

**Deloitte.**  
Private



**Family Office Personal Risk  
and Reputation Management**

Achieving ambition. Managing risk. Leaving a rich legacy.



# Protecting your most important assets



Your personal safety and your reputation – your family's and your own – are paramount. Your reputation is among the hardest and most important assets to establish, but it is also the easiest to lose and the most difficult to restore. And, of course, while everyone strives for safety and security, not everyone has so much to lose. For family enterprises – and the individuals behind them – living and operating in a data-rich digital age has brought many advantages. However, it has also brought many more risks. The sheer volume of data now exchanged and stored online provides new opportunities for fraudsters, journalists and others to exploit while the proliferation and growing importance of social media is blurring the boundaries between what is work and what is private. Protecting your assets and your reputation in this digital landscape requires both discipline and a strategic approach.



# Understanding the risk

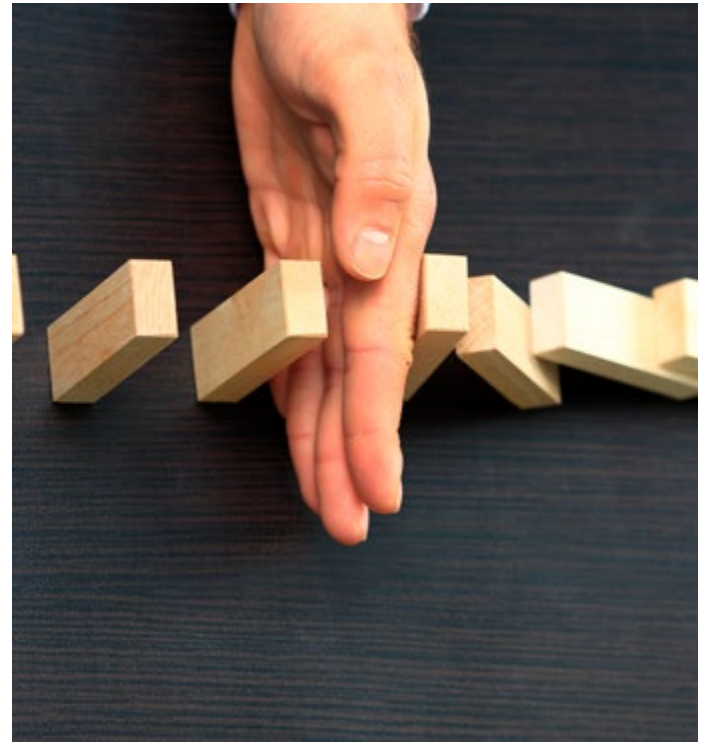


The digital era has created many new areas of risk for family offices and the families they serve. All it takes is one lost laptop, a misplaced wallet or purse, a seemingly innocent social media post or an email opened without thinking and suddenly the carefully guarded privacy, security and even the safety of your family, its office and its businesses can be in jeopardy. And, when it comes to reputation, perception is everything. Information and activity is subject to misrepresentation and misinterpretation as well as criminal exploitation so protecting your reputation and security is not simply about maintaining privacy and protecting data – it is about controlling the availability of information about your family and managing the way it can be perceived.

But where are the risks? What form do they take and who is most exposed? How well protected or vulnerable is your family office? Addressing these questions is an essential step in providing your family office with the appropriate protection and behaviours to mitigate security risk and guard against reputational damage.

Deloitte's Intelligence Hub helps family office executives to understand exactly what kinds of risk you and the individual family members you represent are facing and provides detailed guidance on how to mitigate these risks.

Cyber risk is a complex field and it is easy to succumb to 'risk-fatigue' in the face of so many dire warnings. But cyber-risk is a real and present danger for enterprises of all kinds and all sizes, including family offices. It is not a case of if you will be affected but when and how. Doing nothing is not an option – but that doesn't mean you have to panic or pull back from online activity. Through our intelligence analysis, we can help you to understand where you may be vulnerable and identify sensible, proportionate steps to reduce your risk



# Common online vulnerabilities



The digital world provides a host of new opportunities for individuals, criminal or otherwise, to access information about you, your family, and your interests and activities. These can be used for a wide variety of unwanted or damaging purposes – anything from exposing your engagement with controversial or sensitive businesses or individuals to fraud, extortion and kidnapping.

## Connections:

Recent headlines have highlighted that your online profile is only as secure as the company you keep in your social networks and that there is little an individual can do to avoid online connections unwittingly giving away personal details. Online datasets containing sensitive information where users have not “opted in” are still likely to be available – despite current negative media attention. We can provide advice on how to mitigate risks to your family’s personal or exploitable information.

## Professional profile:

Self-promotion through social or traditional media, while essential in the current business environment, can be revealing, offering insights and highlighting exploitable information. Your media profile stays with you and evolves over time to the point where it contains a significant body of exploitable information. We can help you to maintain the balance between valuable media engagement and preserving the integrity of your personal information.

## Directorships:

Being a director in any company requires the individual to surrender ostensibly innocuous information online. However, in the right hands this information can be open to exploitation. Address, date of birth and full names are three simple but surprisingly potent identifiers that can be used to gain further insights. We can provide guidance on how to manage the impact of the potentially valuable datasets required by Companies House.

## Social media:

Social media is ubiquitous and woven into everyday life. Used responsibly, it can be a relatively secure medium to communicate

with friends and family. But, when used without caution, social media can be exploited and used by skilled analysts for a wide range of nefarious or damaging purposes. We can coach and provide instruction on how to tighten up security on social media where an overt presence is desirable or to ‘privatise’ your presence where needed.

## Family:

Family will, without exception, be one of the best vectors for those with malign intent to access personal information. Where one individual may be circumspect about their online profile, at least one member of their family will not – particularly where children and young people are involved. At the same time, it is increasingly easy for the family members of high-profile business people to be identified and targeted. They often have less rigorous protections in place and may be unaware of the value of information and data that they may share online, purposefully or inadvertently. Such information can be used to build up a profile of the individual, including their leisure behaviours, when and where they holiday, socialise or relax and who they mix with. We provide advice through penetration testing to help protect against any potentially harmful leaks that may originate from family members.

## Traditional media:

High-profile individuals have a presence in traditional media which is inescapable but online channels have amplified the extent to which this can be manipulated, making negative or compromising coverage potentially much more damaging and far-reaching. We are not media trainers but we can advise on how media engagements will impact on an individual’s profile.



# Analyse and mitigate: a comprehensive approach



Our intelligence team brings together former military, government and law enforcement intelligence personnel, and business analysts to provide you with an expert digital and cyber risk analysis service. With years of experience, we know how journalists, criminals and opportunists operate, how they access data and what they can do with it.

We use proven intelligence processes and market-leading open source and social media intelligence technologies to deliver high-quality, individually tailored intelligence reports. Our analysis will give you a comprehensive understanding of the risks you face through your activity and behaviours online, while also maintaining the highest standards of confidentiality and data protection. With analysis completed, we can then advise you on the most effective actions and strategies to mitigate the risks and minimise any potential for loss or reputational damage.

- **Profile investigation:** The results of our in-depth risk analysis of each family member. Through this investigation we will provide you with a personal risk profile highlighting the findings of our profiling service, the risk implications to the family and individual family members and an indication of potential future concerns
- **Mitigating guidance:** A tailored mitigating guidance report outlining ways in which you may wish to make changes to reduce your vulnerability to online threats
- **Profile review:** A review following the implementation of our mitigating advice
- **Individual monitoring:** Ongoing monitoring of online individual and reputational threats to the family, highlighting risks such as reputational concerns, emerging security threats or the detection of the duplication of an online persona
- **Alerting:** Short alerts informing the family office of emerging online threats or reputational issues they face, including an examination of the implications and further insights
- **Periodic profile review:** A periodic review of our initial diagnostic profile at a frequency determined by your risk perception



# The team



At Deloitte, we have long experience of working with high-net-worth individuals, families and family offices. We understand the dynamic of family enterprises and their offices and will work with you to develop an approach that suits your unique circumstances. Our expert team will help you understand the online risks your family faces and devise an appropriate range of actions to reduce this exposure so that your assets, your reputation and your security are preserved.



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