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Welcome

Welcome to our third annual family office symposium. I’m delighted that you are able to join us.

This year’s theme, "the SMART family office", applies the concept of SMART objectives and goal-setting to the family office environment and the role of the family office executive. The day is designed to promote discussion and the sharing of ideas and best practice to help make your family office goals, resources and efforts more Specific, Measurable, Achievable, Relevant and Timely across the range of issues impacting single family offices – from the family office structure, governance and talent strategy, to investment priorities and next generation planning.

Our agenda has been carefully put together based on our first-hand experience of the developments that we are seeing in today’s commercial environment, coupled with the current challenges we are helping our family office clients to navigate. We find ourselves in interesting times and our objective is to ensure that you leave the session today with fresh insight to help you identify opportunities and anticipate potential pitfalls. Throughout the day, I would like to encourage open discussion and interaction. There is a lot of knowledge, insight and experience in the room and it goes without saying that the most important speakers are not just those on the podium but also those present in the room. With this in mind, we also hope that today will provide you with an opportunity to network and share ideas with like-minded individuals operating in similar roles and encountering similar challenges.

So, on behalf of Deloitte, thank you for joining us today and enjoy!

Paula Higgleton
Vice Chairman, Symposium Co-Chair & Head of Family Office Services
Agenda

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<td>09:15 – 10:00</td>
<td>Registration and light breakfast</td>
<td>Paula Higgleton, Deloitte; Mark Stokes, Deloitte</td>
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<td>10:00 – 10:15</td>
<td>Welcome and introduction</td>
<td>Scott Campbell, Deloitte</td>
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<td>10:15 – 10:45</td>
<td>Plenary session - SMART planning for the future – are you ready?</td>
<td>Helen Ellis-Smith, Wates Family Office; Duncan Straughen, Wates Family Office; Arnaud de Coninck, TrustedFamily.Net; Myria Antony, Deloitte; Moderated by Mark Stokes, Deloitte</td>
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<td>Plenary session - Keeping the family office relevant for the next generation</td>
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<td>Coffee Break</td>
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<td>12:45 – 13:45</td>
<td>Lunch</td>
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<td>Coffee break</td>
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<td>16:15 – 16:45</td>
<td><strong>Plenary session – Are you covered? Managing risk in the family office</strong></td>
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<td>Jessica Hodges, Deloitte; Jules Colborne-Baber, Deloitte</td>
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<td>16:45 – 17:15</td>
<td><strong>Panel session - Sharing of best practice</strong></td>
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<td>Matt Norman, Kenjiro Family Office; Duncan Straughen, Wates Family Office; Louise Creasey, Sutton Place (UK) Limited; Moderated by Paula Higgleton, Deloitte</td>
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<td>17:15 – 17:30</td>
<td>Closing remarks</td>
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<td>17:30 – 19:00</td>
<td>Drinks reception and networking</td>
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Breakout sessions

1. Future proofing the family office
   David Bowen and Olga Kucherenko, Deloitte

   This session explores techniques to tackle the challenges faced by family office executives to ensure that the family office remains relevant into the future. Participants will be encouraged to discuss and share techniques to support and articulate the value proposition of the family office as well as explore methods to achieve better alignment with the needs and expectations of the family to achieve sustainability.

2. Managing the new normal – coping with a fast changing and uncertain tax and economic landscape
   Martin Popplewell, Annis Lampard and Ian Goodsell, Deloitte

   The tax landscape has changed beyond recognition over the past five years, further complicated by the current uncertain global political and economic environment. This session will focus on the key issues every family office should be focussed on to ensure that they are best positioned to withstand the robust challenges and increasing global scrutiny that is set to become the norm for them.

3. SMART talent management for family offices - attracting, retaining and motivating the best people
   Olivia Biggs and Iqbal Jit, Deloitte

   Talent management is a perennial challenge for family offices with no one-size fits-all solution. This breakout session will seek to share best practice from across the industry and provoke a debate amongst attendees around their own experiences in respect of challenges, successes and best practices.
4. Family office technology - what are the solutions for family offices?
*Rafik Ishani, Deloitte*

Technology is moving at a pace and family offices are grappling with the challenge of deciding on the best solution for them, particularly given the array of options available and the cost involved in implementing systems. Increasing security risks and the need to stay abreast of change, importance of good record-keeping, and incidence of cyber-attacks are high on the agenda. This session seeks to share experiences, challenges and to discuss suitable options for family offices.

5. Family office investment trends
*Jessica Hodges, Deloitte; Charlotte Thorne, Capital Generation Partners*

With growing pressure on returns and an uncertain economic and political environment, this session is designed to provoke a discussion around the current opportunities, trends and risks for family offices. There will also be an opportunity for executives to share current investment interests with a view to accessing potential investment opportunities.

6. Sharpening your edge - developing your leadership skills
*Jessica Dooley and Natalie De Biasi, Deloitte*

Want to create a more successful family office team? Struggle to connect and capture the attention of family members on the most important business decisions? This session is designed to help family office executives hone their leadership and relationship skills by identifying how people like to work and understanding how to flex their own style for better outcomes.
Speakers

Annis Lampard
Director, Tax & Disclosure Transparency, Deloitte

Annis frequently works with family offices as well as wealth creators directly and also private companies to understand their relationship with HMRC. Working with clients in a range of situations, from dispute resolution to voluntary disclosure or building a clearer tax strategy, Annis draws on her experience as a former HMRC inspector to find the solution that is most appropriate for her clients.

She is a member of STEP, of the Tax Investigations Practitioners Group and has spoken at industry conferences about global information exchange programmes and the changing tax landscape. A key part of Annis’ focus is about the personal and reputational impact caused by tax misunderstandings with revenue authorities, but she is also part of a mixed-disciplinary team of specialists covering direct taxes, indirect taxes and tax litigation that also covers financial negotiations and legal disputes.

Arnaud de Coninck
Trusted Family

Arnaud de Coninck leads Trusted Family services across Europe, Middle East and Asia. With his teams, he advises multi-generational family enterprises and family offices to communicate with their shareholders, directors, family members and advisors through a purpose-built mobile and web application.

Arnaud is himself a 6th generation member of the Solvay family with headquarters in Brussels, Belgium. Solvay was founded in 1863 by Ernest Solvay and is a global multibillion company with the mission to improve quality of life and customer performance through chemistry. Before joining Trusted Family, Arnaud worked at Procter & Gamble within the external communications department.
Speakers

Charlotte Thorne
Founding Partner and Co-Chair, Capital Generation Partners

Charlotte Thorne is a founding partner and Co-Chair of Capital Generation Partners, a multi-award-winning investment management firm serving clients in the Ultra High Net Worth space. She is a member of the firm’s investment committees, bringing her understanding of client investment and structuring needs to the investment process. Charlotte also chairs CapGen’s Operational, Compliance & Risk Committee.

She has a background in financial policy having spent several years at HM Treasury advising Conservative and Labour Chancellors on issues including corporation tax and pensions policy before working in Brussels in the Diplomatic Service during the launch of the euro. She also worked at the FSA advising on European and consumer policy. She has a degree in Politics Philosophy and Economics from Oxford.

David Bowen
Head of Private Office Consulting, Deloitte

David leads Deloitte’s Private Office Consulting practice. He works with our most influential private clients, acting in a trusted capacity to provide strategic advice and counsel on all aspects of their private affairs.

He specialises in helping clients design and build family offices as well as working with families and their c-suite executives to review existing family offices to ensure effective alignment, efficiency, and governance exists.

He helps give clients peace of mind that their affairs are directed to meet their objectives and requirements at all times, and that their arrangements remain efficient with appropriate governance and infrastructure to withstand the changing generational, legislative, political and economic landscape.
Speakers

Duncan Straughen
Director, Wates Family Office

Duncan was appointed to his current role in April 2008, in support of the Wates family, who are owners of the eponymous construction group. (Turnover of £1.7Bn and PBT of over £35M in 2018.) He was recruited to work closely with family members to help create infrastructure and support for an actively engaged owners group.

Previously he was Chief Operating Officer of South East England Development Agency.

From 1997 to 2002 he was a Director of Hong Kong Land Ltd. He joined HKL as Group Treasurer, having previously been Treasurer of Amerada Hess Ltd, a major oil exploration and production company.

Helen Ellis-Smith
Family Office Manager, Wates Family Office

Helen joined Wates Group in 2017 with focus on reworking the family’s next generation engagement plan outlining the commitment to the 5th generation. Prior to this, Helen has worked with several families in UK and UAE supporting them with investment management, philanthropy and property matters.

The Wates Group, established in 1897, is one of the leading privately-owned construction, development and property services businesses in the UK. The Wates Group employs approximately 4,000 people and are in 4th generation of family ownership.
Speakers

Ian Goodsell
Director, Tax, Deloitte

Ian advises internationally mobile ultra-high net worth individuals and their businesses. He focuses on complex UK and international personal tax issues affecting primarily non-UK domiciled individuals and family offices, and has a great deal of experience in coordinating and delivering tax advice with large families and across a number of jurisdictions.

Ian has a particular expertise on the remittance basis of taxation available to UK resident non-UK domiciled individuals, and has been involved in numerous highly complex projects in this regard. Ian also has an in-depth understanding of the statutory reliefs available to non-UK domiciled individuals, such as Business Investment Relief.

Iqbal Singh Jit
Director, Deloitte

Iqbal is a Director in Deloitte’s Reward practice and has over 11 years’ experience in executive remuneration consulting. Iqbal is also the lead of the Deloitte Middle East executive compensation consulting offering.

He has wide experience in advising global organisations on all aspects of executive compensation and compensation strategies. Iqbal specialises in incentive design for senior management and performance measurement.

Iqbal’s clients include a wide range of publicly-listed and private organisations, including a number of family offices and privately owned private equity and infrastructure houses.
Speakers

Jessica Hodges
Head of Family Office Audit and Assurance, Deloitte

Jessica is the UK lead for family office Audit and Assurance, and provides a variety of assurance services to some of our most prestigious and significant multi-billion family offices. Her background is in Investment Management and Private Equity where she has spent 14 years in the Deloitte audit practice.

Services provided to family offices and their Investment Vehicles recently include non-statutory and statutory audits, governance reviews, operational due diligence reviews of investments and joint venture partners, controls reviews, internal audits and investment valuation and governance work. There is a wide range of assurance services that can be provided by her team depending on the needs of the family office – or the family themselves.

Jess Dooley
Chief Chemist, UK and North South Europe, Deloitte

Jess is a marketing and relationship development expert, with over 18 years’ client and team relationship development experience. She is an experienced facilitator with a track record in co-designing and delivering projects to meet challenging client situations, including helping teams align for greater success; building plans for enhanced collaboration; teaming deliberately for a common purpose; and providing greater understanding between team members to achieve strategic and organisational goals.

Jess founded and now leads the Deloitte’s Business Chemistry client practice for the UK and North South Europe. She is a Chartered Marketer, a Career Coach, and passionate about personal, team, and relationship development.
Speakers

Jules Colborne-Baber
Partner, Economic Crime leader, Deloitte

Jules leads the investigations practice within Deloitte UK and is Economic Crime leader. He has specialised in conducting investigations and forensic advisory work across the world for 18 years. Jules’ experience spans money laundering, corruption, fraud, sanctions matters and other corporate misconduct where he conducts proactive due diligence work, develops frameworks to mitigate economic crime risks and conducts investigations. Jules has also acted as a skilled person for the FCA.

Many of Jules’ investigations have been complex and multi-jurisdictional where Jules has led teams to deliver in challenging and highly pressurised situations working closely with legal counsel and interacting with regulators and prosecutors from around the world. Jules is a member of the Institute of Chartered Accountants.

Louise Creasey
Managing Director, Sutton Place (UK) Limited

Louise is part of the Executive Management Team of the Getty Family Office, having set up their London office in 2003.

Louise has responsibility for the provision of all wealth management services to family members and their respective entities (outside of the investment function) on a worldwide basis. The family office service provision is largely in house; and includes all financial, legal, tax, regulatory and project management aspects. Focus is also on family governance, managing conflicts of interest, succession planning and family cohesiveness, for the benefit of future generations.
Speakers

**Mark Stokes**  
Partner, Deloitte

Mark is a Partner at Deloitte with 15 years of experience advising families and their family offices and leads the Deloitte Family Office team for the UK.

Mark's clients are primarily internationally mobile families who are entrepreneurial and active investors, with complex affairs and investment structures. Mark advises his clients on a wide range of private client matters including residence and domicile with a focus on the remittance basis of taxation, succession planning, sale of businesses, and the structuring of their investments, assisting his clients in establishing structures to manage and preserve their wealth.

**Martin Popplewell**  
Director, Tax, Deloitte

Martin is a Director within Deloitte’s offshore tax practice, based in the Guernsey office.

Martin also has experience of advising offshore clients and family offices of transparency and information exchange matters including FATCA and CRS, the HMRC Corporate Criminal Offence, as well as the recent Channel Island Economic Substance legislation.

Martin regularly meets with the Income Tax Offices across the Channel Islands to discuss Tax Information Exchange, is a member of Guernsey CRS working party and regularly speaks at industry events such as STEP, Guernsey Association of Trustees, Association of Guernsey Banks and the Jersey Compliance Officers Association.
Speakers

**Matthew Norman**  
Chief Investment Officer, Kenjiro Private Office

Matthew is the Chief Investment Officer of Kenjiro Private Office, a single family office originating from Japan. Kenjiro invests globally and across asset classes. Matthew holds numerous board positions on behalf of the family and is also a trustee of UK charity. Matthew’s prior family office experience includes eight years as the Head of Investments for a London based Brazilian family. Matthew also has experience working at a Russian Hedge Fund and with Arab Sovereign Wealth Funds.

**Myria Antony**  
Manager, Deloitte

Myria is a Manager with the Deloitte UK Family and Private Capital Consulting team. She has experience in working with ultra-high net worth business families around the world, supporting them through periods of transition and advising on issues of governance, strategy, conflict, next generation development and succession planning. In particular, she is focused on helping families define their goals and aspirations as well as establish structures, processes and relationships that enable them to achieve lasting success across generations.

Myria is also the Strategy and Operations lead for Deloitte Private North South Europe.
Speakers

Natalie De Biasi  
Business Chemistry Executive, Deloitte

Natalie is responsible for client operations for Business Chemistry at Deloitte. She has been with the firm for over nine years and began her career in the Deloitte tax practice. In 2016 Natalie joined the marketing delivery team within Clients and Industries at Deloitte where she planned and delivered various marketing campaigns across the firm’s industries. She moved to the Business Chemistry team in 2018 in an operational role and is now also an accredited Business Chemistry facilitator. Natalie holds a first class degree in Business Management and is a Chartered Marketer.

Olga Kucherenko  
Associate Director, Private Office Consulting, Deloitte

Olga works with wealthy families and their family offices to help create new family office structures, as well as review and transform the governance and operations of existing single family offices. Her primary focus is to ensure that the family office is aligned with the strategy and objectives of the family in relation to how their wealth is managed, preserved and protected, and that it remains robust yet flexible to effectively serve multiple generations. Olga’s background is in private client international tax and wealth structuring. She is a Chartered Tax Adviser and has featured in the Top 35 Under 35 Private Client Practitioners lists three times.
Speakers

Olivia Biggs  
GES Tax Partner, Deloitte

Olivia is a Partner in Deloitte’s Fund’s team specialising in fund structuring for Private Equity. Olivia also leads Deloitte’s Reward in Funds Practice, which specialises in the commercial design and implementation of remuneration for senior people in Alternative Asset Management, including family offices, investing in Private Equity, Infrastructure, Real Estate and Debt Funds.

Paula Higgleton  
Vice Chairman, Symposium Co-Chair & Head of Family Office Services, Deloitte

Paula is a Vice Chairman at Deloitte having specialised in advising families for over 25 years. She leads the Deloitte Family Office team for North South Europe. Her clients consist of families based both in the UK and overseas, many of whom are entrepreneurial with complex affairs and wealth structures. She has many years of experience in building relationships with families and assisting them with creating structures through which to effectively manage and preserve their wealth and to deliver on succession plans.

Paula is a member of the Chartered Institute of Taxation and the Society of Trust and Estate Practitioners.
Speakers

Rafik Ishani
Director, Investment Management and Private Equity (IMPE)
Audit and Assurance, Deloitte

Rafik leads Deloitte’s Technology offerings within IMPE Audit, with a unique insight into technology in this industry through his leading roles in external audit, internal audit and service auditor reporting, serving a range of sizes and complexities of clients. More specifically he has increased his support to the family office sub-sector not only with the above services, but also providing due diligence technology SME viewpoints when assessing the family offices themselves, third party technology service providers to the family offices or third party investment targets. He has recently joined one of our family office cross-department teams who provide family office start up and enhancement services.

Scott Campbell
Partner, Deloitte Ventures EMEA

Scott leads Deloitte’s Ventures team. He has spent his career investing in disruptive technology businesses, creating growth propositions and developing talent. He supports his clients – growth focused, innovative technology businesses and larger companies – in building their own business structures to harness external and internal innovation. Scott sits on the Advisory Board for Ada: National College For Digital Skills, acts as an advisor to London Business School’s entrepreneur programme and is passionate about building EMEA’s digital economy.
Family office team

Our team is committed to providing the expertise and guidance to support your family office in providing for family members now and in the future. Whatever the issues you are facing, the family office team has the experience, the global reach and the expertise to help.

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Christina Staples
Family Office Community Programme Leader
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Private Office Consulting
Our team helps families with the creation and transformation of their family office, to ensure it operates efficiently and effectively. We help families to define the purpose of their family office and have developed strategies to ensure that the objectives of all stakeholders are aligned.

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Nicola Roberts
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Mark Stokes
Partner – Family Office Leader, UK
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Tax Advisory Services
We advise families in the UK and overseas on complex wealth structures, often spanning multiple jurisdictions. Our services include business structuring, investment and property interests, personal assets, trusts and estate planning, capital gains tax planning, residence and domicile issues, and philanthropy.

Nicola Roberts
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Katie Folwell-Davies
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Direct Investment Activity
Corporate Finance Advisory - Our team helps family offices to find buyers for their existing investments and to identify and target new investments. We provide sector insight and work closely with family offices, their principals and their advisors to assess and effect their M&A strategies.

Katie Folwell-Davies
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Tax Management and Transparency
Our team works with family offices to understand and respond to their tax risk reputational profile in a rapidly changing environment. We can advise on the impact of global information exchanges, tax authorities’ policies on assessment, information and penalties, and potential tax investigations.

Annis Lampard
Director, Tax & Disclosure Transparency
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Family office team

**Restructuring**
Our team helps family offices exit business investments, either because they are underperforming, or to sell and convert to cash. We help families understand whether performance can be improved or how to maximise the value on exit. We also assist with the sale of distressed assets, offering potential family investment opportunities.

*Stephen Browne*
Partner
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**Audit and Assurance**
Our team plays a fundamental role in assessing risk within family offices. Our non-statutory audits provide an independent view on the management of the entity and its assets. We also conduct internal reviews to ensure controls and systems work efficiently and fulfil their intended purpose.

*Jessica Hodges*
Director
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**Real Estate**
Our services span the complete investment lifecycle, across tax, finance and real estate. With extensive experience in the UK and European real estate market, we have broad market reach and work very closely with our local offices from where our clients’ capital originates.

*Lisa McNulty*
Partner
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**M&A Transactions**
Our team delivers transactional expertise throughout the deal lifecycle, supporting at each stage in the process across tax and finance. We have significant expertise working with family offices underpinned by our market leading private equity business, covering a broad range of operational sectors and jurisdictions.

*Roger Wightman*
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**Reward and Talent Management**
Our team helps family offices globally design, review and implement effective reward structures, with expertise in commercial reward, tax and regulation. We can also advise on expatriate employee reward, including cross-border assignment compliance and consulting, and employer tax and payroll.

*Olivia Biggs*
Partner
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**IT Strategy and Systems**
Our team works with chief digital, technology and finance officers of family offices to help make critical, complex, strategic technology choices and changes that deliver long-term value in terms of return on investment, risk reduction, future-readiness and effective capital investment.

*Tom Cox*
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Family office team

**Debt Advisory**
Our team provides independent advice to family offices to help source the best debt package available in the market for their businesses. Whether the objective is to raise funding for a transformational corporate transaction, pay a dividend to shareholders, or simply to refinance existing debt.

*Robert Connold*
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**Family Enterprise Consulting**
We work with family enterprises from both a commercial and relationship perspective, assisting with succession planning, family governance and next generation education and development. We also help families develop business strategies and reach key decisions at critical points in their lifecycle.

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Notes
Want more insights?

Visit our Family Enterprise website to read our latest insights and commentary, and find out more about our family enterprise solutions, helping you to navigate the key challenges and opportunities that can arise when families, their family office and businesses coincide.

[Charcoal-link]

Subscribe to our Family Enterprise blog at

blogs.deloitte.co.uk/family-enterprise

to receive regular insights and commentary straight to your inbox.