWIDE VIEW INTO FAMILY OFFICE STRATEGY

Foreword

We are pleased to present our 2026 Global Family Office Report. Drawing on insights from more than 300 single family offices worldwide, we are deeply grateful to all participants for sharing their perspectives. Their openness enables us to offer a clear, data-driven view of how family offices—across regions and asset sizes—are navigating growth, complexity, and the evolving priorities and aspirations of today's wealthiest families.

At J.P. Morgan, we have the privilege of working with families who think long-term—not only about financial returns, but also about the stewardship of values, legacy and relationships. Over the past decade, the number, size and scope of global family offices have expanded significantly. Today, single family offices are sophisticated enterprises overseeing substantial wealth, with investments and capabilities that span industries, borders and generations. Delivering thoughtful, tailored solutions to these families requires more than just technical expertise; it demands a strategic, adaptive approach providing access to the right specialists, insights and resources.

This report offers a timely snapshot of how family offices are approaching key decisions, from portfolio allocations and private investments to succession, engagement and family office operations. While every family office is unique, consistent themes emerge around growth opportunities, risk management and the challenges families face both on and off the balance sheet.

We hope you find these insights both informative and valuable as you shape the future of your family enterprise. Should you have any questions or wish to explore any specific topics covered in the report, your J.P. Morgan team stands ready to support you.

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Introduction

Our 2026 Global Family Office Report reflects the perspectives of 333 family offices across 30 countries around the world, our largest and most diverse respondent group yet. The wide range of participants allows for comprehensive and nuanced regional comparisons, providing a detailed view of the structure and priorities shaping today's family office landscape.

The survey was conducted from May 2025 through July 2025 during a period marked by notable transitions in global markets and geopolitics. This context is reflected in the findings, particularly around investment risks, when political turmoil, economic uncertainty, inflation and trade tensions were top of mind. Yet the results also underscore the resilience and adaptability of these families, whose responses show sophisticated, well-diversified portfolios, increased interest in private investments and artificial intelligence (AI), as well as a growing emphasis on building long-term family cohesion.

This report focuses on three key areas:

Portfolio allocations
Succession and engagement
Structural and organizational foundations

Within each, we highlight patterns, emerging trends and pragmatic insights, including a spotlight on the influence that owning a separate operating business can have on family office strategy. These findings are complemented by perspectives from specialists across J.P. Morgan, offering additional expertise and actionable takeaways.

We sincerely thank the family office principals and professionals who participated in this study, and we're grateful for both their time and knowledge. While each family office is distinct, shaped by the families they serve, the aggregated responses offer a strategic benchmark for families considering how to structure, optimize or expand their offices. These learnings can guide families who are overseeing a longstanding enterprise, as well as those who are considering establishing a new family office.

Five key takeaways

1

AI ambition outpaces allocation, infrastructure overlooked

The promise of artificial intelligence is profound, but family offices lack key exposure.

65% of global family offices plan to prioritize AI investments now or in the future, but over half have no current exposure to growth equity or venture capital, which focuses on the companies that could drive the most explosive innovation. At the same time, 79% of family offices have 0% allocation to infrastructure, despite its role as the physical backbone of AI through power, connectivity and logistics.

2

Inflation concerns push family office capital toward alternatives

With inflation risks top of mind, investors are turning to alternatives for resilience.

Global family offices that view inflation as their primary risk allocate nearly 60% to alternatives, roughly 20 percentage points higher than the average. These offices focus especially on hedge funds and real estate, where average allocations are nearly double (25% versus 12%).

3

Despite geopolitical fears, family offices avoid gold and crypto

Despite the pervasive sense of geopolitical risks, appetite for traditional and emerging hedges remains limited.

72% of global family offices have no gold exposure, and 89% have no exposure to cryptocurrencies.

4

Stronger governance, stronger bonds for business-owning families

As family enterprises grow more complex, governance is critical for managing both risk and relationships.

41% of business-owning families identify internal conflict as a top three risk, nearly double the rate of their non-business owning peers. In response, these families are also far more likely to have strong governance measures in place, recognizing that effective governance helps align stakeholders, strengthen trust and support long-term continuity beyond financial or operational considerations.

5

Competition for talent drives operating costs higher

Family offices continue to invest heavily in their operations, even as cost pressures and competition for top talent intensify.

$6.6MM: The average annual operating cost for a $1 billion+ global family office.

INVESTMENT PRODUCTS: • NOT FDIC INSURED • NO BANK GUARANTEE • MAY LOSE VALUE

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About the survey

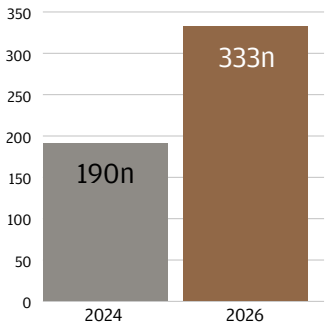
This year's findings are based on an online survey conducted with our global single family office client community. Following data collection, we partnered with an independent research firm to anonymize responses and ensure rigorous analysis.

AN IMPORTANT NOTE ABOUT THE CHARTS
Due to rounding, numbers presented throughout this report may not add up precisely to the related totals.

333
PARTICIPATING SINGLE FAMILY OFFICES

30 COUNTRIES REPRESENTED
197 U.S. PARTICIPANTS
136 INTERNATIONAL PARTICIPANTS

75%
INCREASE FROM 2024 REPORT



United States

59%
United States

United States	197n
Northeast	23%
Midwest	16%
South	47%
West	14%

Top 10 U.S. states	
New York	15%
Texas	15%
Florida	15%
Delaware	8%
California	6%
Illinois	6%
Ohio	4%
Pennsylvania	4%
Connecticut	3%
Tennessee	3%

International

14%
EMEA

Top countries EMEA	46n
Germany	10%
Italy	7%
Switzerland	4%
Netherlands	2%

11%
APAC

Top countries APAC	36n
Singapore	15%
Hong Kong	5%
Australia	2%
Malaysia	1%

16%
LATAM

Top countries LATAM	54n
Mexico	15%
Brazil	7%
Chile	6%
Panama	3%

n = number of respondents

The wealth behind the data

AVERAGE NET WORTH OF PARTICIPANTS

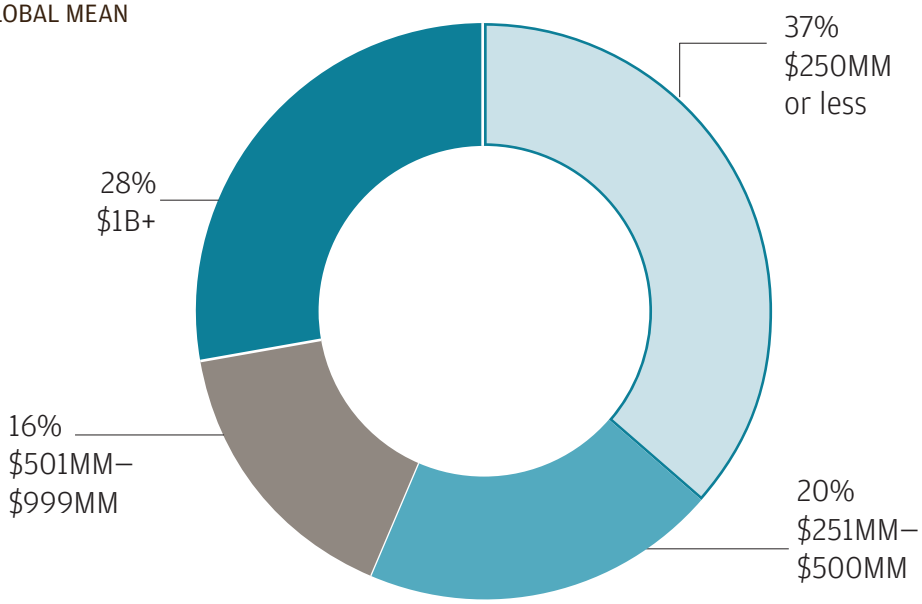
$1.6 billion

- $518 billion in estimated collective net worth of all respondents

ASSETS UNDER SUPERVISION

$1,165,991,000

GLOBAL MEAN



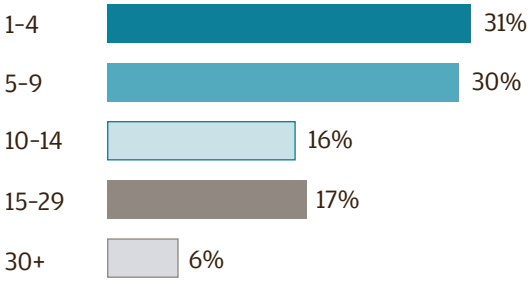
Profile of the family offices and the families they serve

FAMILY OFFICE AGE

When established:

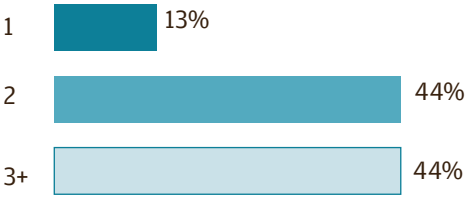
NUMBER OF FAMILY MEMBERS

GLOBAL MEAN 16.6



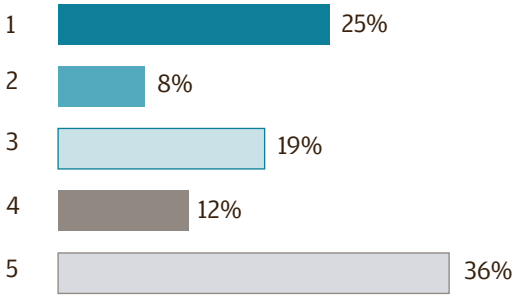
NUMBER OF GENERATIONS

GLOBAL MEAN 2.4



NUMBER OF HOUSEHOLDS

GLOBAL MEAN 5.5



01

Portfolio allocations

AT-A-GLANCE FINDINGS

- On average, approximately 75% of assets are allocated to a combination of public equities and alternative investments, with U.S. large-cap equities dominating public holdings and drawdown funds leading privates
- Geopolitics most frequently tops the list of current investment risks, followed by interest rates, economic growth, inflation and trade policy
- 37% of participants expect to raise their allocations to private equity within the next 12 to 18 months—the highest among all asset classes
- 2.5 times as many families are increasing private investment allocations as opposed to reducing them
- 65% are prioritizing AI-related investments
- 89% remain on the sidelines when it comes to crypto, and more than 70% have no exposure to infrastructure, secondaries or gold
- Possible sign of caution: 31% hold 10% or more of assets in cash, though cash is also the most frequently cited asset class targeted for reduction in the upcoming months

Investment management remains the cornerstone of most family offices, and this year's survey captures sentiment amid a rapidly shifting market landscape. The backdrop seems constructive for portfolios. A U.S. rate-cutting cycle should support a rebound in global growth, and earnings growth for global equities seems durable. Still, the long era of low inflation and seamless globalization is clearly over. In its place, three powerful, interconnected forces are redefining the investment frontier.

AI is driving profound transformation, yet it's also introducing new risks of overinvestment, excess exuberance and labor disruption. **Fragmentation** is reshaping the global order, as competing blocs, contested supply chains and fragile alliances redirect trade and capital flows, and make access to natural resources and energy a strategic imperative. Meanwhile, **inflation**, though less visible, continues to undergo a structural shift, likely making it more volatile than pre-pandemic trends and more prone to upward shocks, which poses a more persistent risk to purchasing power and long-term wealth preservation.

This new landscape brings both investment promise and pressure, heightening macro risks and reinforcing the importance of building strategic exposures and diversification against disparate market outcomes. At the same time, it presents expanding opportunities that many offices are actively pursuing or evaluating.

This section explores how family offices are allocating capital today, where they plan to increase exposure, and how these moves align—or at times diverge—from the dominant investment risks they currently see in the market. The findings reveal a landscape marked by selective repositioning and evolving priorities as families adapt their investment approaches.

IMPORTANT ASSET CLASS DEFINITION
Alternative investments are defined to include: 1) private investments, 2) hedge funds and 3) commodities. Private investments include the following sub-asset classes: private equity, real estate, control-oriented private investments, growth equity and venture capital, private credit, secondaries, infrastructure, transportation and other real assets.

Top risks impacting current portfolio positioning and outlook

2025 was a year defined by transition: a new U.S. presidential administration, the resumption of a U.S. Federal Reserve interest-rate-cutting cycle, and continued focus on AI spending, progress and adoption. Against this backdrop, respondents were asked to identify the top five factors they see as posing the greatest risks to portfolio performance and outlook. At the macro level, geopolitics—along with trade policy and tariffs—clearly dominates the risk landscape. One in five family offices globally (20%) identify geopolitics as the number one risk, far surpassing any other category. Inflation also remains a central concern (nearly 60% cite it as a top risk) as families grapple with a complicated backdrop of both structurally higher and more volatile inflation.

Geography plays a meaningful role in shaping these views. International offices are more likely to see geopolitics and trade tensions as the most significant threats, reflecting their greater exposures to cross-border capital flows and regional political uncertainty. U.S.-based offices, in contrast, tend to focus more on interest rates and inflation, consistent with domestic market drivers such as the lingering effects of post-pandemic monetary tightening, tariffs and political pressure on the Federal Reserve.

GEOPOLITICS IS THE MOST FREQUENTLY CITED NUMBER ONE INVESTMENT RISK

Exhibit 1: What are the top risks (ranked) impacting your current portfolio positioning and outlook?

Overall respondents reporting:

Risks most often ranked #1 globally	
Geopolitics	**20%**
Liquidity	12%
Trade policy and tariffs	12%
Asset valuations	11%
Economic growth	10%
Portfolio concentrations	10%

Top five risks in the United States	
Interest rates	**64%**
Inflation	61%
Economic growth	61%
Geopolitics	57%
Asset valuations	56%

Top five risks internationally	
Geopolitics	**74%**
Trade policy and tariffs	60%
Economic growth	57%
Interest rates	55%
Currency	45%

Top risk perceptions drive different portfolio positioning

GEOPOLITICS AS THE TOP RISK

2X
allocation to gold
(2% versus 0.9%)

+5% pts
to fixed income
(19.6% versus 14.8%)

Compared to all respondents

INFLATION AS THE TOP RISK

~60%
allocation to alternatives
(22% pts higher than the average)

2X exposure
to real estate
(16.3% versus 7.4%)

2X exposure
to hedge funds
(9% versus 4.7%)

Compared to all respondents

Target returns are optimistic, yet achievable

Most (55%) of the family offices surveyed said they targeted a return of between 7% and 10%, which, based on J.P. Morgan Asset Management's Long-Term Capital Market Assumptions (LTCMAs), seems high but achievable. For context, the firm's LTCMAs suggest that a standard 60/40 stock/bond portfolio should deliver a 6.4% return over the next 10–15 years. Adding more risk assets and privates to the mix could plausibly increase that return into the 7%–10% range. However, one-third of family offices target a return of greater than 11%. The highest expected return asset in the firm's LTCMAs (private equity) is 10.2%. Notably, family offices that are targeting 11% plus returns are relying on private markets to do so, allocating 10 percentage points more to private investments and four percentage points more to control-oriented private investments, taking their average private investment allocations to over 40%.

Current allocations continue to favor risk assets

On average, portfolios are largely diversified, with a clear preference toward risk assets. Public equities (38.4%) and private investments (30.8%) account for more than two-thirds of assets. Fixed income, the third-largest average asset class exposure (14.8%), rounds out this portfolio core to account for a total of 84% of overall assets (see Exhibit 2).

Within private investments, average allocations are diversified across a range of different holdings, with the largest in private equity (9.8%), real estate (7.4%) and control-oriented private investments (6.1%). See page 19 for more insight on private investments.

Allocations to hedge funds remain relatively modest (4.7%), a consistent trend over the past decade. Notably, the largely uncorrelated nature of most hedge funds can provide diversification benefits during periods of investment volatility, equity market concentration, and elevated correlations between stocks and bonds.

Despite these being key investment concerns noted above, the average allocation seems low in our view.

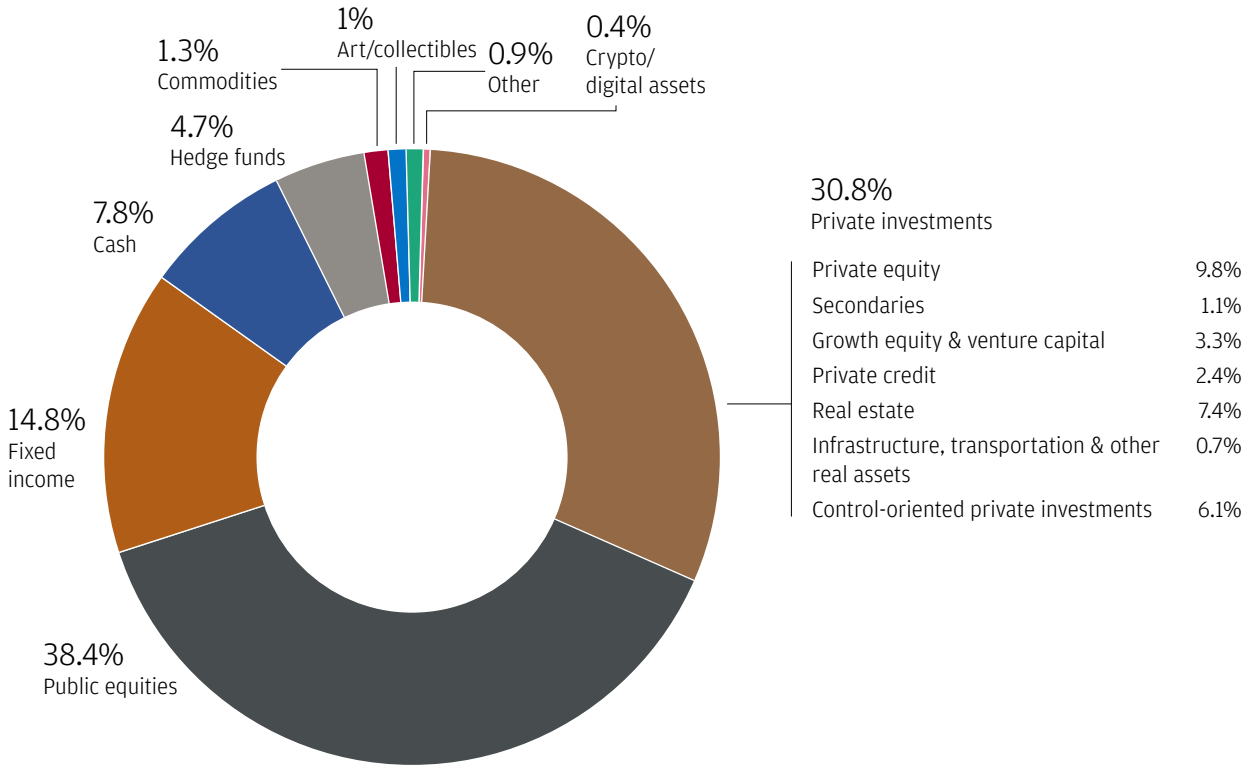
Average allocations across regions are broadly similar, though U.S. offices appear markedly more comfortable taking risk than international offices. On average, U.S. offices hold roughly one-third more in private investments (34.3% versus 25.6%) and a corresponding lower share in fixed income (10.7% versus 20.8%). Given the globally accessible universe of private opportunities, both direct and fund-based, the nearly 10-point differential likely reflects regional differences in taxation, risk appetite and liquidity preferences.

Amid these broad averages, one key observation is how family office allocations continue to converge with those of institutional investors, particularly within alternative investments, a logical parallel, as both can invest with multigenerational time horizons.

PUBLIC EQUITIES AND PRIVATE INVESTMENTS ARE THE TWO LARGEST ALLOCATIONS

Exhibit 2: Average portfolio asset allocations (net)

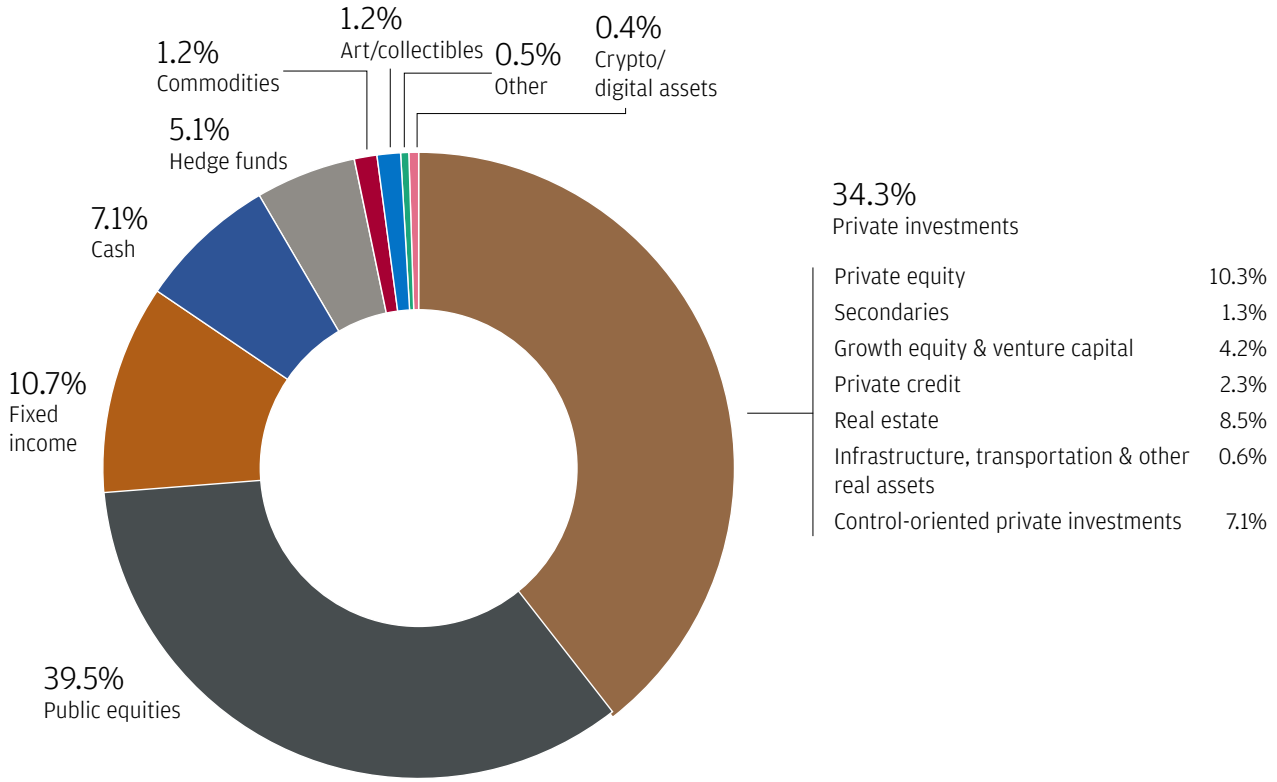
Global



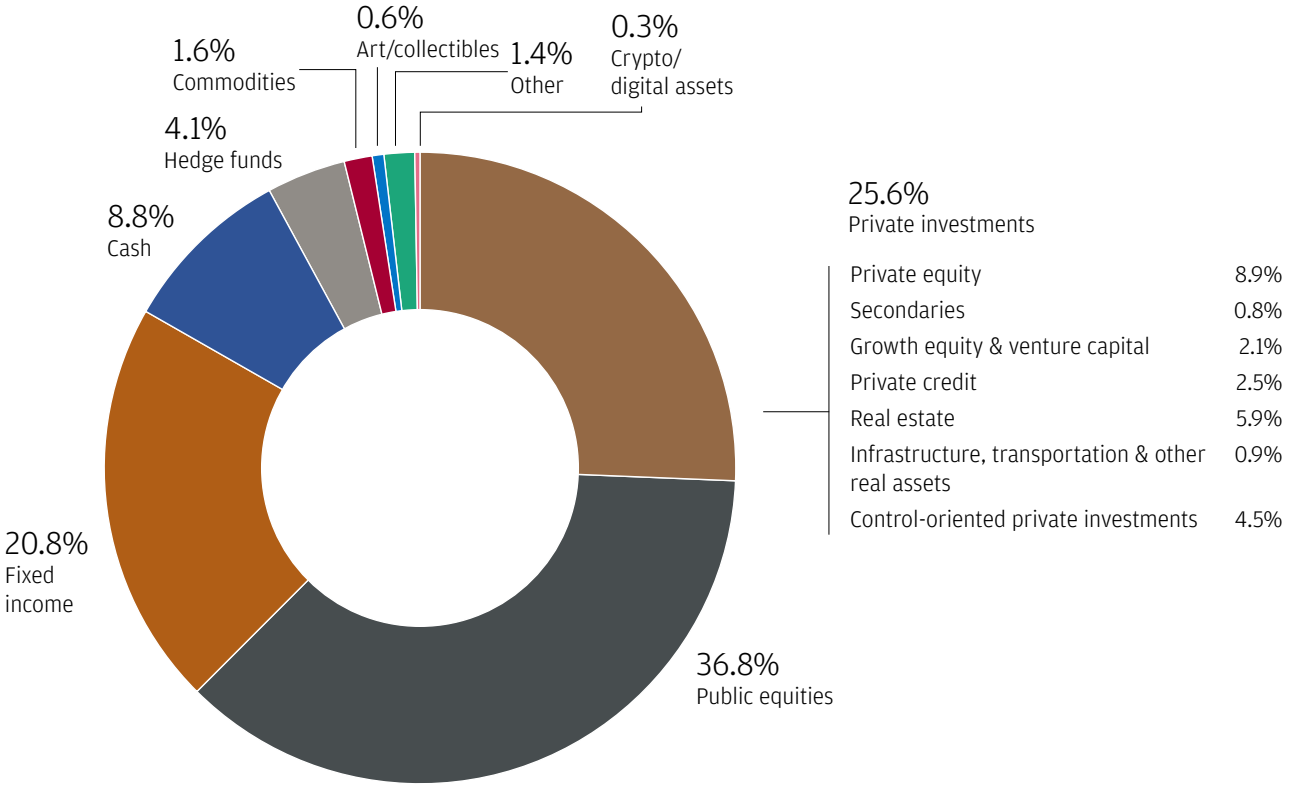
PUBLIC EQUITIES AND PRIVATE INVESTMENTS ARE THE TWO LARGEST ALLOCATIONS

Exhibit 2 (cont): Average portfolio asset allocations (net)

United States



International



We’ve witnessed a clear shift in how families allocate capital.

Alternatives are no longer a tactical complement, but a strategic pillar. Across private equity, private credit, real assets and hedge funds, we’re deploying more capital than ever as families seek durable income streams, access to innovation and diversified sources of return.

Notably, family offices are emerging as highly strategic sources of capital for private companies and sponsors—able to move quickly, commit flexibly and partner for the long term. The momentum behind these allocations reflects a long-term conviction that the most compelling opportunities, and the most attractive risk-adjusted returns, are increasingly found in alternative assets.

Kristin Kallergis Rowland
Global Head of Alternative Investments
J.P. Morgan Asset & Wealth Management

Another global similarity beyond allocations

International offices predominantly evaluate their portfolios in U.S. dollars, underscoring its continued role as the world's dominant currency. A full 67% use the currency, led by Latin America (96%) and Asia-Pacific (81%), compared to EMEA (22%, with 74% preferring the euro). While family offices may continue to look for alternative stores of value for the U.S. dollar, it still seems set to be the world's dominant currency. For comparison, average global allocations to gold (0.9%) and Bitcoin (0.2%) are quite muted.

Allocation ranges

Exhibit 3 drills down into the broader allocation averages, highlighting what percentage of family offices allocate to each of the larger asset class exposures and select underlying segments. It presents the data in range bands (e.g., 1%-9%, 10%-29%, 30%+), illustrating the proportion of offices investing at each level.

U.S. large-cap equities dominate public equity allocations both for offices in the United States and outside the United States. In fact, more than 80% globally have little or no equity exposure to U.S. mid/small caps or international developed market equities in Europe/United Kingdom. This points to a disconnect with the asset valuation risk fears highlighted in the prior section, given the strong runups in U.S. large caps, especially mega caps over the past several years.

More than 30% of family offices hold 10% or more of their assets in cash. While a portion of this cash may be strategic in nature, often times the sum total is not, with relatively high levels such as these often less than ideal. This is particularly true for offices citing inflation as a top concern, given that the risk of ongoing erosion in purchasing power intensifies when inflation remains persistent. It may reflect a vestige of the past high-rate cycle, but as the economy continues to move through a non-recessionary rate-cutting cycle, maintaining such high balances may risk missing return targets or, at the very least, opportunities to better optimize yield across cash and short-term fixed income assets.

67%

of international family offices

EVALUATE THEIR PORTFOLIO IN U.S. DOLLARS

U.S. LARGE-CAP EQUITIES TEND TO DOMINATE PORTFOLIO ALLOCATIONS, FOLLOWED BY PRIVATE EQUITY AND REAL ESTATE

Exhibit 3: How much of your portfolio are you investing in the following asset classes and underlying segments?
(Select segments shown; refer to appendix on page 43 for full allocation details)

Global

ALLOCATION SIZE	0%	1%-9%	10%-29%	30%+
PUBLIC EQUITIES				
U.S. large-cap equities	9%	17%	41%	33%
U.S. mid-/small-cap equities	40%	40%	18%	3%
International developed market equities (Europe & U.K.)	41%	41%	16%	2%
PRIVATE INVESTMENTS				
Private equity	22%	36%	34%	8%
Real estate	40%	32%	22%	6%
Growth equity & venture capital	57%	31%	11%	1%
Private credit	58%	33%	9%	0%
Infrastructure, transportation & other real assets	79%	19%	2%	0%
FIXED INCOME				
Investment grade corporate bonds	51%	22%	20%	7%
U.S. Treasury bonds	58%	28%	12%	2%
U.S. municipal bonds	77%	16%	6%	2%
CASH	23%	46%	26%	5%

U.S. LARGE-CAP EQUITIES TEND TO DOMINATE PORTFOLIO ALLOCATIONS, FOLLOWED BY PRIVATE EQUITY AND REAL ESTATE

Exhibit 3 (cont): How much of your portfolio are you investing in the following asset classes and underlying segments?
(Select segments shown; refer to appendix on page 43 for full allocation details)

United States

ALLOCATION SIZE	0%	1%–9%	10%–29%	30%+
PUBLIC EQUITIES				
U.S. large-cap equities	7%	14%	39%	40%
U.S. mid-/small-cap equities	29%	44%	22%	5%
International developed market equities (Europe & U.K.)	48%	39%	13%	0%
PRIVATE INVESTMENTS				
Private equity	23%	32%	35%	10%
Real estate	31%	36%	26%	7%
Growth equity & venture capital	52%	33%	13%	2%
Private credit	58%	32%	10%	0%
Infrastructure, transportation & other real assets	83%	16%	2%	0%
FIXED INCOME				
Investment grade corporate bonds	65%	25%	9%	0%
U.S. Treasury bonds	58%	30%	11%	1%
U.S. municipal bonds	63%	24%	10%	3%
CASH	24%	46%	26%	4%

International

ALLOCATION SIZE	0%	1%–9%	10%–29%	30%+
PUBLIC EQUITIES				
U.S. large-cap equities	12%	20%	45%	24%
U.S. mid-/small-cap equities	54%	35%	11%	0%
International developed market equities (Europe & U.K.)	32%	43%	21%	4%
PRIVATE INVESTMENTS				
Private equity	21%	42%	32%	4%
Real estate	54%	27%	15%	4%
Growth equity & venture capital	65%	28%	7%	0%
Private credit	57%	35%	7%	0%
Infrastructure, transportation & other real assets	74%	24%	2%	0%
FIXED INCOME				
Investment grade corporate bonds	31%	18%	35%	16%
U.S. Treasury bonds	58%	26%	14%	2%
U.S. municipal bonds	97%	3%	0%	0%
CASH	22%	46%	26%	6%

Areas of no exposure

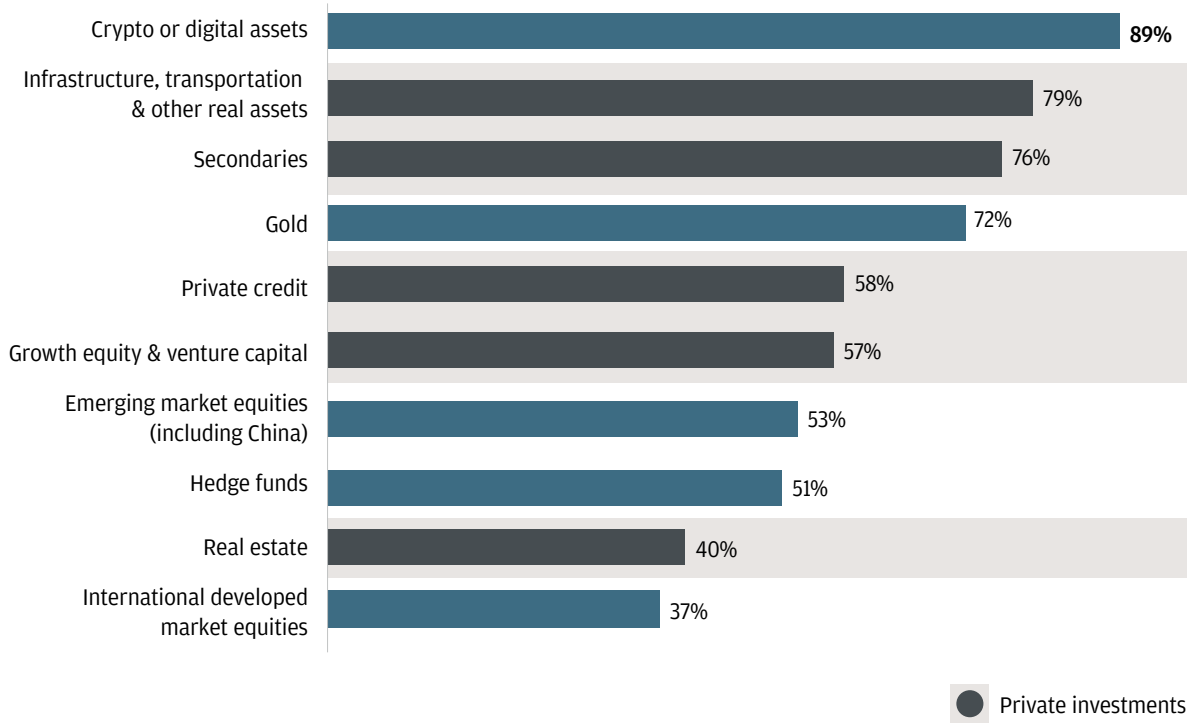
Also revealing are the areas where many offices are not investing (Exhibit 4). Despite the headlines and hype around crypto and other digital assets, the vast majority of family offices (89%) remain on the sidelines. This could reflect a debate that we are also having within J.P. Morgan: What role should cryptocurrency and other digital assets play in a portfolio, and, perhaps more importantly, how much should a portfolio own, given their elevated volatility and inconsistent correlation with other assets?

Many are also not investing in infrastructure (79%), private credit (58%) and real estate (40%), all notable, given our view that inflation is likely to have a higher floor and more volatility in the next few years, and the historical inflation-hedging characteristics of these asset classes.

Similarly, even with the relatively large allocations to private investments noted above, 76% of offices have no exposure to secondary private equity, a segment that currently offers some of the most compelling risk/reward opportunities in private markets today. Nearly three-quarters (72%) of offices are not investing in gold, and as noted earlier, those that appear to be are investing very little, with an average global allocation of only 0.9%. Finally, 57% report no exposure to growth equity or venture capital, even as 65% of offices globally identify AI as a top investment theme (page 18), and these are the stages where much of the emerging application-layer innovation in AI is likely to occur.

MORE THAN THREE-QUARTERS OF GLOBAL FAMILY OFFICES HAVE ALLOCATED 0% TO CRYPTO, INFRASTRUCTURE AND SECONDARIES IN THEIR PORTFOLIOS

Exhibit 4: Portfolios with 0% allocations, globally
(Showing 10 out of 37 asset classes)



Areas of focus led by private equity, AI and healthcare innovation

When asked about planned increases and decreases in asset class exposures over the next 12–18 months, family offices signal a continued focus on growth-oriented and diversified risk assets (Exhibit 5). Private equity stands out as a clear priority, with 37% of global respondents planning to increase allocations, the highest of any asset class, and a strong vote of confidence in a market segment that has struggled in the past several years relative to global large-cap equities. This emphasis extends across private investments broadly, capturing more than half of the top 10 spots globally, including real estate (30%), growth equity and venture capital (29%), private credit (29%), secondaries (28%) and infrastructure (24%).

Equities also attract attention globally, led by European and U.K. securities (33%), U.S. large caps (28%) and U.S. mid/small caps (21%), the latter reflecting demand from U.S. offices (24%). The positive view on European equities correlates with more appetite to invest in security, defense, energy and infrastructure in the region. On the fixed income side, only investment grade bonds (19%) make the global top 10, securing the last spot thanks to interest from international offices (22%).

Planned asset class reductions are led by cash (21%) and U.S. large caps (19%), potentially reflecting profit-taking after strong gains in recent years. Additionally, 11% anticipate lowering investment grade bond exposure. Notably, only a few are planning decreases in private investments. In fact, 2.5 times as many offices are increasing private investment exposure as opposed to reducing it.

2.5x

AS MANY GLOBAL FAMILY OFFICES ARE INCREASING PRIVATE INVESTMENT EXPOSURE AS OPPOSED TO REDUCING IT

PRIVATE EQUITY TOPS THE ASSET CLASSES FAMILY OFFICES PLAN TO INCREASE

Exhibit 5: Do you plan to increase exposure to the following asset classes over the next 12 to 18 months?
(Top 10 out of 19 asset classes)

Global		United States		International	
Private equity	**37%**	**Private equity**	**37%**	**Private equity**	**38%**
Europe & U.K. equities	33%	Real estate	35%	Europe & U.K. equities	34%
Real estate	30%	Europe & U.K. equities	33%	Secondaries	29%
Private credit	29%	Private credit	30%	Growth equity & venture capital	29%
Growth equity & venture capital	29%	Growth equity & venture capital	29%	Private credit	29%
U.S. large-cap equities	28%	U.S. large-cap equities	28%	U.S. large-cap equities	28%
Secondaries	28%	Secondaries	27%	Infrastructure, transportation & other real assets	27%
Infrastructure, transportation & other real assets	24%	U.S. mid-/small-cap equities	24%	Real estate	24%
U.S. mid-/small-cap equities	21%	Infrastructure, transportation & other real assets	21%	Investment grade fixed income	22%
Investment grade fixed income	19%	Control-oriented private investments	19%	Japan equities	20%

From a thematic perspective, AI (65%), healthcare innovation (50%) and infrastructure (41%) lead the top 10 areas where offices globally are currently focused or plan to prioritize in the future (Exhibit 6). AI, in particular, is expected to drive opportunities across multiple categories, potentially expanding overall exposure. Regionally, international offices show stronger interest than U.S. offices in automation and robotics (40% versus 29%), and food and agricultural innovation (35% versus 15%). In the United States, sports investing also stands out, attracting 19% of offices' attention compared with 10% of international offices.

AI TOPS THE INVESTMENT THEMES GLOBAL FAMILY OFFICES ARE PRIORITIZING

Exhibit 6: Which of the following themes are part of your portfolio today or ones you plan to prioritize in future investments?

65%
ARTIFICIAL INTELLIGENCE

50%
HEALTHCARE INNOVATION

41%
INFRASTRUCTURE ASSETS

35%
CYBERSECURITY

34%
GLOBAL SECURITY & DEFENSE

33%
AUTOMATION & ROBOTICS

23%
FOOD & AGRICULTURAL INNOVATION

22%
SMART MOBILITY

20%
CLIMATE TECHNOLOGY & SOLUTIONS

17%
CRYPTO & DIGITAL ASSETS

16%
RESHORING/ ON-SHORING

15%
SPORTS

14%
SPACE EXPLORATION

13%
WATER SCARCITY

12%
MEDIA & ENTERTAINMENT

5%
OTHER

Private investments continue to gain momentum

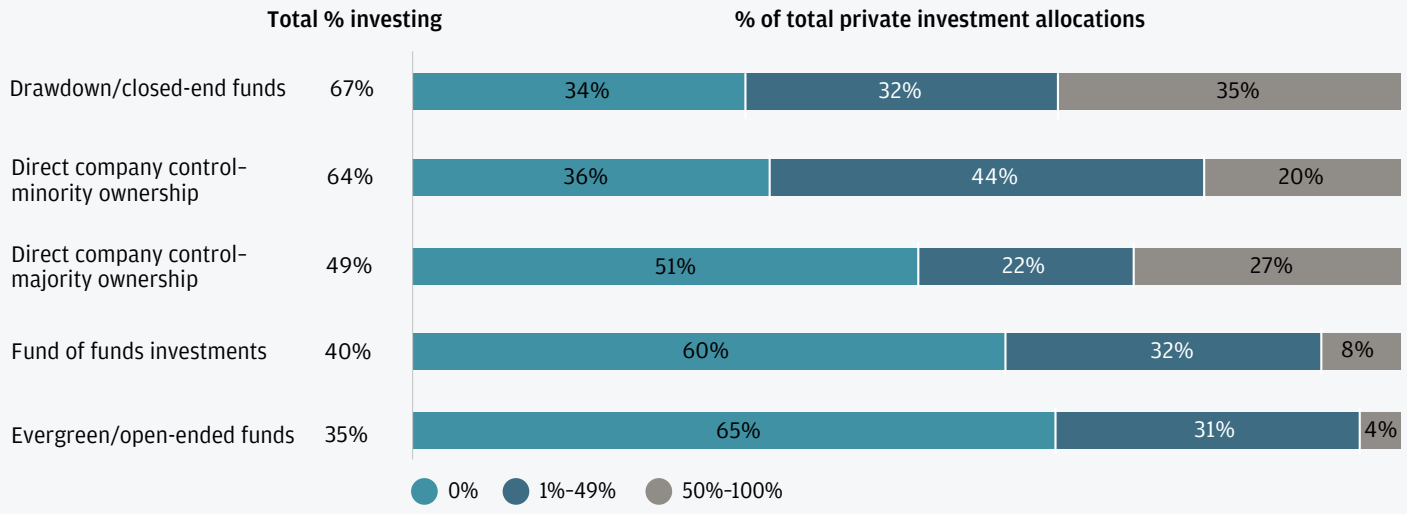
Family offices continue to increase allocations to private investments, reflecting a convergence toward institutional-style portfolios in which private assets play a central role. The complexity and scale of these assets demand significant time, expertise and human capital—keeping privates top of mind for offices focused on long-term growth. Drawdown funds are the most common way to access private investments, utilized by 67% of offices globally (Exhibit 7). This is closely followed by 64% investing in direct control minority ownership positions. Half (49%) hold direct control majority ownership positions, while 40% invest through fund-of-funds strategies, and 35% invest through evergreen funds.

Not only are they popular, drawdown funds also command significant allocations: 35% of offices dedicate 50% or more of their private investment allocations to them. This emphasis increases with AUS (Exhibit 8). The share of offices allocating 50% or more rises from 26% for those with $250 million or less to 30% for $251 million-$500 million, 42% for $500 million-$999 million, and 44% for $1 billion or more. Direct control positions also attract significant allocations, with 47% of offices allocating more than half of their private investments to either majority (27%) or minority (20%) ownership positions, although slightly more than half (51%) hold no majority stakes.

The relatively lower reported adoption of evergreen funds stands in contrast to the rapidly growing interest in these strategies that we have observed in recent years, with new flows through our platform approaching twice those of drawdown funds. These responses may simply reflect the long lockup periods typical of private investments, since the segment is still in early stages relative to drawdowns. We expect it should expand in the longer term as it continues to evolve and older closed-end vintages reach fund termination.

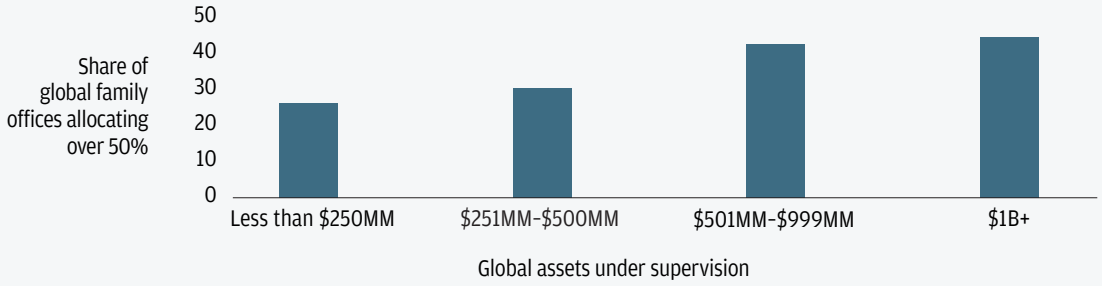
DRAWDOWN FUNDS AND DIRECT MINORITY OWNERSHIP POSITIONS ARE THE MOST WIDELY USED WAYS TO ACCESS PRIVATE INVESTMENTS

Exhibit 7: How is your private investment portfolio allocated across the following investment structures/strategies?



LARGER FAMILY OFFICES LEAN MORE HEAVILY INTO DRAWDOWN FUNDS

Exhibit 8: Percentage of global family offices investing more than 50% in drawdown funds by AUS



02

Succession and engagement

AT-A-GLANCE FINDINGS

- 83% of family offices report having formal governance measures in place, led by investment committees (64%)
- 76% have rising-generation engagement strategies in place to prepare younger family members for leadership roles, yet 28% cite lack of rising-generation preparedness as a top continuity and effectiveness risk
- 57% cite preserving values, governance and legacy as a key family office objective
- 86% lack clear succession plans for key family office decision makers; 51% see this as a significant risk to continuity and effectiveness
- Governance adoption rises with successive generations, often doubling or more from the first generation to the second and beyond in key areas such as investment oversight, family cohesion and family office decision making

Preserving legacy, values and cohesion is a critical objective for multigenerational families managing family businesses, investments and other enterprise assets. Nearly six in 10 (57%) global family offices in this year's survey identify the preservation of family values, governance and legacy as a top priority.

As families expand and generations multiply, maintaining a shared vision and guiding principles becomes increasingly complex. The further a family is from its founding generation, the more acute these challenges become. External events (such as generational transitions, divorce or the sale of a legacy business) and internal dynamics (such as gaps in family cohesion and fragmented decision making) can heighten the risk of family conflict or stasis.

These challenges are further underscored by the unprecedented scale of wealth transfer underway. In the United States alone, an estimated $124 trillion is expected to pass from Baby Boomers and the remaining Silent Generation to their heirs by 2048, with the bulk flowing to Generation X and Millennials.[1] Families are acutely aware of this shift, and there is a growing emphasis on supporting the rising generation and succession planning, and recognition of the need for expert guidance, with one in four (27%) reporting a need for additional support to address governance and succession planning.

Families who maximize their chances of continuity and cohesion tend to focus on three key elements:

1. **Establishing a common mission and vision:** This serves as a guiding "north star" for the family.
2. **Investing in family development:** This includes clear communication, regular family meetings and, for larger families, formal governance structures such as family councils, as well as constitutions or protocols.
3. **Fostering individual growth:** This means encouraging education, work experience and opportunities for family members to explore their own talents and interests.

Our data reinforces these priorities, showing that families are actively taking steps to strengthen governance, succession planning and engagement across generations.

57%

of global family offices

IDENTIFY THE PRESERVATION OF VALUES, GOVERNANCE AND LEGACY AS A TOP PRIORITY

[1] Cerulli, Cerulli Edge—The Americas Asset and Wealth Management Edition, 2025.

Top governance structures: Investment committees, investment policy statements and boards of directors

Families adopt different governance systems and structures depending on their unique circumstances, needs and objectives. These frameworks often develop in response to specific goals or challenges, and while they can often start informally, they tend to become more formalized as families, wealth and enterprises grow in scale and complexity.

This year's survey asked which structures family offices have in place to support oversight, decision making and continuity. Globally, 83% of family offices report having some degree of formal governance in place, while roughly one in five (17%) do not have any structures.

Investment-related structures commonly provide the foundation for broader formalized frameworks, accounting for three of the top five measures (Exhibit 9). Since family offices are typically created to manage investments, it is natural that governance and professionalization efforts often begin there.

The top five most frequently mentioned structures or frameworks are:

1. Investment committees (64%), with both family members and non-family members (42%) or only family members (22%)
2. Formal investment policy statements (35%)
3. Family office boards of directors (32%)
4. External advisors who conduct periodic portfolio reviews (27%)
5. Family office mission statements or handbooks (26%)

INVESTMENT-RELATED STRUCTURES LEAD GOVERNANCE PRACTICES

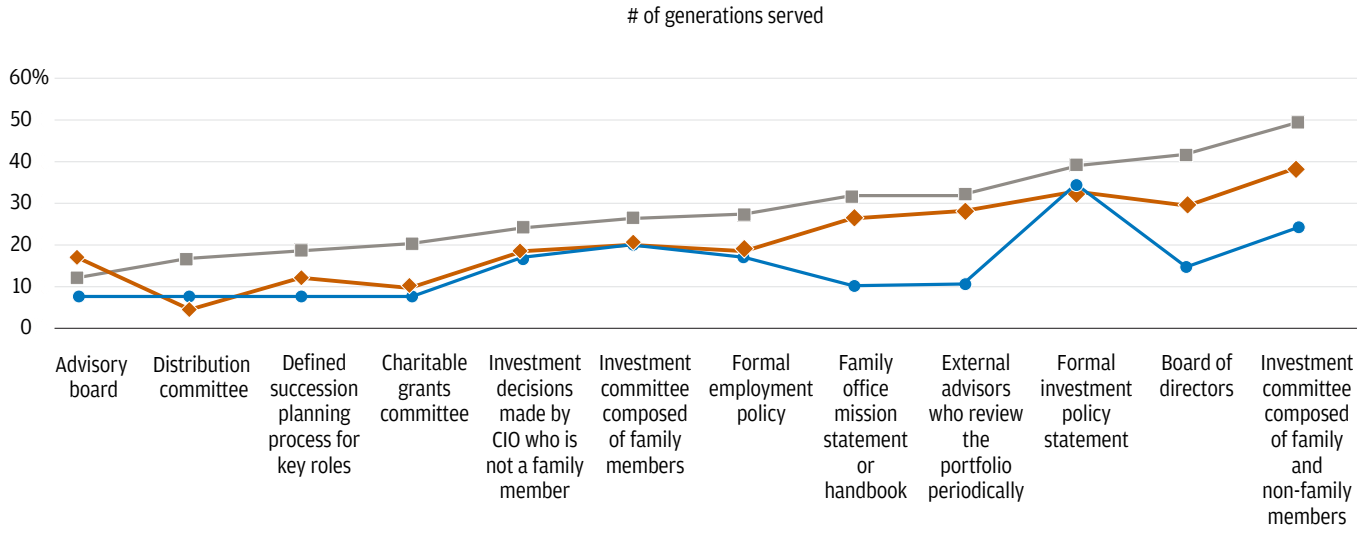
Exhibit 9: Which of the following structures or frameworks are in place to support oversight, decision making and continuity within your family office?

	Global	United States	International
INVESTMENT MANAGEMENT			
Investment committee (family and non-family members)	42%	36%	48%
Formal investment policy statement	35%	33%	38%
External advisors review portfolio periodically	27%	24%	31%
Investment committee (family members only)	22%	24%	19%
Investment decisions made by CIO who is not a family member	20%	19%	22%
GOVERNING BOARDS			
Board of directors	32%	27%	40%
Charitable grants committee	14%	19%	6%
Advisory board	13%	11%	16%
Distribution committee	10%	12%	7%
POLICIES AND PROCESSES			
Family office mission statement/handbook	26%	27%	25%
Formal employment policy	22%	24%	18%
Defined succession planning process for key roles	14%	14%	13%

Families tend to adopt more formal governance measures as they grow across generations, reflecting their increasing complexity and evolving needs. Exhibit 10 clearly illustrates this trend: Families spanning two generations have more governance measures in place than single-generation families, with continued increases as three or more generations become involved.

AS FAMILIES EXPAND ACROSS GENERATIONS, ADOPTION OF GOVERNANCE MEASURES INCREASES

Exhibit 10: Which of the following structures or frameworks are in place to support oversight, decision making and continuity within your family office?



	Advisory board	Distribution committee	Defined succession planning process for key roles	Charitable grants committee	Investment decisions made by CIO who is not a family member	Investment committee composed of family members	Formal employment policy	Family office mission statement or handbook	External advisors who review the portfolio periodically	Formal investment policy statement	Board of directors	Investment committee composed of family and non-family members
1 generation*	7%	7%	7%	7%	17%	19%	17%	10%	10%	33%	14%	24%
2 generations	16%	4%	12%	10%	17%	19%	18%	26%	27%	32%	29%	38%
3+ generations	12%	16%	18%	19%	24%	26%	28%	31%	32%	39%	41%	48%

Family gatherings lead cohesion and alignment efforts

This year's survey shows that families take deliberate steps to strengthen their internal bonds, as shared vision and active engagement are critical to sustaining both the family and its enterprises. The variety and frequency of these efforts highlight a commitment to building interconnected and resilient family governance that can endure across generations. Among the most common approaches in place today, family gatherings lead the way, with regular family meetings (42%), family assemblies (35%) and family retreats (30%) topping the list. Other strategies families are considering implementing in the future include hiring a Chief Learning Officer (37%), establishing a family bank (36%), and creating a family constitution or bylaws, a statement of values and common objectives (35%).

Viewed in context with the 57% of global family offices that identify preserving family values, governance and legacy as a top strategic priority (page 35), adoption of these engagement measures remains below 50%, indicating an opportunity for broader implementation. The level of engagement among family members and the availability of opportunities for meaningful contribution can play an important role in the effectiveness of these measures.

Families who engage in this process often start with three central questions:

- Why is the family working together?
- What does the family want to achieve?
- How will success be measured?

Best practices for building family engagement

1. Establish a clear sense of purpose and shared vision.
2. Invest in the development of the family as an organizational system. As businesses invest in team growth and development, so too should families with shared enterprise assets.
3. Recognize and manage the inherent tension between individual interests and those of the family as a whole, creating avenues for members to contribute in ways aligned with their talents and passions.
4. Develop decision-making frameworks that enable effective collaboration on shared assets and responsibilities.
5. Foster a learning community across generations, encouraging knowledge sharing and active engagement beyond top-down guidance.

As families expand across generations—growing from a single parental generation to multiple branches and geographically dispersed households—formal engagement initiatives become increasingly important. These initiatives extend beyond traditional gatherings to include guiding family oversight, formalizing values and mission, preserving legacy and building shared financial infrastructure.

ADOPTION OF COHESION AND ALIGNMENT STRATEGIES RISES AS FAMILIES EXPAND, WITH NEARLY SEVEN IN 10 THAT SPAN THREE OR MORE GENERATIONS IMPLEMENTING OR ACTIVELY CONSIDERING FORMAL GATHERINGS, COUNCILS AND LEGACY INITIATIVES

Exhibit 11: How is your family office fostering cohesion and alignment across generations today, and how do you see this evolving in the future?

	Currently in place			Considering for the future		
	1 gen	2 gens	3+ gens	1 gen	2 gens	3+ gens
Family constitution (e.g., by-laws, statement of shared values and common objectives, policies)	5%	19%	37%	36%	39%	30%
Family assembly	21%	34%	41%	21%	29%	26%
Family council	10%	26%	37%	33%	29%	30%
Family retreat	7%	29%	39%	36%	29%	27%
Written family history or regular family "storytelling"	12%	24%	39%	31%	36%	27%
Regular whole family meetings	24%	40%	50%	29%	27%	23%
Chief Learning Officer	2%	3%	7%	24%	39%	39%
Family bank	5%	8%	14%	26%	38%	36%

In our work with clients, we see that many families and their family offices go through several “lifecycle” stages.

Emerging family offices are often primarily focused on strategic and tactical issues, and governance/succession planning is less of a concern.

As the family matures and expands, and the family office operations become more solidified, issues related to family governance, legacy and succession planning take on greater importance.

We recommend that families start thinking about these issues earlier, through every stage of the family office lifecycle.

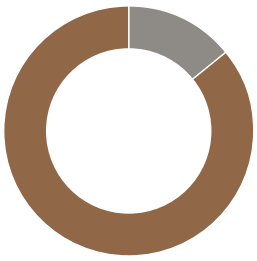
Elisa Shevlin Rizzo
Head of Family Office Advisory
J.P. Morgan Private Bank

Many offices lack clear succession planning

Succession planning for family office management is a topic of frequent challenge and concern. It is an area that takes time, and it is often an ongoing process that requires commitment and support. Many family offices are leanly staffed and struggle to identify successors for key roles. Notably, 86% do not have clear succession plans in place, and slightly more than half of family offices (51%) consider the absence of a succession plan for decision makers as a risk to the continuity and effectiveness of their offices, and 33% ranked it as one of the top three risks.

The level of concern varies by office age, generations served and staff size. For newer family offices (29% of respondents in this year's survey were formed within the last five years), succession planning may feel premature. However, for the nearly half (48%) of respondents whose offices were formed more than 10 years ago, the need for clarity around succession planning becomes more pressing. In fact, 36% of offices older than 10 years place it in their top three risks to the continuity and effectiveness of the family office.

Generational dynamics also influence perceived risk. Among offices serving two generations, 39% cite the lack of a clear succession plan as a key concern, compared with offices serving only one generation, 67% of which report no concern with the lack of a succession plan for decision makers in the family office. Offices with six to 10 employees are more likely to view succession planning as a top three risk (58%) than larger offices with 11 or more employees (43%). Additionally, 53% of offices supporting families with a separate operating business identify succession planning as a significant concern.



86%

of global family offices

DO NOT HAVE CLEAR SUCCESSION PLANS IN PLACE FOR DECISION MAKERS

Most are actively engaging with the rising generation

In working with family offices, one of the most common—and often most passionately discussed—themes we hear is how to engage younger members and help them flourish while they develop the skills, judgment and values necessary to lead effectively and serve as responsible stewards of the family's legacy. The coming intergenerational wealth transfer underscores the critical need to prepare the rising generation to receive and effectively manage family assets.

While families have historically managed these types of initiatives themselves, family offices serving multiple generations are now increasingly involved, often assisting earlier in the process. This growing collaboration reflects a recognition that preparing the rising generation for wealth responsibilities is a lifelong journey, and family offices are playing more active roles in supporting families as they navigate this important transition.

Three-quarters (76%) of family offices are actively engaging with the rising generation with an eye toward succession planning (see Exhibit 12). Key focus areas include wealth education, encouraging involvement with the family and its enterprises, and fostering entrepreneurial spirit by providing capital support for philanthropic or business interests.

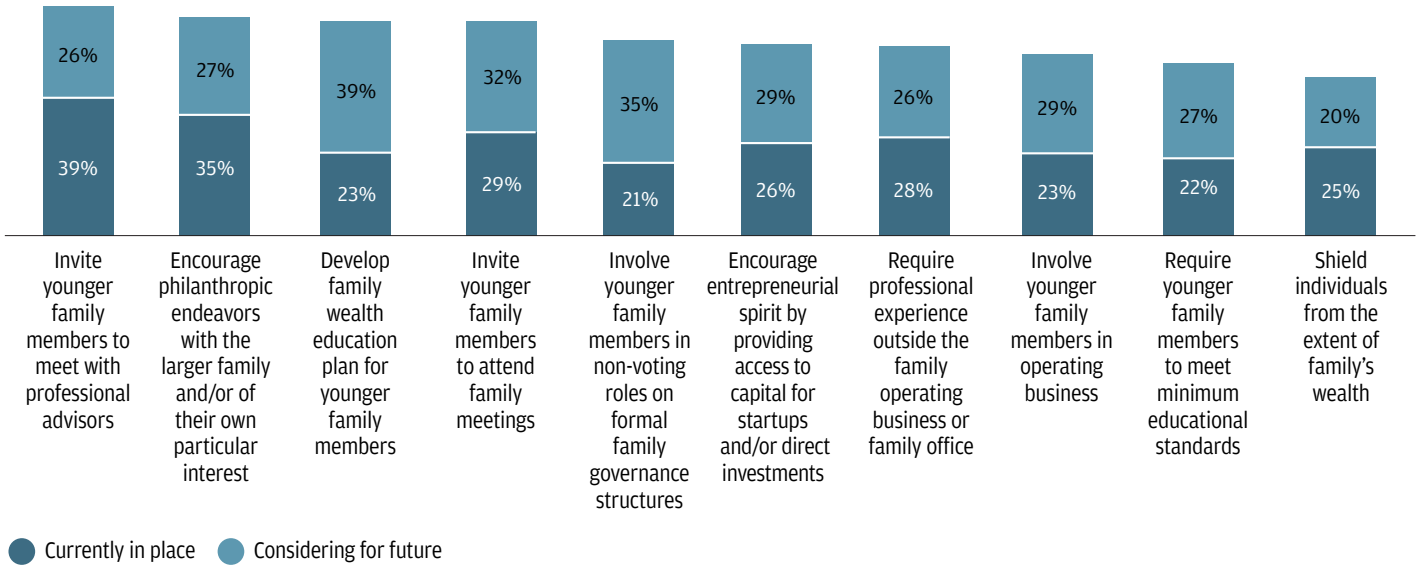
The most common way that families get the rising generation involved is by inviting younger family members to meet with professional advisors (39%). Given that family offices outsource many functions to external providers (page 37), it is natural that families leverage this learning opportunity and consider it critical for the rising generation to build strong relationships with these providers. Doing so supports continuity and helps avoid disruptions to the family enterprise when the next generation assumes responsibility.

Encouraging philanthropic endeavors (35%) is also a leading area for learning and engagement, providing a hands-on entry point for rising-generation development. This strategy is especially favored by U.S. families (43% versus 24% for international offices). Beyond philanthropy, international family offices are generally doing more in rising-generation engagement across areas such as outside professional experience, operating business involvement and education requirements. U.S. offices, where the greatest degree of global wealth is concentrated, show slightly lower engagement in these specific areas.

In addition, 28% of families require younger members to gain professional experience outside the family operating business or family office, whereas 23% actively involve them in the family business. The latter is more common outside the United States, where 68% own a separate operating company, compared to 51% of families in the United States. Given this, it makes sense that more families outside of the United States use their businesses as a platform for family engagement and learning.

THREE-QUARTERS OF FAMILY OFFICES HAVE IMPLEMENTED ONE OR MORE RISING-GENERATION ENGAGEMENT STRATEGIES, THOUGH SPECIFIC INITIATIVES VARY

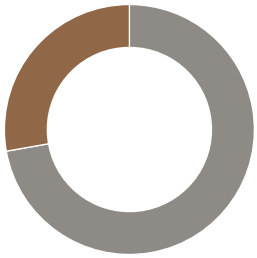
Exhibit 12: Which of the following measures do you have in place or are considering to help prepare the rising generation?



Among families taking steps to engage younger members, one-quarter (25%) report intentionally shielding children from the full extent of the family's wealth. While this approach may be effective for younger children, it may also result in limited preparedness later on, and in some cases, contribute to confusion or conflict.

Still, a meaningful portion of families have yet to implement active strategies for engaging the rising generation. One in four (24%) currently have no such initiatives in place, and 21% of these families are not considering any in the future.

Lack of rising-generation preparedness is cited as a top risk to continuity and effectiveness by 28% of family offices (page 34). As shown in Exhibit 13, awareness of this risk is prompting many offices and families to implement strategies specifically focused on engaging and preparing the rising generation.



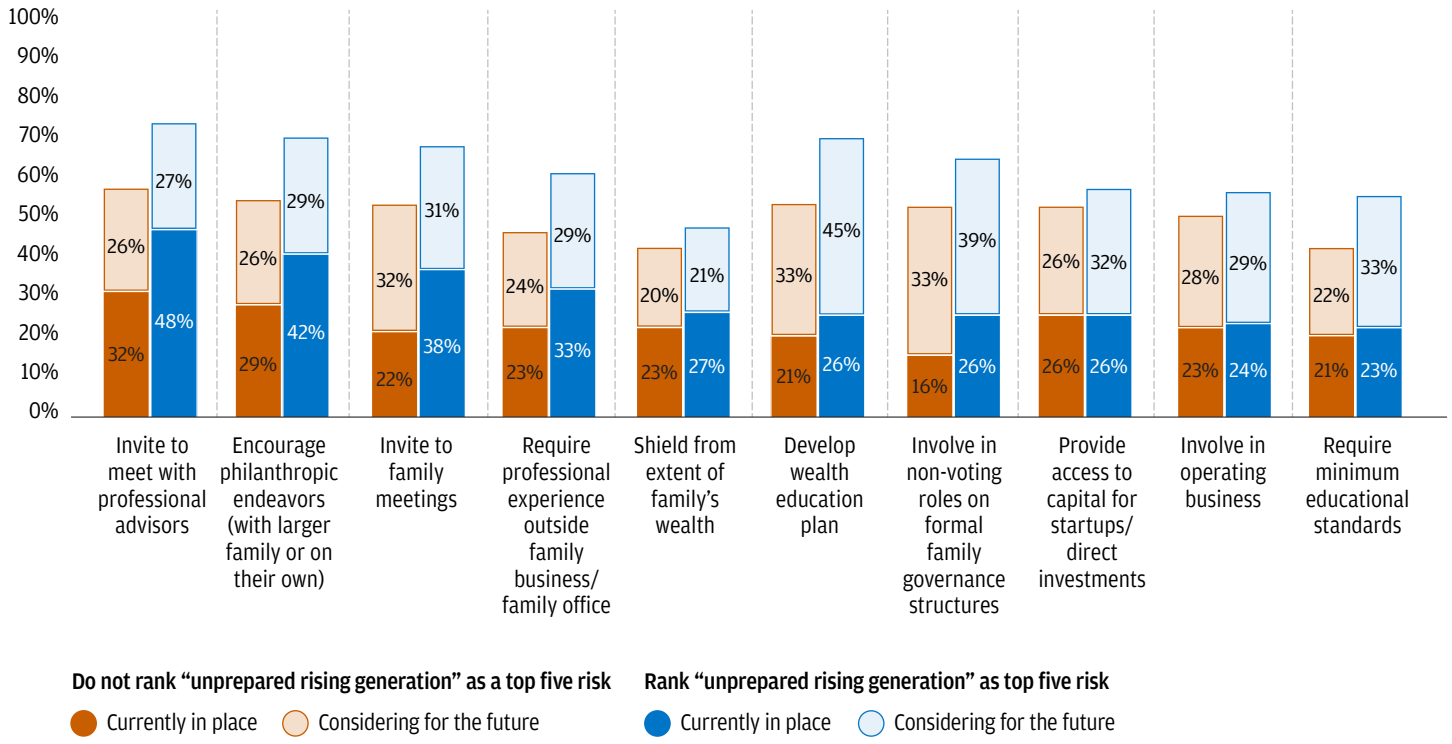
28%

of global family offices

CITE RISING GENERATION PREPAREDNESS AS A TOP THREE RISK TO CONTINUITY AND EFFECTIVENESS

FAMILY OFFICES THAT RANK UNPREPAREDNESS OF THE RISING GENERATION AS A TOP RISK TO CONTINUITY ARE MORE LIKELY TO TAKE ENGAGEMENT ACTION

Exhibit 13: Which of the following measures do you have in place or are considering to help prepare the rising generation?



03 Spotlight on operating businesses

The existence of a separate operating business informs how family offices govern, invest and manage continuity

This year's survey examined the relationship between family offices and family-owned businesses. Privately held businesses are an important source of wealth for many families who have established family offices. Globally, nearly six in 10 (58%) respondents report having a separate operating business, while another 29% had one in the past but no longer do. Only 12% of family offices serve families who have never owned an operating business. Family offices may be embedded within an operating company or function as a standalone entity alongside a family business. We looked specifically at those families whose operating businesses are separate from their family offices, and we found that they share many characteristics and concerns with those without them. Despite the many similarities, business-owning families face additional considerations that influence their decisions and priorities across investments, governance and family office operations.

Investments

The operating company often represents a concentrated, primary source of family wealth, yet less than half (48%) of business owning families consider it when allocating the family investment portfolio. This could pose risk to overall exposures within sectors, geographies and even global trends. Not accounting for the operating company when evaluating non-related investments can make it difficult to accurately align risk to long-term goals. This group overall reports, on average, slightly higher positions in fixed income (16.8% versus 12.0%) and lower allocations to private investments (23.2% versus 26.9%). However, a more integrated approach could help better calibrate other assets with performance expectations of the business itself. It is true that some families intentionally design a distinct separation between the operating company and portfolio assets. In many of these cases, the family office has purview only over financial assets, which can have implications for AUS metrics. In other instances, the distinction arises from challenges in data aggregation and risk management, an area often cited by family offices where improvement is desired. While there is no overwhelmingly correct approach, applying overarching risk measures can be prudent for families concerned about risks to long-term asset values and maintaining a cohesive portfolio.

Family office integration

Forty-seven percent of family offices supporting families with operating businesses list managing the business itself as a strategic priority. Our survey focused on standalone family offices as opposed to embedded family offices, whereby employees of a privately held business provide administrative, tax and/or personal support for the owners and their family members. The majority of the standalone family offices we work with are not responsible for the day-to-day management of the family's core operating businesses. While the family office may oversee strategic direct stakes in privately held businesses as part of the family's portfolio, they typically do not manage the family's core businesses. Instead, the family office may offer strategic support to family business shareholders.

Governance

For many families, the operating business serves as a core bond that helps hold them together. This can be even more heightened in periods of transition, making formal governance measures especially important. Business-owning families are more likely to have formal governance structures in place: 48% of business owning families have established some governance bodies versus 40% of non-business-owning families. In particular, they are more likely to have established formal family councils (64% versus 51%), rely on fiduciary boards of directors (36% versus 27%), and have investment committees consisting of both family members and non-family members (45% versus 35%). Business-owning families are also more likely to have external advisors review their investment portfolios (31% versus 22%). Family constitutions/bylaws are more prevalent among business-owning families than non-business-owning families (66% versus 51%), and business owning families are also more likely to host regular family meetings (46% versus 37%), and to prioritize preservation of family values and legacy (59% versus 56%) as a top family office priority.

Strong governance frameworks provide the continuity that the business alone may no longer guarantee. It gives rising generations a clear framework for involvement, and offers a stabilizing "north star" that keeps the family connected. Business-owning families are more conscious of the risk that family conflict and misalignment of family values pose to the continuity of the family office: 41% of business-owning families cite conflict and family misalignment as a top three risk as opposed to 23% of families who do not have an operating business. In fact, 21% of business-owning families identify family conflict/misalignment as the number one risk to family office continuity.

COMPARED TO NON-BUSINESS OWNING FAMILIES, FAMILIES WITH OPERATING BUSINESSES ARE MORE LIKELY TO:

1. Have formal governance structures
2. Engage with external advisors
3. Prioritize family values and legacy preservation

In families with operating companies, governance does more than protect the business—it's essential in protecting the family franchise.

A clear decision-making framework regarding distributions, leverage levels, compensation and roles, coupled with investment performance metrics, helps families navigate transitions and keeps the operating company aligned with long-term priorities.

Steven Faulkner
Head of Private Business Advisory
J.P. Morgan Private Bank

04 Strategic and operational foundations

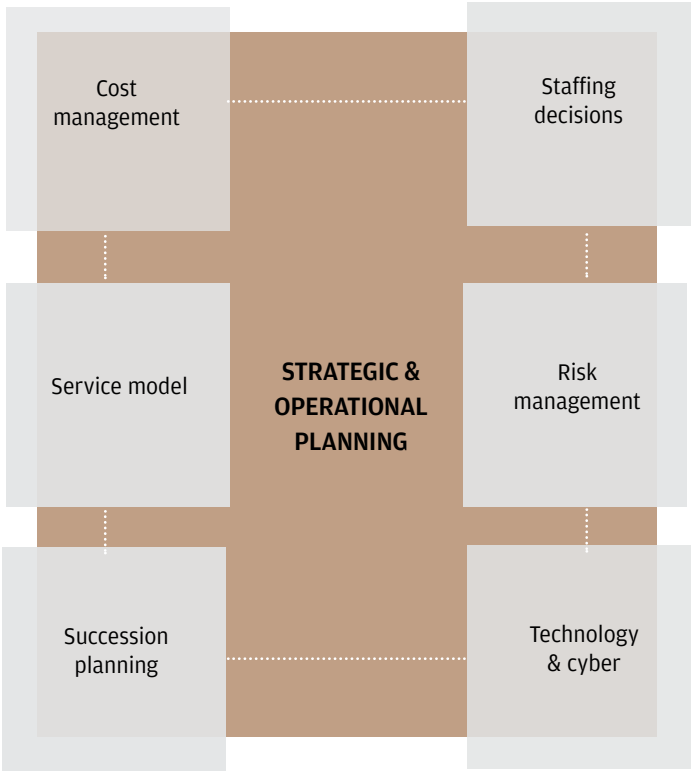
AT-A-GLANCE FINDINGS

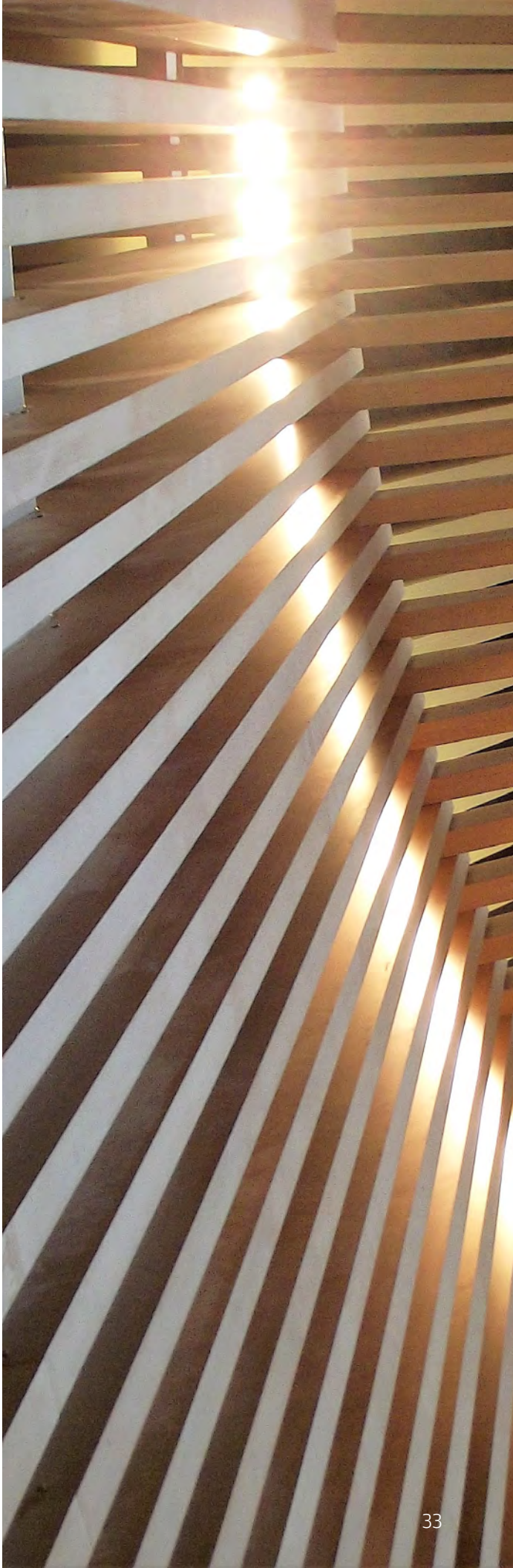
- Top strategic priorities center on managing the family balance sheet and tax liabilities, followed by administrative services, and more than half identify governance as a key goal
- Annual operating costs vary widely: 40% spend less than $1 million, 29% spend $1 million to $2.99 million, 20% spend $3 million to $6.99 million, and 11% exceed $6.99 million, with offices overseeing over $1 billion in AUS spending an average of $6.6 million
- Operating costs tend to rise with AUS, but the share of external expenses generally stays consistent, averaging 25%–28%
- As family offices mature, they often increasingly integrate external professional talent, expanding beyond family-led staffing models as complexity grows
- 80% leverage portfolio outsourcing, with more than one-third wholly or partially outsourcing more than half of their portfolios

In our work with family offices around the world, we consistently see how each office reflects the unique needs, goals and characteristics of the family it serves. While scale, scope and purpose can vary widely, certain structural and operational patterns often emerge that help define the broader landscape.

These patterns provide insights into how offices prioritize objectives, navigate risks, allocate resources and make decisions, all while balancing the demands of operating businesses, evolving family expectations and changing investment environments. Understanding these patterns helps illuminate the ways in which offices can support both immediate operational needs and long-term family objectives.

At the same time, families identified areas where they need the most support to strengthen their operations to serve both the families and their enterprises over time. From cost management and staffing decisions to strategic priorities and succession planning, offices face the ongoing challenge of aligning operational structures with the family's long-term goals. Recognizing these dynamics can be essential for families seeking to enhance governance, optimize operations and ensure continuity, as well as for third-party advisors and service providers aiming to provide meaningful, actionable guidance that can help families navigate complexity and build lasting resilience.

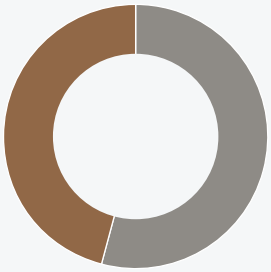




Top risks to family office continuity and effectiveness

Family offices were asked to identify the top risks facing their operations (see Exhibit 14). Globally, financial market disruption emerges as the most pressing concern (46%), followed by regulatory and tax compliance complexities (38%). Family conflict and misalignment, lack of succession planning and key individual or service provider risk round out the top five risks, each registering at 33%.

Regional and structural differences all shape these perceptions. International offices are more concerned with family conflicts (42%), while U.S. family offices are concerned with overreliance on key providers (38%). Smaller offices globally (AUS under $250 million) are more likely to be concerned about potential market disruptions (55%), while multigenerational offices tend to also be worried about the challenges of maintaining family cohesion in areas such as the rising generation (30%), conflict (36%) and succession plans (35%). These patterns underscore that while some risks are universal, the specific context of the family—its size, generational span and geography—can influence which threats are seen as most immediate.



46%
of global family offices
IDENTIFY FINANCIAL MARKET DISRUPTION IMPACTING THEIR LONG-TERM GOALS AS THE TOP RISK

SHORT-TERM FINANCIAL DISRUPTIONS ARE A TOP RISK TO THE CONTINUITY OF FAMILY OFFICES

Exhibit 14: What are the top three risks (ranked) to the continuity and effectiveness of your family office?

	Global		United States		International	
1	**Financial market disruption impacting long-term goals**	**46%**	**Financial market disruption impacting long-term goals**	**44%**	**Financial market disruption impacting long-term goals**	**48%**
2	Regulatory/tax/compliance complexity	38%	Over-reliance on provider(s) or individual(s)	38%	Family conflict or misalignment on strategy/values	42%
3	Over reliance on provider(s) or individual(s)	33%	Regulatory/tax/compliance complexity	37%	Lack of succession plan for decision makers	40%
4	Family conflict or misalignment on strategy/values	33%	Unpreparedness of rising generation	28%	Regulatory/tax/compliance complexity	39%
5	Lack of succession plan for decision makers	33%	Lack of succession plan for decision makers	28%	Unpreparedness of rising generation	27%

This chart illustrates the five most commonly cited risks that were ranked as a top three risk.

Managing the family balance sheet and tax liabilities are top strategic priorities

Exhibit 15 highlights the top five cited strategic priorities of family offices, with primary emphasis on the growth and management of the family balance sheet, and actively managing tax liabilities, as well as other professional and administrative services. This underscores a common path. Most offices initially focus on these types of key areas and, as they begin serving multiple generations and branches, they often recognize that governance and rising-generation preparedness become increasingly instrumental to long-term wealth preservation. More than half (57%) identify governance and legacy as key areas of focus, reflecting this growing role.

The number of priorities cited also tends to expand with family size and complexity, with offices serving three or more generations generally reporting a broader set of initiatives than those supporting a single generation. One takeaway for emerging offices: Get ahead of priorities that are likely to shift in the immediate future by clearly defining the strategic purpose of the family office beyond the management of financial wealth, and identifying stakeholders and setting measures of success.

INVESTMENTS AND PROFESSIONAL/ADMINISTRATIVE SERVICES LEAD STRATEGIC PRIORITIES, WITH MANY OFFICES ALSO SUPPORTING FAMILY GOVERNANCE

Exhibit 15: What are the primary strategic priorities of your family office?

1
89%
Managing liquid financial assets of the family

2
76%
Structuring and coordinating estate/tax planning

3
72%
Sourcing and managing direct investments

4
71%
Financial administration and accounting (bill pay, bookkeeping, financial reporting, etc.)

5
57%
Preserving family values, governance and legacy

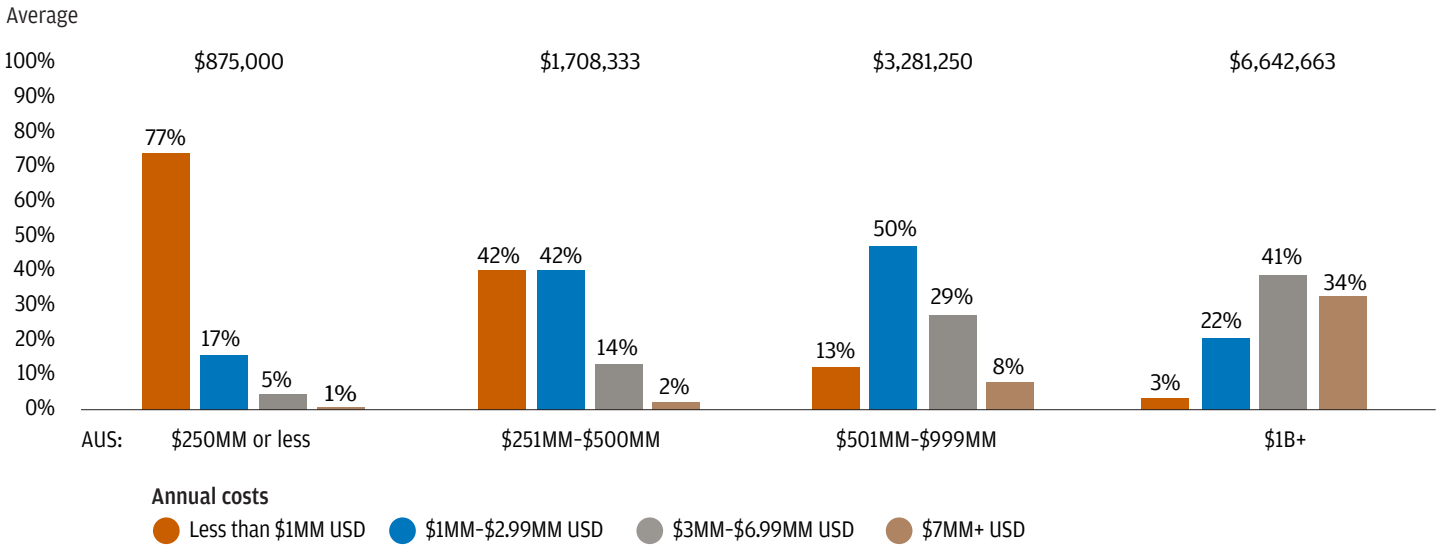
Many are making meaningful investments in annual operating costs

Family office operating costs can vary widely, but it is clear that many families are making sizable investments to ensure their offices can deliver expertise, continuity and support across generations. The average annual cost to run a family office is just over $3 million, of which an average 26% is attributed to external costs, such as investment management fees, custody and trading fees, legal and compliance costs, bill pay, etc. This year's figure is modestly lower than 2024 data, reflecting changes in the participation mix, scale across the regions and cost categories included in the survey. However, family offices with more than $1 billion in AUS are spending an average of $6.6 million in annual costs, roughly double the average for offices with AUS between $500 million and $1 billion (see Exhibit 16).

Of course, averages do not tell the whole story. Looking at specific ranges, 40% of offices have under $1 million in operating costs, 29% spend $1 million to $2.99 million, 20% fall between $3 million and $6.99 million, and 11% report costs of $7 million or more. As AUS grows, generally so too do absolute costs of running the office. However, while total costs broadly scale with size, the relative share of external costs generally does not. Further, the common rule of thumb that costs should be between 0.5% and 1% of AUS can be overly simplistic, as it does not take into account the nature of the family office, the complexity of the assets to be managed and the talent that the family office has hired from within.

WHILE HIGHER AUS CORRELATES WITH INCREASED OPERATING COSTS, THE SHARE ALLOCATED TO EXTERNAL EXPENSES STAYS WITHIN A MODEST RANGE

Exhibit 16: Annual operating cost to run the global family office



External costs portion of budget	$250MM or less	$251MM-$500MM	$501MM-$999MM	$1B+
<10%	29%	21%	13%	23%
10%-19.9%	19%	18%	25%	22%
20%-29.9%	13%	15%	17%	13%
30%-39.9%	11%	15%	15%	14%
40%-49.9%	8%	6%	15%	12%
50%+	20%	24%	13%	16%
Average	25	28	28	26

Outsourcing

Family offices can gain leverage and scale by outsourcing certain functions, either wholly or in part, to specialty providers. It can be more efficient to delegate on technical topics, rather than build out in-house capabilities. This is evident in the services that are most frequently wholly outsourced:

- **Legal services (52%)**
- **Trading and market execution (45%)**
- **Cybersecurity (38%)**

In contrast, administrative services are most likely to be wholly insourced:

- **Family office staffing and compensation (72%)**
- **Financial administration (64%)**
- **Balance sheet aggregation and reporting (54%)**

Because of the complex nature of their portfolios and the desire for custom reporting views, many family offices prefer to keep these functions internal, and many are now or increasingly leveraging technology to provide lift. At J.P. Morgan, we're seeing rising demand for aggregated reporting platforms that offer clients enhanced transparency along with a holistic view of assets across multiple sources and institutions. These platforms enable real-time digital reporting and analysis of both public and private assets, helping families to move beyond manual, spreadsheet-driven processes and freeing staff to focus on higher-value priorities.

Investment outsourcing

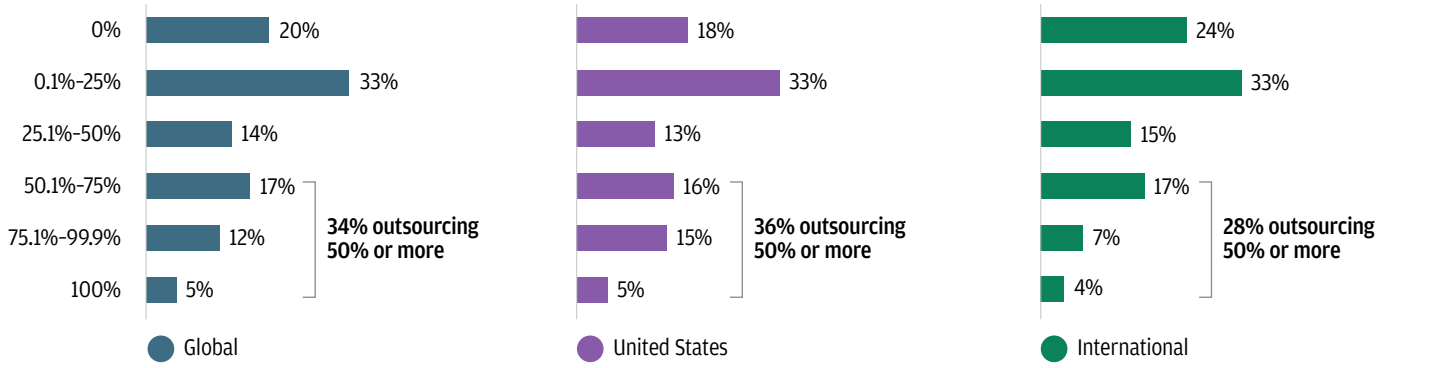
On the investment side, 80% of global family offices report incorporating some degree of portfolio outsourcing, such as usage of outsourced CIOs, due diligence and manager selection, trading functions and discretionary oversight of specific investment sleeves (Exhibit 17). This is consistent with what we see in practice, where most family offices insource in areas where they believe they have unique expertise or investment edge, and outsource to achieve efficiency and scale.

In fact, more than one-third of offices wholly or partially outsource more than half of their portfolios, a relatively consistent trend across AUS levels (Exhibit 18). This includes family offices with $1 billion or more, where 33% outsource more than 50% of their portfolios, underscoring the value and efficiencies family offices of all sizes derive from their outsource providers.

When family offices are evaluating external advisors and wealth managers, family offices most commonly cite the following reasons as the most important: access to high-quality investment managers or products, strong investment track record, portfolio construction expertise, access to private investment deal flows, access to a broader suite of financial and family office services, and experience with family offices and values.

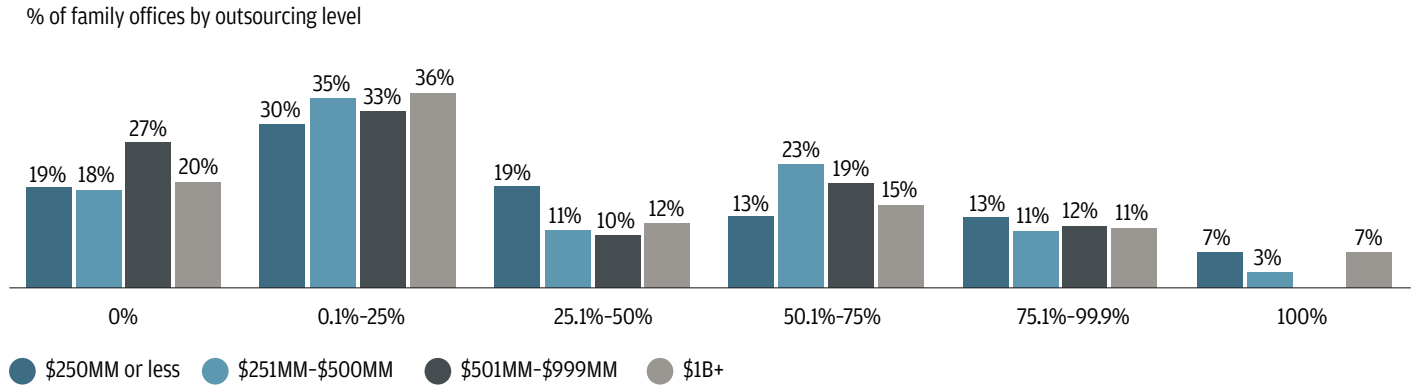
MOST FAMILY OFFICES ARE LEVERAGING EXTERNAL EXPERTISE IN MANAGING THEIR PORTFOLIOS

Exhibit 17: What percentage of your total investment portfolio is outsourced to or managed by external/third-party investment advisors or wealth managers?



ONE-THIRD OF FAMILY OFFICES WITH $1 BILLION OR MORE AUS ARE OUTSOURCING AT LEAST HALF OF THEIR PORTFOLIOS

Exhibit 18: Share of portfolio outsourced by AUS, globally



By asset class

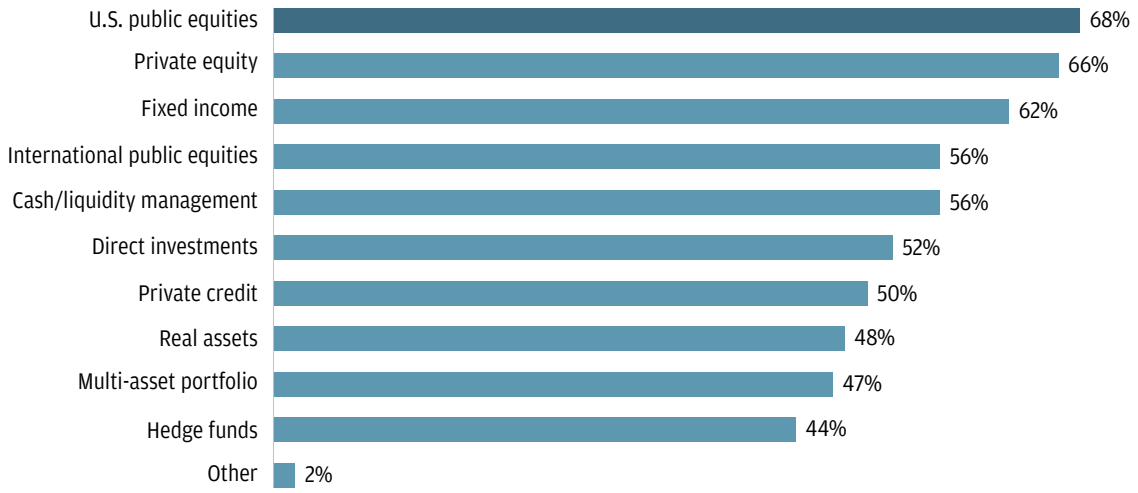
Exhibit 19 illustrates which asset classes offices are wholly or partially outsourcing. Four of the top five globally are U.S. public equities (68%), fixed income (62%), international public equities (56%) and cash/liquidity management (56%). This reflects a common theme we hear in conversations with family offices of delegating more traditional assets to trusted external providers, ensuring dedicated oversight and expertise, while allowing the family and family office to focus on other strategic priorities. Private equity (66%) also ranks near the top, likely reflecting the complexity of building in-house platforms capable of handling comprehensive sourcing, due diligence, manager selection and ongoing portfolio management.

Criteria for third-party provider selection

In choosing external advisors, trust, values and alignment are critical considerations for the vast majority of family offices (78%), reflecting the same emphasis on "fit" that offices apply when hiring internal staff. Track record is naturally a strong factor, cited by 51%, while an advisor's reputation and experience with similarly situated clients (40%), and alignment with the family's long-term goals and values (40%) are also highly important. Cost remains a consideration, but it is not a primary driver. Only 28% of respondents cite reducing internal costs or resource burden as a main factor. Experience and expertise for a specific task, along with the family's needs for privacy and control, often take precedence.

SIX IN 10 OFFICES GLOBALLY LEVERAGE OUTSOURCING IN U.S. PUBLIC EQUITIES, PRIVATE EQUITY AND FIXED INCOME

Exhibit 19: Asset classes leveraging outsourced expertise



Leadership and staffing tend to scale up over time

Across all family offices, CEO and CIO are the most prevalent executive roles, followed by CFO (see Exhibit 20), yet even these positions are far from universal. Only about four in 10 family offices report having a CEO (38%–42%, depending on age of the family office), roughly one-quarter to one-third have a CIO (24%–31%), and between one-fifth and one-third employ a CFO (20%–32%).

As family offices expand in scale and sophistication, they increasingly turn to seasoned, non-family professionals to fill these leadership positions. Family offices established 20 or more years ago, or with 11 or more employees are the most likely to employ professional, non-family executives, reflecting the operational complexity that develops over time.

Still, many family offices begin quite differently. Among smaller offices with five or fewer employees, more than one-quarter (28%) report non-compensated family members working in the office. This early-stage pattern reflects how many family offices typically start, with trusted family members or close associates taking on multiple roles before gradually transitioning to professional management. Even at this early stage, however, around half (52%) of smaller offices report non-family executives in leadership roles, a share that steadily rises to 79% for offices with 11 or more employees, reflecting the value that professional expertise can bring.

Of note, compensation patterns for family members working in their family offices vary by whether the family also owns an operating business. The percentage of non-compensated family members in family offices without an operating company (25%) is double that of those with one (11%), suggesting that business-owning families often have more formal business governance and compensation structures already in place.

CEO AND CIO ARE THE MOST PREDOMINANT ROLES IN GLOBAL FAMILY OFFICES, FOLLOWED BY CFO

Exhibit 20: Which executive roles does the family office fill?

	Establishment of the family office				# of employees within the family office		
	Last 5 years	6–10 years ago	11–20 years ago	20+ years ago	1–5	6–10	11+
Executive roles	205	185	207	195	310	209	273
Chief Executive Officer/President	38%	40%	42%	36%	42%	41%	35%
Chief Financial Officer	25%	20%	29%	32%	26%	28%	25%
Chief Investment Officer	31%	24%	31%	30%	34%	24%	28%
Chief Operating Officer	20%	15%	22%	23%	23%	20%	16%
Chief Legal Officer/General Counsel	8%	8%	13%	12%	7%	11%	14%
Other (please specify)	7%	16%	7%	11%	10%	11%	10%
Executive roles' relationship to the family office							
Family member: non-compensated	19%	22%	15%	11%	28%	12%	6%
Family member: compensated	25%	17%	15%	16%	20%	22%	14%
Non-family member	56%	62%	70%	73%	52%	66%	79%

Greatest service needs: Cybersecurity, wealth education, governance/succession planning and private investments

Family offices point to several areas where they see their greatest needs and opportunities for growth. Broadly speaking, roughly half or more indicate a greater need in the categories of legacy, succession and philanthropy; administration, reporting and operations; and risk management, while 36% cite a need to strengthen financial asset management services (see Exhibit 21).

In terms of specific services for which family offices report the greatest degree of need, cybersecurity once again tops the list at 32%, which is understandable, given the continued increase in cybercrime, and the strong technology controls and secure operational processes required to protect family office data, finances and operations.

The need for cyber services is followed closely by family wealth education at 31%. More than one in four (27%) flag family governance and succession planning, and over one in five (22%) report they could use support with private investments.

Family offices formed in the last 10 years are more likely to indicate areas of need in administration, reporting and operations (54%), while those formed over 10 years ago tend to indicate greater need around legacy and succession (58%). Support for legacy and succession is also particularly pronounced among offices serving two or more generations (56%).

TOP SERVICE NEEDS, GLOBALLY, ARE IN CYBERSECURITY, FAMILY WEALTH EDUCATION, GOVERNANCE/SUCCESSION PLANNING AND PRIVATE INVESTMENTS SUPPORT

Exhibit 21: Which of the following services do you feel you have the most needs or gaps in your services?

Top four needs or gaps within each category

Family wealth education	31%	Balance sheet aggregation & reporting services	19%	Cybersecurity services	32%	Private investments	22%
Family governance & succession planning	27%	Accounting & taxes	17%	Legal services	16%	Trading & markets execution	11%
Estate planning	18%	Concierge & lifestyle services	12%	Insurance management	14%	Investment banking services	10%
Matrimonial & family planning	10%	Family office staffing & compensation	9%			Investment management	10%

Cybersecurity remains a top focus for family offices. The evolving landscape, shaped by global geopolitical tensions and rapid advances in artificial intelligence, has led to increasingly targeted and sophisticated cyber threats against businesses, individuals and families.

Vigilance and proactive defenses are critical to safeguarding assets and family office operations.

Ileana van der Linde
Head of Cyber Advisory
J.P. Morgan Private Bank

Concluding remarks

We hope this report provides meaningful insights into the priorities, challenges and opportunities shaping family offices today. This year's findings reflect a community that is not only sophisticated and resilient, but also deeply committed to stewarding capital and legacy across generations. We look forward to continuing to support these clients with insightful perspectives and practical guidance in the years ahead.

As the family office landscape continues to evolve, we remain dedicated to supporting the long-term success of the families and enterprises we serve, providing the full breadth of expertise, resources and partnership from across the firm. For feedback, questions or further discussion on any of the topics presented in this report, please contact your J.P. Morgan team, which can provide guidance tailored to your unique priorities.

Appendix

EXHIBIT 22: HOW MUCH OF YOUR PORTFOLIO ARE YOU INVESTING IN THE FOLLOWING ASSET CLASSES AND UNDERLYING SEGMENTS?

Global

ALLOCATION SIZE	0%	1-9%	10-29%	30%+
PUBLIC EQUITIES				
U.S. large-cap equities	9%	17%	41%	33%
U.S. mid-/small-cap equities	40%	40%	18%	3%
INTERNATIONAL DEVELOPED MARKET EQUITIES				
Europe & U.K.	41%	41%	16%	2%
Japan	68%	31%	0%	0%
Other	83%	15%	2%	1%
EMERGING MARKET EQUITIES				
Latin America	80%	17%	2%	1%
Asia (excluding China)	72%	26%	1%	0%
China	74%	24%	2%	1%
Middle East/Africa	95%	4%	0%	0%
Other	93%	7%	0%	0%
HEDGE FUNDS				
Diversified/fund-of-fund	70%	24%	5%	1%
Long/short	74%	21%	4%	1%
Global macro	84%	15%	1%	0%
Relative value/credit	87%	11%	2%	0%
Event-driven	93%	7%	0%	0%
PRIVATE INVESTMENTS				
Private equity	22%	36%	34%	8%
Control-oriented private investments	69%	13%	11%	8%
Secondaries	76%	22%	1%	0%
Growth equity & venture capital	57%	31%	11%	1%
Private credit	58%	33%	9%	0%
Real estate	40%	32%	22%	6%
Infrastructure, transportation & other real assets	79%	19%	2%	0%
COMMODITIES				
Gold	72%	26%	2%	0%
Other	95%	4%	2%	0%
FIXED INCOME				
Investment grade corporate bonds	51%	22%	20%	7%
U.S. Treasury bonds	58%	28%	12%	2%
Non-U.S. government bonds	88%	9%	3%	0%
U.S. municipal bonds	77%	16%	6%	2%
High yield bonds	78%	18%	3%	0%
Preferred equity/hybrids	88%	10%	2%	0%
CASH				
Cash	23%	46%	26%	5%
CRYPTO OR DIGITAL ASSETS				
Bitcoin	91%	9%	0%	0%
Other	97%	2%	1%	0%
ART/COLLECTIBLES				
Art/collectibles	85%	12%	3%	1%
Other	92%	5%	2%	1%

United States

ALLOCATION SIZE	0%	1-9%	10-29%	30%+
PUBLIC EQUITIES				
U.S. large-cap equities	7%	14%	39%	40%
U.S. mid-/small-cap equities	29%	44%	22%	5%
INTERNATIONAL DEVELOPED MARKET EQUITIES				
Europe & U.K.	48%	39%	13%	0%
Japan	75%	25%	0%	0%
Other	81%	16%	2%	1%
EMERGING MARKET EQUITIES				
Latin America	84%	15%	1%	0%
Asia (excluding China)	75%	25%	0%	0%
China	79%	20%	1%	0%
Middle East/Africa	94%	5%	1%	0%
Other	93%	7%	0%	0%
HEDGE FUNDS				
Diversified/fund-of-fund	72%	21%	6%	1%
Long/short	70%	25%	4%	1%
Global macro	83%	16%	1%	0%
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Private equity	23%	32%	35%	10%
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Gold	74%	25%	1%	0%
Other	93%	5%	2%	0%
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Other	97%	3%	1%	0%
ART/COLLECTIBLES				
Art/collectibles	80%	16%	4%	1%
Other	91%	7%	2%	0%

International

ALLOCATION SIZE	0%	1-9%	10-29%	30%+
PUBLIC EQUITIES				
U.S. large-cap equities	12%	20%	45%	24%
U.S. mid-/small-cap equities	54%	35%	11%	0%
INTERNATIONAL DEVELOPED MARKET EQUITIES				
Europe & U.K.	32%	43%	21%	4%
Japan	60%	40%	0%	0%
Other	85%	13%	1%	1%
EMERGING MARKET EQUITIES				
Latin America	75%	19%	4%	2%
Asia (excluding China)	68%	29%	2%	1%
China	68%	29%	3%	1%
Middle East/Africa	97%	3%	0%	0%
Other	93%	7%	0%	0%
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Private credit	57%	35%	7%	0%
Real estate	54%	27%	15%	4%
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Gold	70%	26%	3%	1%
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ART/COLLECTIBLES				
Art/collectibles	92%	6%	1%	1%
Other	93%	4%	2%	1%

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