

JBWere



Family Advisory

Protecting What Matters Most

Putting Wealth To Work For Generations

Why Family Advisory Matters

JBWere Family Advisory is designed specifically to meet the growing needs of our clients. It is a natural evolution for JBWere as we strive to fulfill our purpose and give families the confidence to do what matters most.

Many of Australia's wealthiest families are preparing to transition their accumulated wealth, including their operating businesses over the next few decades. This mass changing of the guard brings with it many opportunities, but also many challenges.

After all, these families stand to lose not only their wealth, but their more valuable family relationships as well if the transition is not carefully managed – something history suggests is more likely than not.

Will Your Family Thrive In Transition?

Many families consider the transfer of wealth from a legal and accounting perspective, carefully structuring their affairs in order to protect their assets and minimise associated costs like income tax and stamp duty.

However, many transitions fail because the plan does not adequately consider family dynamics, often overlooking the need to put governance processes in place that enable family assets to be properly managed in accordance with the wishes of the founder or preceding generations.

This is far more than a transfer of wealth. The process involves the alignment of values and the transition of power – this can be much more challenging and emotive. It is only by addressing this complex web of relationships and interests that families can hope to understand and achieve what really matters to them as individuals, and the family as a whole.

The Right Advice, At The Right Time

The affairs of many wealthy families are complex, whether due to the extended nature of the family or the composition of their assets. They need to know how to transition their wealth in a meaningful way and in a considered manner that reduces the chances of long-term aspirations being undermined by future family conflict.

JBWere has guided these families for many generations. But as the complexity has increased so have the needs of our clients. For this reason we have developed an enhanced service for these families – JBWere Family Advisory. This is a collaborative and comprehensive team that provides tailored guidance and insight to help clients find a shared pathway for their family, and their family wealth based on common values and a collective vision.

Whilst technical solutions are important, the real foundation for a successful transition is grounded in relationships – and the clear, honest conversations that build and maintain them”.

Kim Venter, Director, Family Advisory

“More than 30 per cent of all family-owned businesses survive in the second generation: 12 per cent will still be viable in the third generation; and just three per cent will be operating in the fourth generation and beyond.”

Source: <https://aicd.companydirectors.com.au/membership/company-director-magazine/2019-back-editions/april/family-business>



A Blueprint For The Future

What Does Family Advisory Involve?

Essentially, it comes down to ensuring families have the necessary governance in place to manage their total family assets as an enterprise, much in the same way they do for their operating businesses. The effect of this is to have a clearly defined and shared vision for the future.

This isn't about a prescriptive set of rules. Family governance is about putting in place processes and structures so families can communicate effectively and make informed decisions efficiently.

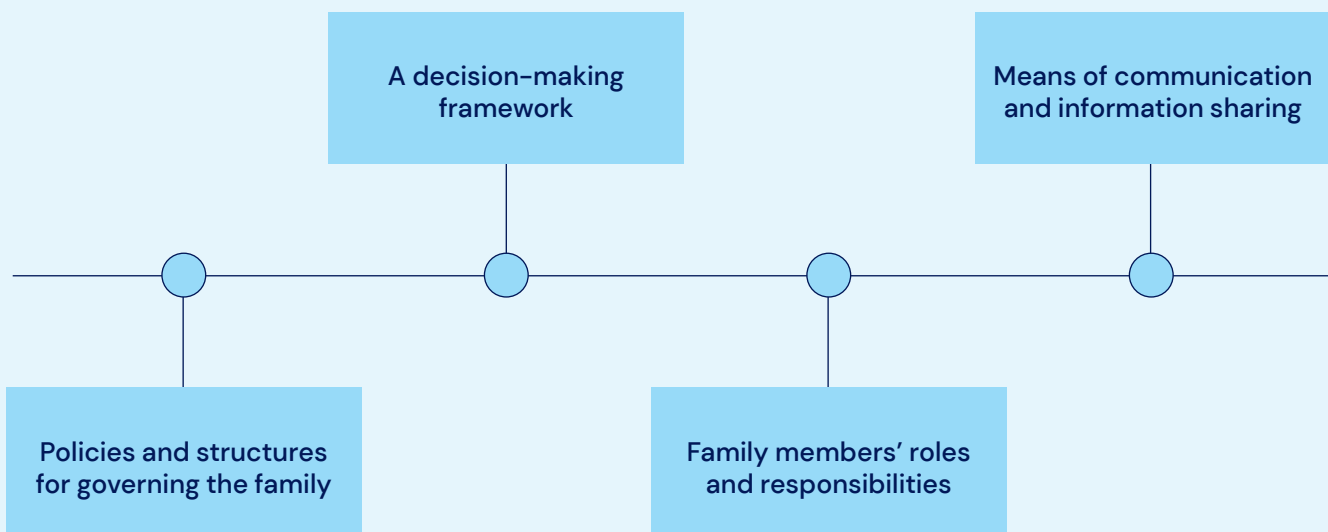
For JBWere, Family Advisory starts with understanding the history of the family enterprise – getting to the heart of each family's hopes, aspirations, values and needs.

These insights are as critical to the family as they are to their advisers.

Families need to reflect on bigger questions like, **'What is the purpose of this wealth?'**, **'Where are we going as a family?'** and **'What sort of world do we want for the future generations?'**

It is only by articulating and agreeing on their purpose, their 'shared vision' – whether that relates to the family's social impact, issues of education or the legacy the family wishes to leave – that they can hope to head in the right direction.

Our specialist Family Advisers will guide your family in articulating these important principles and your family vision and support you in designing a roadmap based on your family's needs and priorities. Among other things, this could include:





Method of conflict resolution for the family

The role of Independent Board members

Education programs for family members

“People imagine family governance is some kind of document with a whole lot of prescriptive rules, but really it’s about having a mechanism to make the important family decisions.”

– Peter Roach, Senior Consultant, Family Advisory



Tackling family conflict: Nearly half of Next Gens (46%) believe that excessive wealth can lead to family infighting, while 44% have already experienced wealth-related family disputes. To avoid family disputes, Next Gens believe the most effective governance tools relate to ongoing communication (66%), regular formal meetings (39%), and using a family consultant (32%).

Source: BNY Mellon – The Next Generation of Wealth Holders in the United States 2022

JBWere – Your Trusted Partner

Determining a family's future direction and who will manage it involves a lot of pointed discussions.

Families may choose to undertake this journey themselves, but in our experience, those families who receive timely guidance from an experienced and skilled external adviser, generally achieve more successful and harmonious outcomes. The right adviser provides insight, education and support to help the family take control.

Our Family Advisory specialists provide tailored advice and support to wealthy families facing relatively complex circumstances and challenges.

The families we engage with may be:

- independently wealthy and running a family enterprise, or involved in multiple commercial activities around the globe;
- high-net-worth business owners or entrepreneurs who plan to sell their business or transition its management or ownership between generations, including siblings or across family branches;
- families looking for clarity of purpose and a framework to make decisions in a way that might reduce the potential for conflict;
- struggling with complex family dynamics due to marriage breakdown, blended families, adoption and other family circumstances; or
- concerned about the impact wealth will have on future generations.

“Our role is to help families understand how their structures and processes can be organised so they can realise their vision. We educate, enable and support the family so they can make good decisions with confidence.”

– Shamal Dass, Head of Family Advisory and Philanthropic Services



Experience And Expertise

Since our inception in 1840, JBWere has advised some of Australia's most prominent families, businesses and institutions. To remain relevant and successful we have evolved through time to meet the demands of a changing world and, most importantly, the changing needs of our clients.

The Family Advisory offering is the most recent step in this evolution – an evolution that ensures we continue to fulfil our purpose: to give you and your family the confidence to do what matters.



A Team Effort

Our Family Advisory specialists work with and coordinate each clients' full range of specialists, including our senior wealth, investment, and philanthropy specialists at JBWere as needed, as well as a family's established legal, tax and business advisers, to ensure that each specialist is working in a coordinated and collaborative manner to meet the family's needs.

Profile, History and Ownership of JBWere

JBWere provides a wide range of investment advisory, research and wealth management services to a substantial and diversified client base. We have over 500 staff and offices in Melbourne, Sydney, Brisbane, Canberra, Adelaide, Perth, Auckland, Christchurch and Wellington.

Our clients include for-purpose groups and organisations, government bodies, financial institutions and high-net-worth individuals across Australia and New Zealand.

Since 1840, JBWere has provided world-class investment advice and superior service to our discerning clients. Our reputation as a market leader is founded on our commitment to excellence, our diverse service offering and the expertise of our people.

JBWere has evolved over the decades from a privately owned Australian partnership and is now 100% owned by National Australia Bank. We have research alliances with UBS, MSCI, Lombard Odier and Moelis Australia to ensure our clients have access to global insights and networks.

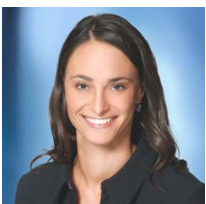


Shamal Dass – Head of Family Advisory and Philanthropic Services Adjunct Associate Professor, Centre for Social Impact UNSW Business School

Shamal has been with JBWere since 2012 and leads the Family Advisory and Philanthropic Services business. In addition to leading the team, his responsibilities include the provision of specialist strategic advice to both for-purpose organisations and private families in areas ranging from the structuring, governance, capacity building, sustainability and strategy. Prior to joining JBWere, Shamal worked within the financial services and trustee industries gaining significant experience in advising high-net-worth individuals on their philanthropic structures, managing trusts and foundations (including PAFs), and constructing charitable foundation investment portfolios.

Shamal is an Adjunct Associate Professor at the Centre for Social Impact, University of NSW Business School. He co-created and co-teaches the Governance for Social Impact course at the Australian Graduate School of Management (AGSM). Shamal's research, writing and teaching is focussed on the development on frameworks that enable all participants in the social impact ecosystem (for-purpose organisations, philanthropists and corporates) to deliver better outcomes for beneficiaries.

Shamal serves on a volunteer basis on multiple for-purpose Boards and Advisory Committees.



Kim Venter – Director, Family Advisory

Kim joined JBWere in 2022 from Canada where she held the position Portfolio Manager & Investment Adviser with the top Canadian wealth management firm. With nearly 20 years of wealth management experience, including private banking and investment management in both Canada and South Africa, she brings a diverse understanding of enterprise client service to the team.

Kim is passionate about building trusted client relationships and providing tailored advice and support associated with the transition of wealth and control across generations.

She works closely with the specialists across the business to design and implement a tailored framework that allows the family to address all aspects of their enterprise so that they can preserve and grow their wealth and legacy well into the future.



Peter Roach – Senior Consultant, Family Advisory

Peter joined JBWere in 2020 to enhance our services for high-net-worth families requiring specialist advice and support associated with the transition of wealth and control across generations.

Peter was Chief Executive Officer of Cambooya Services Pty. Ltd., one of Australia's largest single-family offices, from 1999 to 2012. In conjunction with that role, he was also a Non-Executive Director of Rural Press Limited and Landis +Gyr AG.

Prior to fulfilling these roles, Peter commenced his professional career with Price Waterhouse before establishing his own accountancy practice, specialising in family advice in the areas of structuring, taxation and succession planning.

Peter was also the Market Leader in Australia for Family Office Exchange, an internationally recognised provider of education and research resources for prominent families in North America and Europe.

Peter currently serves on the investment and trustee boards of various prominent Australian families. He was also Chairman of Knox Grammar School Council from 2012 to 2019, currently serves as a Council Member of Ravenswood School for Girls, is Chairman of the UCA South-Western Independent Schools Committee and a Director of both the Southern Highlands Community Foundation and UCA Redress Limited.



John McLeod – Senior Research Consultant, Family Advisory and Philanthropic Services

John co-founded JBWere Philanthropic Services in 2001. Prior to this John spent 16 years as a financial analyst and manager of the Resources Research group within the firm's top-ranking strategy team.

John produces leading research reports about trends within the philanthropy and for-purpose sectors. In 2013, John co-authored the Impact Australia report with the Federal Government, highlighting the current practice and growth potential of Impact Investing. In 2017, John co-authored Growing Impact in New Zealand, released at the Social Enterprise World Forum held in Christchurch in 2017.

John also compiles the list of Australia's major philanthropists for the Australian Financial Review's (AFR) annual special, Philanthropy 50 and the list of Australia's top 50 companies for corporate community investment published in the AFR's Boss magazine.

John serves on a volunteer basis for multiple for-purpose boards.



Andrew Leaw – Analyst, Family Advisory and Philanthropic Services

Andrew joined the Philanthropic Services team in 2017. Prior to joining the team, Andrew was a portfolio performance analyst in JBWere's Operations Division.

Andrew works closely within the team and across the business to help curate and deliver market leading insights and experiences for our clients and the broader sector.

Andrew is the secretary of the JBWere Charitable Endowment Fund. He is passionate about helping our for-purpose and private clients achieve their philanthropic mission.

Important notice

This document comprises general advice only. In preparing it, JBWere Limited ('JBWere') did not take into account the investment objectives, financial situation or particular needs ('financial circumstances') of any particular person. Accordingly, before acting on any advice contained in this document, you should assess whether the advice is appropriate in light of your own financial circumstances or contact your advisor. If you were referred to JBWere through an investment advisor, that advisor may receive a financial benefit from JBWere for dealing in financial products on your behalf. Your JBWere advisor will give you precise details of any benefit payable to the investment advisor who referred you to JBWere. This document has been prepared by the JBWere Family Advisory and Philanthropic Services Department.

This document is not an offer to sell or the solicitation of an offer to buy any financial product or service in any jurisdiction where such an offer or solicitation would be illegal. The information contained in this document is subject to change without notice.

JBWere and their respective related entities distributing this document and each of their respective directors, officers and agents ('JBWere Group') believe that the information contained in this document is correct and that any estimates, opinions, conclusions contained in this document are reasonably held or made as at the time of compilation. However, no warranty is made as to the accuracy or reliability of any estimates, opinions, conclusions or other information contained in this document and, to the maximum extent permitted by law, the JBWere Group disclaims all liability and responsibility for any direct or indirect loss or damage which may be suffered by any recipient through relying on anything contained in or omitted from this document.

Issued by JBWere Limited ABN 68 137 978 360, AFSL 341162. All rights reserved. No part of this document may be reproduced without the permission of the JBWere Group. Notice to recipient: This communication is being furnished to you solely for your information and may not be copied or redistributed to any other person. This information is only for distribution in Australia and New Zealand. In particular, the information may not be redistributed in the United States or to U.S. Persons via e-mail or otherwise.