



**Deloitte.**

## Deloitte family office services

Differentiated capabilities to serve  
family operations

JULY 2024

# Your vision. Our experience.

Managing family wealth is not necessarily just about numbers; it's often about effecting change, enabling continuity, and establishing and honoring a legacy. With a global footprint and a deep bench of professionals encompassing multiple specialties, Deloitte is ready to assist your family office at every turn.

Our experience isn't just in preserving and helping to manage family wealth—it's in building relationships that span lifetimes. We strive to become a close, trusted advisor, providing timely, innovative insights that help keep the family ahead of regulatory shifts and market trends. When life events occur, like the passing of a senior principal or a significant liquidity event, families and their family offices turn to Deloitte for our experience, dedication, and unwavering commitment to the family's financial well-being.

Deloitte has become a leader in the family office industry because our commitment to excellence is more than a promise—it's our legacy. And it's built from safeguarding yours, generation after generation.





# Contents

<b>STRUCTURE AND DESIGN</b>	<b>5</b>
Family office and investment partnership structuring	7
Internal controls assessments and reviews	11
Operations and technology transformation	13
Transfer pricing	15
<b>COMPLIANCE AND REPORTING</b>	<b>17</b>
Tax compliance and technology	19
Accounting events and transaction services	23
Audit and other services	25
Investment management and regulatory compliance services	27
<b>OPERATIONS AND RISK MITIGATION</b>	<b>29</b>
Business and financial operations services	31
Controllership services	33
Enterprise risk management	35
Cyber and strategic risk services	37
<b>LIFE EVENTS</b>	<b>41</b>
Family office lab offerings	43
Legacy assessments	47
Tax controversy services	49

# STRUCTURE AND DESIGN

## CONSTRUCTING A MORE EFFECTIVE FAMILY OFFICE

Structuring and designing a family office can be a daunting task. From creating appropriate internal controls, to building a transformation roadmap, to setting up transfer pricing planning, there are many factors to consider. You don't have to face these challenges alone. Deloitte brings a wealth of experience and tailored services to help you structure your family office effectively, manage risk, and drive operational excellence so you're well-positioned to achieve lasting success.

# Family office and investment partnership structuring

## TRANSFORMATIVE SOLUTIONS FOR FAMILY OFFICES

Whether a family is considering forming a family office or seeks to modernize an existing one, it's crucial to engage with advisors who can tailor services to the family's unique goals. Deloitte has amassed market-leading experience working with hundreds of family offices through the many logistical, operational, financial, and even emotional considerations of forming or restructuring a family office and investment structure, helping them to thrive in an ever-evolving landscape.

Our specialists help family offices in essential ways, preserving their legacy, vision, and values through proper succession planning; establishing and enhancing governance over family and investment decisions; advancing economies of scale with co-investment and cost-sharing; and mitigating tax risks while increasing tax efficiency through careful planning.



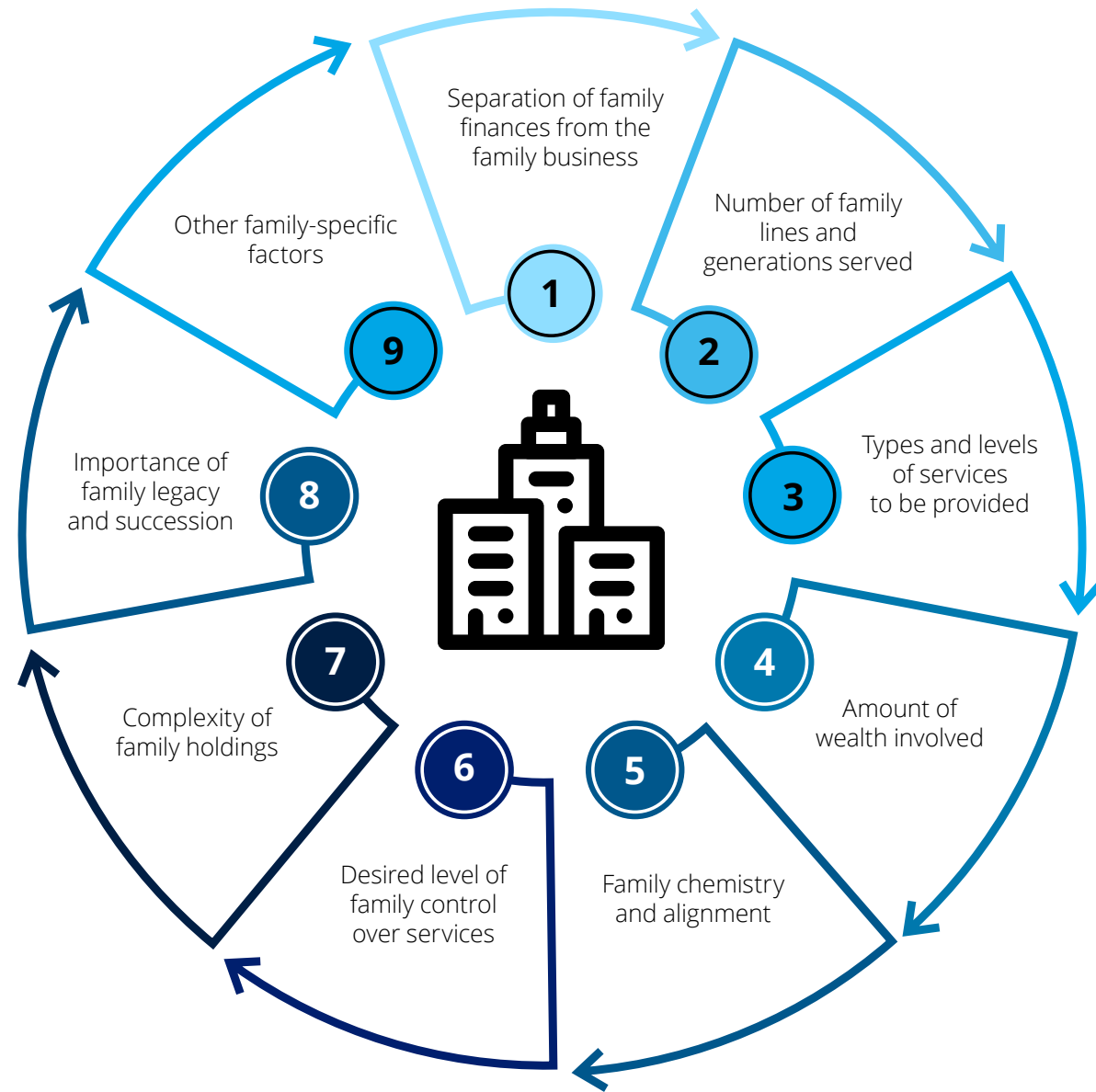
### OUR SERVICES

- 01 **Family office structuring**  
In-depth review of ownership options, governance, scope of services provided, in-house versus out-sourcing decisions, funding alternatives, and tax considerations.
- 02 **Investment partnership structuring**  
Form marketable (liquid) and alternative (illiquid) investment partnerships, analyze uses of 'side pockets' and 'vintage accounts' for specialized investment approaches; structure profits interests with economic modeling for equitable growth; and evaluate special partnership allocations alongside tax considerations.
- 03 **Key employee incentive compensation arrangements**  
Align employee rewards with long-term organizational success and performance metrics; structure co-investment and carried interest vehicles as part of key employee incentive compensation arrangements.
- 04 **Private aircraft structuring**  
Navigate ownership options, lease arrangements, and sales and use tax planning for family and family office usage of private aircraft.
- 05 **Philanthropic vehicle-related planning**  
Address tax issues on family office interactions with charitable entities, including co-investment within family investment structures, fee arrangements, and sharing of resources.
- 06 **Private trust company structuring**  
Oversee governance, formation, and operational considerations for private trust companies, including integration with the family office.
- 07 **Family office formation lab**  
Undertaken in conjunction with a restructuring engagement, the formation lab brings family office teams and the family together to build consensus and make decisions in an expedited manner.

#### Explore more

Discover additional insights in our [Family office brochure](#) and [Family investment partnerships brochure](#).

## WHEN IS IT TIME? INTEGRATED FACTORS IN THE DECISION TO FORM A FAMILY OFFICE



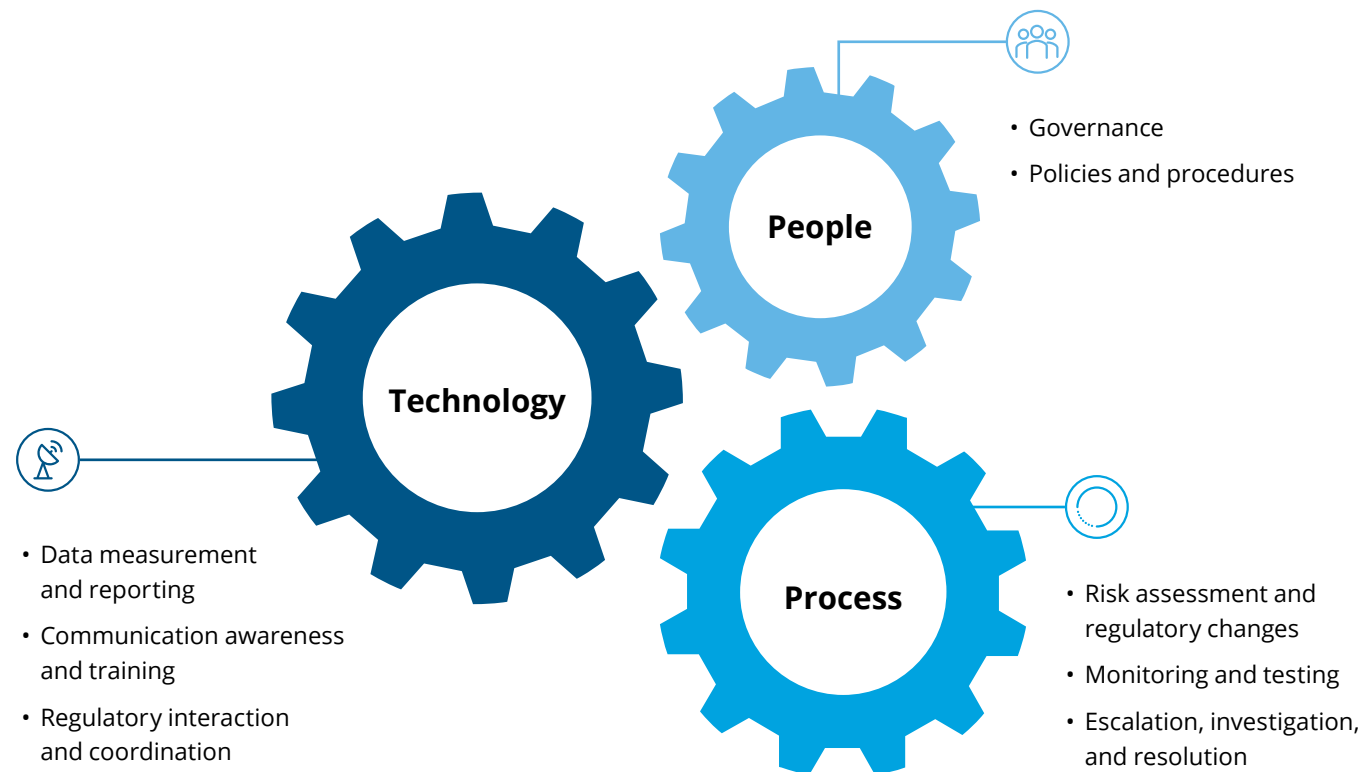
# Internal controls assessments and reviews

## A TAILORED APPROACH TO CONTROLS ASSESSMENTS

In the quest for top-tier governance and risk mitigation, your family office should have a service provider that understands the foundational importance of strong internal controls.

Deloitte is that advisor. Whether you want to address specific internal controls issues, evaluate your practices against those of peers, or modernize your control framework to align with advancements in your family office, our vast experience and specialized advisory services can allow you to identify and bridge gaps in your policies, processes, and control mechanisms. This includes important areas specific to family offices, like segregation of duties, procedures for disbursements, vendor selection protocols, and record retention. With Deloitte, you can gain the insights needed to not just update your family office but to transform it into a model of operational excellence.

### COMPONENTS OF AN INTERNAL CONTROLS ASSESSMENT



### OUR SERVICES

ONE

#### Internal controls advisory

Deloitte offers services specifically tailored to your family office's controls challenges, advising on known control failures, recommending frameworks for new family endeavors, or advising on ways to adapt to evolving capabilities. Our advisory services focus on ways to enhance your governance structure with special attention to specific family office control areas—including segregation of duties to help prevent fraud and errors—and strengthening the integrity of your operations.

TWO

#### Internal controls modernization

We can advise you on ways to elevate, enhance, and modernize your internal controls programs and frameworks all with an eye toward risk mitigation. Our approach to modernization focuses on processes relevant to family offices, such as record retention policies and authorized disbursement procedures, for programs that utilize today's advanced technological capabilities.

THREE

#### Internal audit co-sourcing

Deloitte enhances your internal audit capabilities with co-sourcing services, allocating tasks to our professionals who infuse your program with analytics and subject matter experience, including advising on implementing vendor selection processes and assisting with managing procurement risks.

FOUR

#### Financial management advisory

We can provide advice and recommendations on ways to refine your approach to cash and expense management, offer investment lifecycle advice, and advise on methods for asset valuation. Our advisory services extend to advice and recommendations on creating robust internal controls over financial management processes, as well as advising on your family office's overall governance and strategic positioning.

# Operations and technology transformation

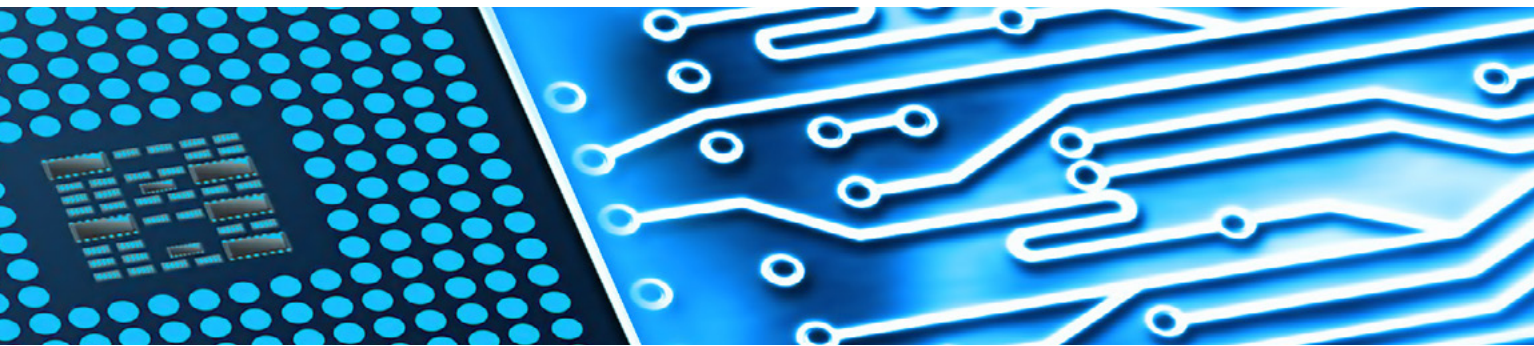
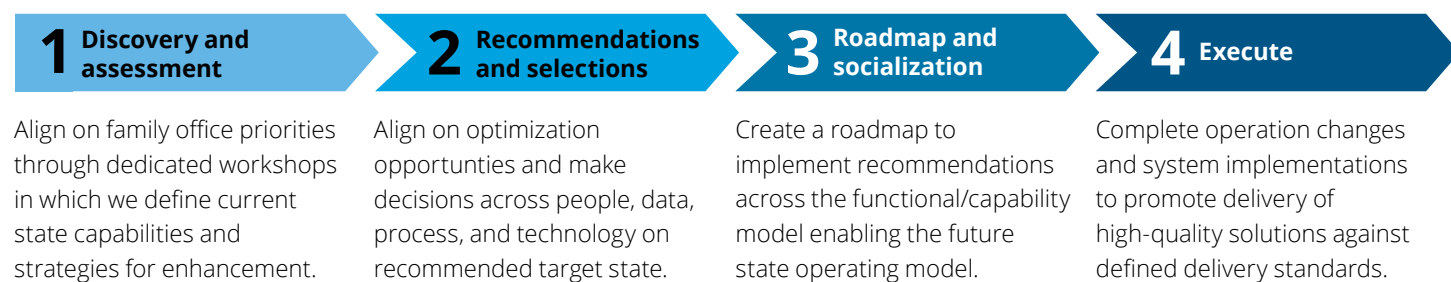
## ACCELERATE YOUR PATH TO A BRIGHTER FUTURE

Improve your family office's processes and infrastructure with Deloitte's strategic technology and operations roadmap. As the demands for sophisticated data management and integrated systems grow, a meticulously crafted roadmap is essential for effectively steering through these advancements, positioning your family office to meet today's operational challenges while enabling strategic decision-making for the future.

Beginning with discovery and assessment, we tailor our recommendations to your family office's circumstances, then move into detailed planning and option exploration, helping to determine that each strategy aligns with your specific goals. Finally, we execute, integrating new technologies and processes to transform your operational framework and help set you up for success in the face of current demands and future developments.

Our extensive roadmap can guide you through the evolving landscape—strategically assessing, enhancing, and implementing solutions for your family office.

### OUR SERVICES: FRONT-TO-BACK TRANSFORMATION PROCESS



## 01

### Phase one: Discovery and assessment

- A unified understanding of your family office's key priorities across functional areas including family services and philanthropy, investments, investment operations, tax and wealth planning, administration and compliance, and technology.
- A map of the organization's capabilities charted against its strategic objectives, highlighting potential areas for development.
- An in-depth analysis identifying gaps across key activities, challenges, and risks within your current operations and technology infrastructure, paving the way for targeted improvements and risk mitigation strategies.

## 02

### Phase two: Recommendations and selections

- In-depth analysis identifying gaps across key activities, challenges, and risks within your current operations, data governance, and technology infrastructure, paving the way for targeted improvements and risk mitigation strategies.
- Operations and technology vendors identified and selected for future implementation of functions such as general ledger, front, middle and back office, reporting and analytics, market research, and data aggregation.

## 03

### Phase three: Roadmap and socialization

- A defined plan that provides a structured approach to the transformation, intending that activities are coordinated and aligned with your office's strategic objectives, providing clear direction, a breakdown of costs and benefits, and a resource optimization and implementation plan.
- A data management framework focusing on aggregating financial information and privacy and security to protect the family's data, preventing any significant impact on their brand and financial security in the event of a data compromise.

## 04

### Phase four: Execution

- Coordinated execution of the implementation plan with vendors, firm leadership, family members, beneficiaries, and other supporting parties.
- Transition to new systems and processes through thorough testing, training, and data migration, and the establishment of continuous improvement frameworks.



# Transfer pricing

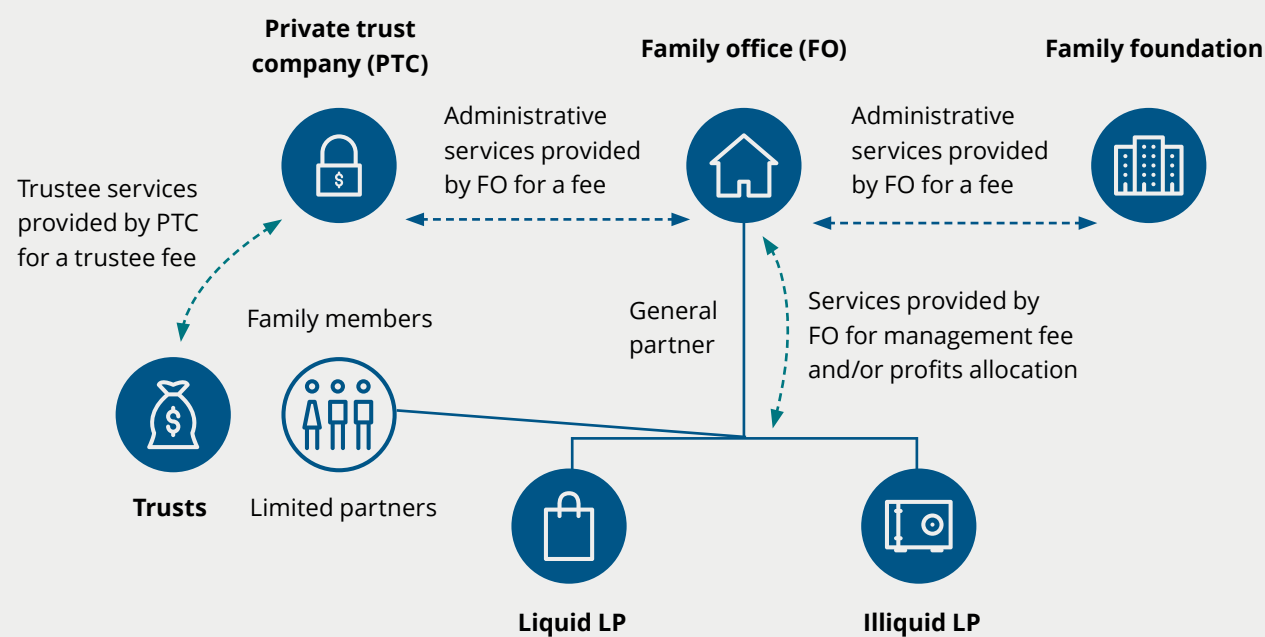
## TAILORING TRANSFER PRICING SERVICES TO YOUR NEEDS

As family offices become more complex, a strategy for structuring and pricing transactions among related parties becomes vital. That's where Deloitte's transfer pricing team comes in. We bring deep experience gained serving diverse family offices and their unique legal and economic frameworks. As a result, we can help you design, price, and assist with implementing transfer pricing planning that is not only tax-efficient, but tailored to your circumstances.

Our transfer pricing methodology is based on fact gathering, extensive knowledge of the family office environment, and experience in analyzing related-party transactions.

### COMMON FAMILY OFFICE STRUCTURES AND ARRANGEMENTS

The diagram below is representative of many family office structures whereby the family office provides certain services to various family clients in exchange for a form of compensation. Each of these arrangements may have transfer pricing considerations.



### OUR SERVICES

#### Establishing a new family office

Analyze intercompany transaction structures and pricing policies, and address start-up phase considerations.

#### Review existing transfer pricing

Review existing policies relative to market pricing and analyze changes to policies and/or structure.

#### Foundation/non-profit considerations

Advise on transactions with non-profits, adhering to self-dealing regulations.

#### Tailor transfer pricing for related entities

Advise on transfer pricing policies for related operating companies and the family office.

#### Investment advisory benchmarking

Provide market intelligence and planning considerations for diverse investment advisory services.

#### Planning considerations

Assist in planning for trustee services, grant-making, estate administration, and business considerations.

#### Tailored services

Offer guidance for operating company transfer pricing, global expansion, and other unique transactions.

#### Tax audit services

Leverage substantial IRS and foreign tax authority audit experience to prepare for tax audits and defend against open audits.



# COMPLIANCE AND REPORTING

## CONTENDING WITH COMPLEX REPORTING OBLIGATIONS

Tax compliance, accounting, and regulatory reporting for your family office can feel like navigating an inescapable maze. Deloitte can assist with this complexity, helping you navigate the impact of accounting events using technology to streamline tax compliance, and addressing the specific attest and regulatory needs of your family office—so you can focus less on administration and more on what's important to the family.

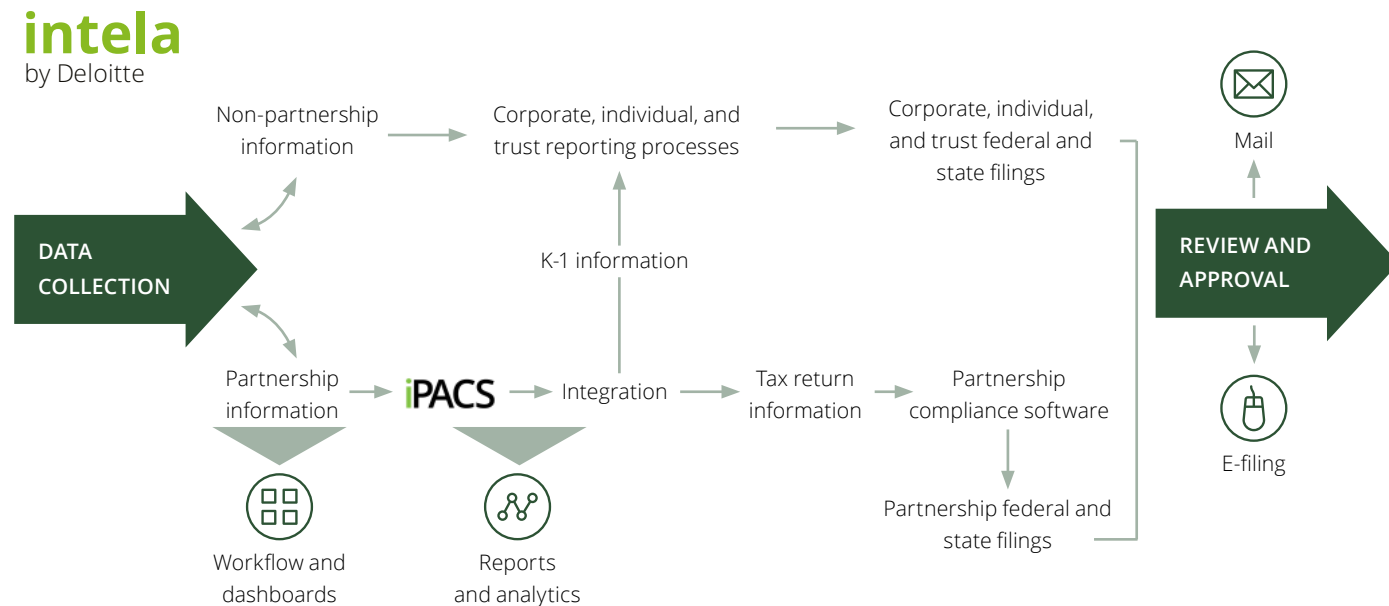
# Tax compliance and technology

## MARKET-LEADING TAX COMPLIANCE DELIVERED WITH TECHNOLOGY FOR FAMILY OFFICES

Family offices are responsible for navigating an ever-changing tax, regulatory and reporting landscape. The family office is often the hub for coordinating complex investment vehicles, reporting to investors from those vehicles, implementing wealth strategies, and supporting their clients: the family members. Family members and regulatory agencies can impose significant demands on family office resources, so the need for automated technology to deliver quality and efficiency across the end-to-end tax life cycle is more important than ever.

Deloitte's tax services delivered with our leading technology solutions are tailored for family offices' unique needs while maintaining quality, consistency and accuracy throughout. Our technology supports the entire tax compliance and reporting process, from the receipt of investment and financial information through the reporting of tax information to the family members and tax authorities. This allows the family office to spend less time on process details and more time serving the important needs of the family.

### AN END-TO-END TECHNOLOGY ECOSYSTEM FOR A FAMILY OFFICE



### OUR SERVICES

#### 01

##### Tax compliance

- Combine family office industry and tax technical experience with the support of our Washington National Tax Services.
- Prepare federal and state individual, trust, partnership, corporate, exempt organization, estate, gift, and excise tax returns, as well as informational and foreign disclosure forms.
- Employ technology solutions, including, but not limited to, optical character recognition (OCR), natural language processing, and Generative AI to increase speed and accuracy.
- Adapt to the talent and resource needs of the family office tax function.

#### 02

##### Tax consulting

- Provide a wide variety of tax consulting services, including income tax planning, charitable planning, wealth transfer planning, and post-mortem services.

#### 03

##### Investment partnership reporting

- Assist family offices with economic reporting for investment partnerships, including capital account maintenance and allocations of income, expense, gain and loss on a partner-by-partner basis to meet various economic reporting needs.



## OUR TECHNOLOGY

Our services provided using Deloitte's proprietary technologies can help streamline the entire reporting process—from leveraging OCR to assisting in data collection to providing insightful analytics—enhancing communication, improving output quality, and enabling proactive, informed decisions.

# intela

by Deloitte

### Intela: Deloitte's globally integrated work management platform built to provide a truly digital experience for your team and ours

- Intela transforms the tax compliance and consulting journey, delivering a digital and user-friendly platform that streamlines communication and elevates efficiency.
- Centralizes engagement management, offering one stop for tracking milestones and approvals.
- Enhances decision-making with analytic dashboards that provide insights and work to expedite the family office review.
- Connects teams within a single ecosystem, allowing for real-time tracking and issue resolution, leading to more informed, faster decision-making.
- Provides access to tax guides, news alerts, and Deloitte's tax knowledge tools.

# iPACS

### iPACS – Deloitte's industry-leading solution for delivery of partnership tax reporting services

The go-to solution for handling complex partnership and investment management tax compliance and advisory services, iPACS can process intricate and complex facts at scale, high volumes of data, and increased regulatory demands.

- Flexibility to report and export data in different ways and for varied purposes, whether it's investor tax demands, scenario planning, management reporting or more.
- Receives, extracts, transforms, and loads data in multiple flexible, secure, and scalable options designed to meet a range of client and third-party data sources and sophistication levels, including direct data exchange.
- Automates the allocation and tiering of federal, state, and international items on the face of the Schedules K-1 and K-3 as well as the associated footnotes, including complex and bespoke allocation schemas.
- Provides versatile functionality for estimates, realizations, and scenario planning on a periodic or interim basis.
- Handles both international and state tax reporting requirements, and supports accurate computations and reports for withholding tax, composite tax, state-specific basis, and passthrough entity tax, tailored to client-specific thresholds and positions.
- Delivers traditional workpaper reports alongside on-demand ad hoc analysis reports and visualizations, including year-over-year and period-over-period reporting in various views, enabling data repositioning for downstream consumption and facilitating data return for ingestion into tax or enterprise data warehouses.



# Accounting events and transaction services

## ADVISING YOU IN UNCHARTED TERRITORY

Family offices often thrive amid evolution, but crucial moments like restructuring for tax efficiency, tackling unique transactions, experiencing rapid growth, or adopting new accounting frameworks can present significant challenges.

Deloitte's accounting and reporting advisory professionals can help you meet these obstacles head-on by providing a customized approach to assessing your accounting needs, whether it be reviewing the accounting for a complex transaction or evaluating your accounting records to create consistent bookkeeping processes going forward. Leveraging our deep industry experience, we bring the flexibility and scalability to meet your evolving circumstances, either as specific technical accounting or reporting matters arise, or on a more regular and long-term basis.



## OUR SERVICES

ONE

### Accounting research

Deloitte can advise in understanding, assessing the impact of, and operationalizing complex accounting and reporting changes resulting from shifting regulations, new accounting standards, or capital market transactions. We can advise your team by sharing research on these complex topics while advising and providing documentation on the appropriate accounting treatment under the applicable accounting framework.

TWO

### Advising on accounting and finance policies

Deloitte can advise on accounting and finance policies. We begin by understanding the current accounting framework, sources of information, objectives, and pain points. We then perform relevant research and bring industry leading practices to advise family offices on consistent policies and processes related to treasury, cash and expense management, and investment management (including valuation).

THREE

### Advice on accounting conversions

Our team can advise you through conversions from one basis of accounting to another—such as from special purpose to GAAP, and vice versa. Whether your goal is to simplify reporting, create more relevant financial statements, or obtain an auditor's report from an independent audit firm, we can help you identify the appropriate accounting framework and assist in the preparation of financial statements that are tailored to what matters most for the family office.

# Audit and other services

## TRUST THROUGH TRANSPARENCY

In the complex world of family office management, accurate financial statements and precise asset valuations are paramount for effective decision-making. Each family office has unique opportunities, challenges, and plans for the future. A Deloitte audit focuses on the areas of highest risk and helps reduce the burden on your team. Our family office audit methodology incorporates workflow automation, artificial intelligence, and data analytic tools that enable us to help provide insights. We build teams with an understanding of family office matters, have a deep, up-to-date grasp of auditing standards, and can apply experience from working with family offices of various sizes. We take a focused approach to family offices to offer a high quality digital audit, so you can spend more time on what matters.

### OUR SERVICES

An audit may include a combination of the following procedures:

- Audit of financial statements prepared in accordance with US GAAP, IFRS, or on tax basis of accounting
- Test of the design and implementation of key internal controls over financial reporting, including governance, investments, and cash management
- Confirmation of physical assets
- Hard-to-value asset confirmations and valuation.

Our team can also provide advisory services designed to address areas of focus as identified by the family and its executives. We would collaborate on a plan for assessment with deliverables typically including transaction testing findings and specific recommendations for process enhancements. Example engagements include:

- Cash management process
- Investments process—due diligence through valuation.

### OUR CLIENTS

#### 01 Family offices and family-owned businesses

We provide audit and assurance services tailored to private companies, including family offices, family-owned businesses, and portfolio companies owned through family private equity partnerships.

#### 02 Family investment partnerships

Whether to further professionalize investment management services provided to family investors or to establish an audited track record of performance to solicit third-party funds, an audit can provide reasonable assurance on the financial information provided by management.

#### 03 Private foundations and other philanthropic vehicles

Some states' government agencies require an independent financial statement audit for charities (including private foundations) of a certain size, and it's generally thought to be a leading practice for all large private foundations to receive an audit report.



# Investment management and regulatory compliance services

## COMPLIANCE REIMAGINED FOR GROWTH

In an era where regulatory landscapes are constantly shifting, family offices are not just adapting—they're leading the charge toward transformation. Many of these entities structure their operations to qualify for the Securities Exchange Commission (SEC) "family office" exemption\* from investment adviser registration, yet some decide to expand their horizons by managing third-party funds, necessitating a transition to becoming a Registered Investment Adviser (RIA). This strategic move is redefining the art of opportunity for family offices in the financial services world—and Deloitte can help. Becoming an RIA isn't merely about compliance with the laws and regulations that the SEC oversees; it represents a powerful catalyst for growth, unlocking new investment product opportunities and distribution channels that have the potential to drive profitability and growth for the newly registered entity.

At Deloitte, we recognize that transitioning to an RIA is a pivotal step toward not just meeting regulatory standards but elevating operational efficiency and portfolio management and distribution capabilities. Our role is to guide you through the complexities of SEC registration, weaving compliance effectively into the very core of your business strategies.

\*The exemption from investment adviser registration under the Investment Advisers Act of 1940, as amended, pursuant to 17 C.F.R. § 275.202(a)(11)(G)-1.

### OUR SERVICES

#### Regulatory guidance

Demystify the complexity of applicable laws and regulations that the SEC oversees, navigating your family office through the registration process and beyond to help you align your business operations to the latest compliance requisites and leading industry practices.

#### Operational transformation

Craft governance structures and compliance frameworks that resonate with your family office's unique ethos while navigating the regulatory demands of being an RIA.

#### Due diligence and oversight

Assess third-party service providers and establish oversight structures and mechanisms to help you further your fiduciary duties consistent with regulatory and investor expectations.

#### Technology integration

Harness emerging technologies to provide your family office with competitive advantages and operate consistent with regulatory compliance obligations.





# OPERATIONS AND RISK MITIGATION

## STRATEGIES FOR A RESILIENT AND FUTURE-READY FAMILY OFFICE

In today's complex business environment, managing operations and mitigating risk can be a real challenge for family offices. Deloitte's end-to-end operations services can help your family office function efficiently, freeing you to focus on larger strategic issues. At the same time, our Enterprise Risk Management and Cyber & Strategic Risk services can help you identify and manage potential risks—and foster resiliency of office operations.



# Business and financial operations services

## EFFICIENCY, REDEFINED.

Every family office operates like its own distinct business. And just like any organization, its success often hinges on efficient day-to-day management. Deloitte's experienced operations team can help your family office function like a well-oiled machine by taking on many of the daily essentials, from contract and vendor analysis, procurement, and system integration oversight, to staff training, policy creation and background checks, so you can stay fully focused on the bigger picture.



### OUR SERVICES

#### Technology integration

Implement contract lifecycle management systems and provide oversight for advanced systems streamlining contract and invoice management.

#### Data architecture

Oversee the integration and management of data systems, facilitating efficient data flow and accessibility.

#### Operational modernization

Modernize and enhance traditional operational processes, analyzing whether they comply with contemporary standards.

#### Policy development

Craft and enforce detailed policies for procurement, vendor engagement, and supplier management.

#### Procurement management

Introduce cost-saving procurement strategies and source-to-pay solutions, facilitate bulk purchasing, and implement e-business modules for discounts.

#### Contract analysis

Draft, review, execute, renew and maintain any Master Service Agreement, Statement of Work or Non-Disclosure Agreement under the guidance of client.

#### Document management

Centralize, maintain, and disseminate key documents, including trusts, business licenses, and family correspondence.

#### Vendor onboarding

Conduct business entity status searches for third-party vendors and assist with reviewing financial details for vendor payment.

#### Administrative efficiency

Efficiently navigate administrative tasks, providing a smooth operational backdrop for the family office.

#### Decision guidance

Provide guidance for swift decision-making and effective organizational structuring.

# Controllership services

## RESPONSIVE, TECHNOLOGY-ENABLED FINANCIAL AND OPERATIONAL MANAGEMENT FOR THE MODERN FAMILY OFFICE

Whether long-established, newly formed, or in the design stage, the modern family office faces an array of complexities. Deloitte's Family Office Controllership Group provides clear guidance for helping clients manage these challenges, from prudently handling operational costs and the ongoing imperative for digital transformation, to tackling staff shortages, continuity challenges, and increased demands for responsiveness around the clock. We start by investing time to learn about your specific circumstances and situation, then apply Deloitte's talent resources, sophisticated accounting capabilities, and effective technology tailored for family offices—including for sophisticated investment portfolios, operating businesses, and private equity and real estate holdings.

Our approach positions us to be your financial and accounting service advisor. By combining a deep commitment to confidentiality with local market insight, broad market experience, and Deloitte's vast network of professionals, we cater to the different circumstances and dynamics of multi-generational family offices and the families they serve.



### OUR SERVICES

# 01

#### Tailored accounting and services

- Assistance with managing day-to-day bookkeeping/accounting through technological capabilities—bill payment, cash management, journal entries, bank and balance sheet reconciliations, custody account management, and more.
- Prepare a full set of financial statements and other reporting to provide a broad view of investments and activities.
- Advise on budget and planning services to better manage spend against client-approved budgets.
- Administer carried interest and other complex compensation plans using Deloitte's proprietary Cascade Carry and Reward™ platform.
- Automate offline analyses and build customized reporting deliverables to gain valuable insights into investment performance and advise on managing risk.
- Design and implement reporting deliverables, such as real-time dashboards, to track and manage assets and liabilities, activities, and other vital information.
- Coordinate with the family office's tax professionals, whether in-house or third-party providers.

# 02

#### Lifestyle management

- Track bills and prepare payment instructions for authorization.
- Budgeting and financial planning.

# 03

#### Technology enablement

- Evaluate technology vendor selection to identify systems fit-for-purpose of family office requirements.
- Implement and deploy modernized technology solutions that are fit for purpose, inclusive of training and change management for end users.
- Utilize outsourced technology maintenance and administration services.

# 04

#### Oversight, governance, risk management and fraud detection/prevention

- Oversee external fund administration and reporting.
- Enhance business processes and document organizational structure, roles, policies and procedures.
- Conduct internal control gap analyses and design supplemental/mitigating internal controls at both the family office and individual family member levels to help detect and protect against fraud.

# 05

#### Strategic philanthropy and foundation administration

- Monitor charitable giving for compliance with internal and external requirements (e.g., public charity vs. private foundation).
- Oversee philanthropic administration and reporting.

# Enterprise risk management

## TURNING RISK INTO REWARD

In today's dynamic and uncertain environment, Enterprise Risk Management (ERM) is a crucial tool for family offices when navigating the complexities of risk and decision-making. Deloitte can assist with the identification and management of the "vital few" risks that could significantly impact your family office's reputation, strategy, assets, and legacy. By focusing on these specific areas, we foster a culture of risk awareness and intelligence, helping organizations to make confident decisions that align with their strategic goals and business objectives. This proactive approach includes a continuous process of identifying emerging risks and trends, which can assist the organization to stay ahead in rapidly evolving markets.

### RISK MANAGEMENT PROGRESSION



- Next gen risk intelligent**  
 Uses predictive analytics and data-driven technologies to automate processes, generate insights, and enable risk-intelligent decision-making.  
*"How can I better anticipate risks and opportunities to optimize investments and accelerate performance?"*
- Leading practice**  
 Risk is built into decision-making. Selectively seize opportunities because of ability to exploit risks.  
*"How can I take smarter risks and capitalize on opportunities to achieve strategies and enhance performance?"*
- Integrated**  
 Activities are implemented consistently across the enterprise, are correlated and aggregated across risk types and business units and encompass most risk types.  
*"What are the risks across my businesses and strategies?"*
- Defined**  
 Most business units function independently. Activities are either not applied consistently across business units, or may be in development but are not yet finalized.  
*"What are the risks to each of my businesses?"*
- Developing**  
 Activities are unstructured, uncoordinated, and undocumented, or they may be absent. No overarching philosophy or objectives are defined.  
*"What are my risks?"*

### OUR SERVICES

- 01 Enterprise risk assessment**

  - Perform a risk inventory to fully understand the risks your family office faces to offer clarity in a complex environment.
  - Define risk thresholds and criteria, helping you establish a focused, efficient, and effective approach to risk management.
  - Assist in evaluating risks based on their likelihood and potential impact, so management can prioritize its focus accordingly.
- 02 ERM program design**

  - Establish the foundational elements of a strategic, right-sized risk management program tailored to your circumstances.
  - Define a clear program vision and governance structure, so you can further align with your objectives and cover the broader enterprise/office.
  - Help clarify and delineate roles and responsibilities, creating an effective operating model and process playbook.
  - Provide tools to help you enhance transparency and decision-making.
- 03 Risk mitigation, measurement, and monitoring**

  - Uncover the root causes of identified risks and develop focused response plans.
  - Assist in development of risk management plans so you can efficiently and effectively facilitate appropriate and proactive risk handling.
  - Utilize Key Performance Indicator (KPI)/Key Risk Indicator (KRI) ERM analytics to help you measure and monitor risks effectively.
  - Establish monitoring protocols to help you maintain ongoing vigilance and responsiveness.



# Cyber and strategic risk services

## FACE THE FUTURE CONFIDENTLY AND ENHANCE RESILIENCY

At a time when cyber threats loom larger than ever, leaving your family office vulnerable is not an option. The risk of data breaches, financial loss, and privacy invasions continue to evolve, making cyber security a necessity.

Deloitte's Cyber & Strategic Risk practice offers services designed to help meet this challenge head-on, with state-of-the-art cybersecurity offerings, strategic risk assessments, and vigilance against new threats. Our tailored solutions for family offices help protect against current threats as well as anticipate emerging dangers, giving you the peace of mind to focus on your core objectives.

Deloitte helps you build new capabilities, enhance performance, and transform your cyber and strategic risk posture while enabling business growth.



### OUR SERVICES

#### Managed Extended Detection and Response (MXDR)

Navigate ever-changing cyber threats with Deloitte's Managed Extended Detection and Response (MXDR) solution for proactive threat identification and response across various systems in near real-time.

#### Cloud security

Leverage an enterprise-grade cloud managed services platform combining advanced, cloud-native security technology with skilled technologists, engineers, and operators to enable end-to-end security management services scaled to your business requirements.

#### Third-Party Risk Management (TPRM) managed services and solutions

Assist you to more efficiently manage third-party relationships with a broad view of risks and performance across the extended enterprise.

#### Data and privacy

Understand requirements to meet increased regulatory scrutiny in cyber risk management, data security, and privacy with advanced solutions for privacy control and regulation adaptation.

#### Application security

Integrate cybersecurity and compliance activities throughout the software development life cycle (SDLC) with solutions to advise, design, build, deploy, and operate secure applications.

#### Operational digital resilience and penetration testing

Enhance your resilience against cyber incidents with strategies designed to aid in crisis preparedness, business continuity, and recovery, by building capacity for agility, adaptation, and rapid restoration.

#### Identity and access management

Transform your identity and access management operations with the ability to create real-time automated system access and associated data reports that enable governance, privacy, and audit capabilities.

## CYBER-AT-A-GLANCE

Deloitte Cyber is the world's largest provider of security services. Our technology specialists and experienced business professionals put cyber to work for organizations using the breadth of our knowledge to amplify the impact of cyber solutions and deliver outsized outcomes for our clients.

 **30+**  
year history

providing cyber security and support, including 10+ years of delivering managed services.

 **25k+**  
cyber practitioners

with depth and breadth of technology, business, and industry knowledge and experience.

← → **End-to-end**

multi-disciplinary portfolio with flexible delivery models to Advise, Implement, and Operate business-led outcome-focused solutions.

 **2,700+**  
cyber clients

from enterprise to mid-enterprise across major industries, focused on trusted, transformative relationships.

 **\$5**  
billion

global hyperscale investment in Cyber, Cloud, and AI—focused on solutions, talent, acquisitions, and ecosystem.

 **Strategic alliances & ecosystem relationships**

across hyperscalers, cyber, technology, data, industry, government, and academia.

 **4** **Cybersphere centers**

providing 24x7x365, globally consistent and reliable operational support and solution delivery, augmented by a network of in-region delivery satellite centers.

 **Access to an expansive global network**

enabling contextualization of services by combining the strength, consistency, and quality of the network of our member firms around the globe with in-depth knowledge and experience in local markets.

 **Destination for top talent**

widely recognized for opportunities to thrive, with a culture emphasizing inclusion, collaboration, apprenticeship, continuous learning, and high performance.



# LIFE EVENTS

## **TRANSFORMING PIVOTAL MOMENTS INTO OPPORTUNITIES**

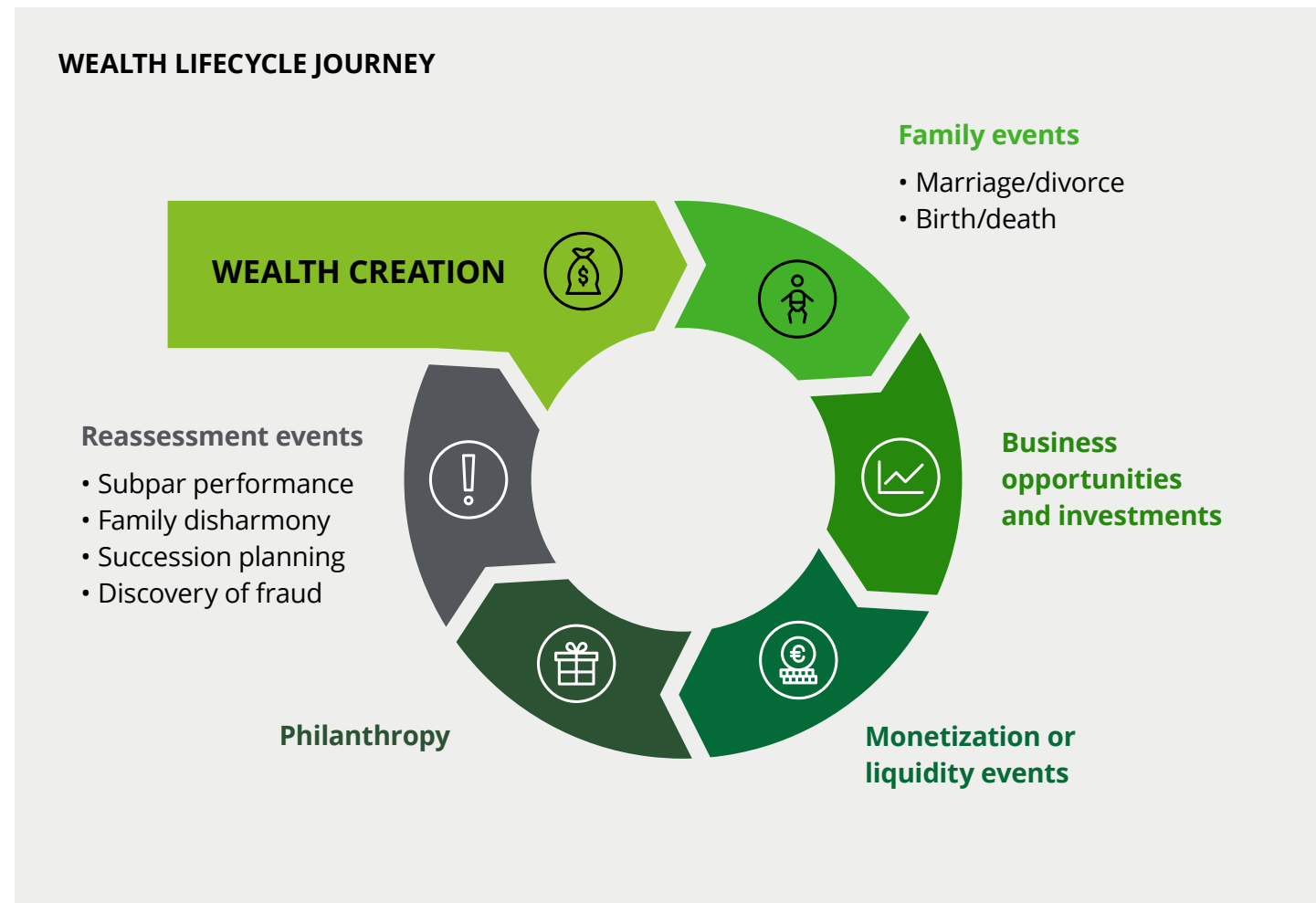
Significant life events form a critical part of the family office journey. These events can profoundly impact office operations and the family's legacy. Deloitte understands the intricacies of these pivotal moments and, as your trusted advisor, provides customized services to help you navigate these transitions smoothly. From strategic sessions through our lab experiences, to legacy assessments to further continuity and growth, to tax controversy services for managing potential challenges from tax authorities—we bring the experience and guidance to transform life events into potential opportunities.

# Family office lab offerings

## STRATEGIC SESSIONS FOR TRANSFORMATIVE GROWTH

Family offices typically face unique challenges at every stage, from formation and transition to transformation and navigation of significant life events within the family it serves. Deloitte's Lab experiences are designed to help your team expand from 'business as usual' and embrace new ways of thinking to achieve breakthrough results at any stage.

We work directly with you to create a tailored experience that addresses your unique challenges, enabling family office executives and teams to engage in strategic sessions that cultivate innovative thinking—and empower them to navigate the ever-evolving financial landscape with confidence.



### OUR SERVICES

- 01 Executive labs**  
 Transitioning to a new executive role in a family office involves mastering the delicate balance of time, talent, and key relationships. Our labs facilitate a deep dive into these aspects, helping executives prioritize their responsibilities and construct a 180-day roadmap tailored for effective forward momentum.
- 02 Formation labs**  
 Establishing a family office is a complex, multifaceted process. Collaborating with families and advisors, we can help you through the financial, logistical, and emotional intricacies involved in forming a family office, helping to build consensus and enable informed, thoughtful decision-making.
- 03 Transformation labs**  
 When your family office seeks to pivot or enhance its operations, our transformation labs provide a focused setting to explore new possibilities. Whether it's talent development, process refinement, or technological integration, we tailor our sessions to your specific challenges and objectives.
- 04 Life event labs**  
 Life events, such as a major acquisition or liquidity event, marriage or divorce, or death of a principal, can bring about significant shifts within a family office. Our labs are specifically designed to help families and offices make critical decisions swiftly and efficiently, providing clarity and direction during pivotal moments.



## A PLACE BUILT TO FACILITATE YOUR SUCCESS



### Research-based content

Frameworks built on empirical data, research, focused experience, and cumulative learnings from more than 8,000 sessions.



### Immersive methods and exercises

Exercises based on behavioral research and team dynamics, and on conversations with your people.



### Relevant subject matter specialists

Diverse perspectives from specialists selected because they know your challenge, industry, or business.



### Highly trained Deloitte facilitators

Business practitioners specializing in intervention, disruption, alignment, and consensus building.

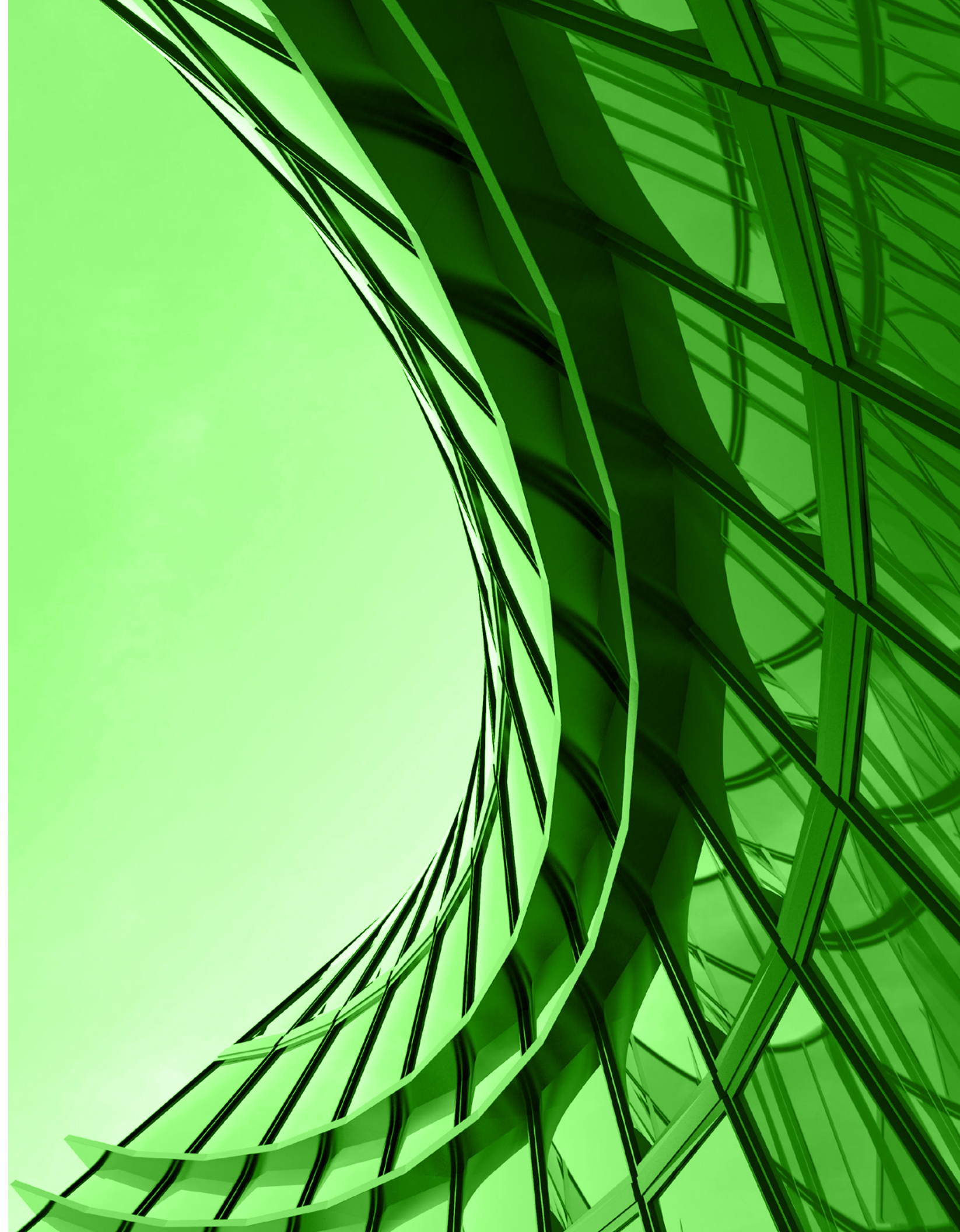


### Custom-designed environment

Movable panels, flexible furniture, and an intimate space built to spark conversation.

Through immersive one- or two-day interactive sessions, Deloitte facilitators use tested methodologies—such as design thinking, innovation theory, group dynamics, and behavioral science—to help family members, family office executives, and other key stakeholders accelerate decision-making and outline a vision. The resulting insights can help participants align on important perspectives and expectations, assess the effectiveness of family office critical processes, and then prioritize opportunities for transformative change.

The outcome for our Deloitte lab experiences is an action plan that identifies key milestones, deliverables, and owners to move the opportunities forward.





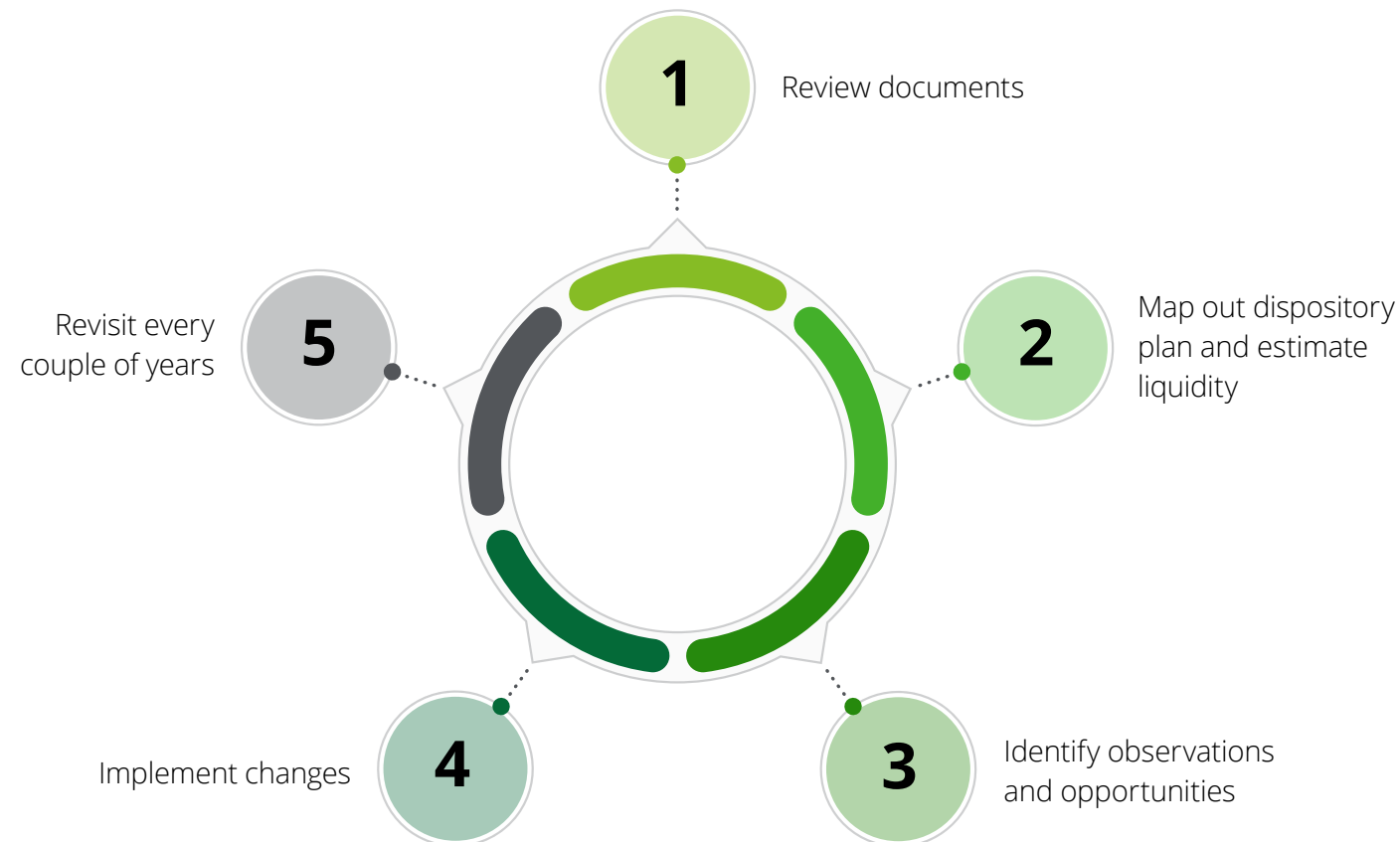
# Legacy assessments

## CRAFTING LEGACIES THAT LAST

While death and taxes are inevitable, their consequences needn't be a surprise. A practical, step-by-step action plan to navigate the complexities of succession and tax liabilities can deliver peace of mind and continuity for the family and the family office during generational transitions. We look beyond the tax burden to address other potential consequences, recognizing that effective tax planning does not come at the expense of equally important outcomes.

Deloitte can help you analyze whether your legacy is preserved and your family office is poised for resilience and growth with proactive planning and audit readiness.

### FAMILY OFFICE LEGACY ASSESSMENT CYCLE



### OUR SERVICES

#### 90-day drills

Identify essential financial, accounting, legal, regulatory, and administrative actions needed immediately after an individual's passing.

#### Asset disposition

Analyze the disposition of specific, hard-to-value assets like large equity positions and unique real estate holdings.

#### Generational transition strategies

Address complexities in business and family office succession.

#### Audit preparation

Review reporting from prior gifts made to identify potential disclosure and audit risks.

#### Financial implications

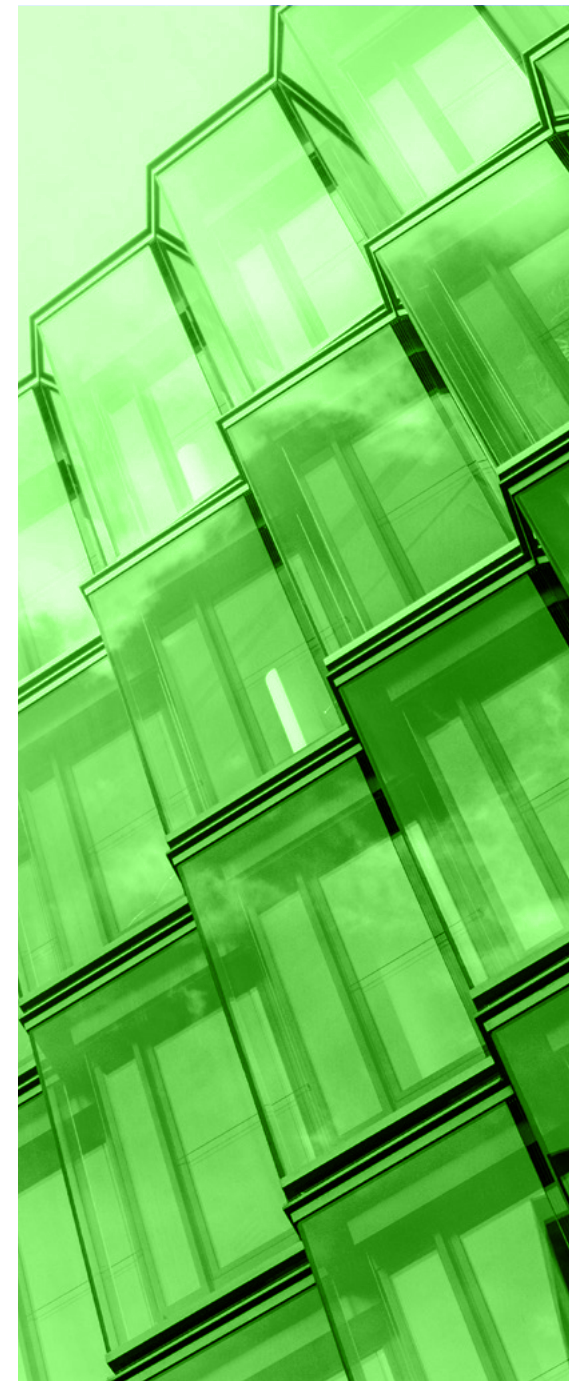
Review tax liabilities and help analyze liquidity sources for these costs.

#### Estate plan execution

Utilize estate planning legal documents and client financial statements to identify and quantify the flow of assets to beneficiaries, supporting alignment with the client's goals and objectives.

#### Tax reduction planning

Utilize gift tax exemptions and non-taxable planning, including charitable bequests, to reduce estate taxes.



# Tax controversy services

## ASSISTANCE IN THE FACE OF ADVERSITY

IRS examinations are on the rise, especially for wealth individuals. The IRS is focusing on family office’s financial affairs—and examinations increasingly expand to include other family members and other family entities.

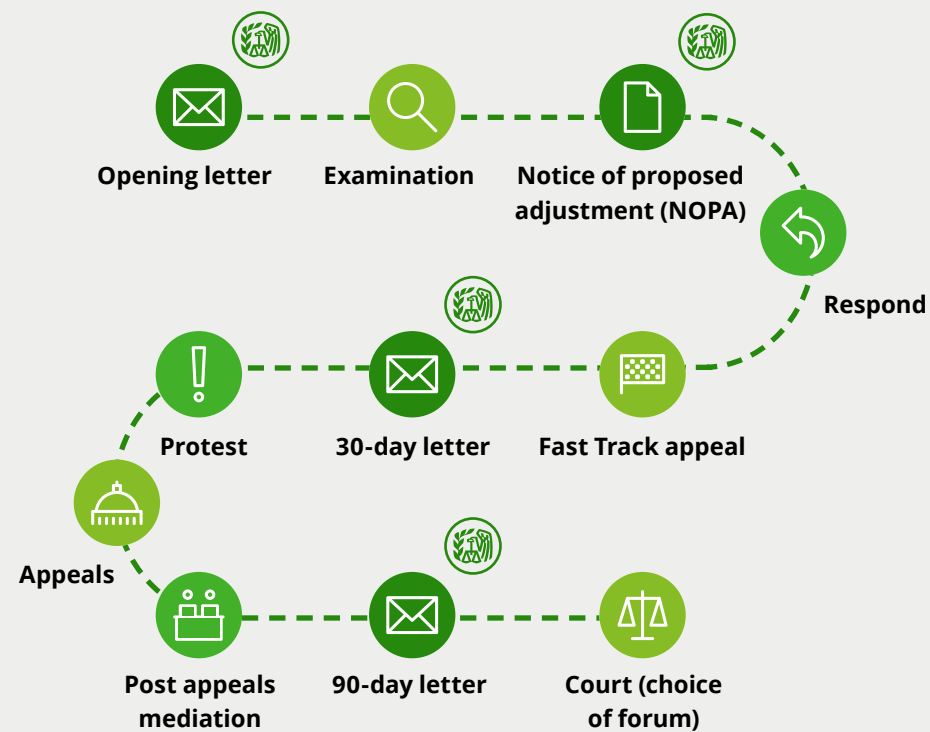
The IRS’ Global High Wealth initiative specifically aims to enable tax compliance across sophisticated financial networks, including those operated by many family offices. Moreover, we continue to see state taxing authorities perform increasingly complex examinations of offices across our client base.


Deloitte is your trusted adviser as you navigate this complicated environment. Our tax controversy specialists offer family office-specific guidance to help you confidently manage these challenges while also assisting with non-audit-related issues you may have with the IRS and state taxing authorities.

### THE TAX CONTROVERSY PROCESS

#### Questions to consider:

- How can you prepare for an audit?
- How long should you retain records in preparations for an audit?
- What types of transactions might trigger an audit?
- What steps should you take if you receive a notice for examination?
- How could tax enforcement change in the coming years?



 IRS documentation

### OUR SERVICES

Deloitte’s approach helps family office clients maneuver the intricacies of tax controversies, from preparation to resolution, for a smoother process and more peace of mind.

ONE

#### Exam readiness assessments

- Help clients prepare for potential exams by anticipating examination areas and consulting on contemporaneous transaction documentation and document retention policies.
- Conduct essential interviews to gather information.
- Implement strategies for quick document retrieval and submission.

TWO

#### Audit assistance

- Provide assistance throughout IRS and state notices, with a team of professionals dedicated to this specialization.
- Address and resolve complex audit-related questions, offering clarity and compliance.
- Specialize in handling Global High Wealth Initiative audits, offering tailored services for wealthy individuals.

THREE

#### Service center issues

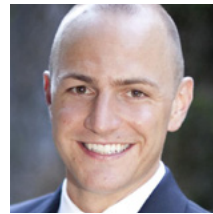
- Assist in resolving IRS notices and addressing payment issues and discrepancies.
- Help clients navigate and resolve penalties and receive fair treatment.
- Provide approaches for tax return processing and other service center-related challenges.

# Contact us

## FAMILY OFFICE AND INVESTMENT PARTNERSHIP STRUCTURING

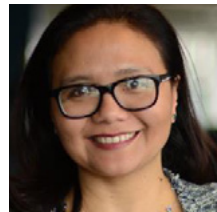


**Eric L. Johnson**  
Tax Partner  
Delotte Tax LLP  
[ericjohnson@deloitte.com](mailto:ericjohnson@deloitte.com)  
312.486.4442



**Steve Howenstein**  
Tax Partner  
Delotte Tax LLP  
[sthowenstein@deloitte.com](mailto:sthowenstein@deloitte.com)  
312.486.4522

## INTERNAL CONTROLS ASSESSMENTS AND REVIEWS

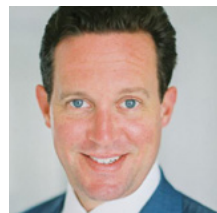


**Natasha Holbeck**  
Audit Partner  
Deloitte & Touche LLP  
[nholbeck@deloitte.com](mailto:nholbeck@deloitte.com)  
212.436.3781



**Jeralyn Haber**  
Audit Partner  
Deloitte & Touche LLP  
[jehaber@deloitte.com](mailto:jehaber@deloitte.com)  
203.761.3606

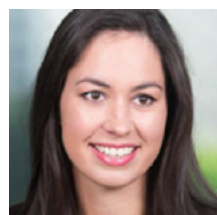
## OPERATIONS AND TECHNOLOGY TRANSFORMATION



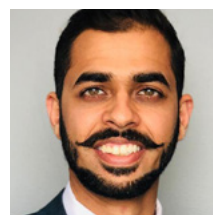
**Rhys Butler**  
Managing Director  
Deloitte Consulting LLP  
[rhybutler@deloitte.com](mailto:rhybutler@deloitte.com)  
212.653.6667



**Pat Herrington**  
Managing Director  
Deloitte Consulting LLP  
[pherrington@deloitte.com](mailto:pherrington@deloitte.com)  
312.486.1392

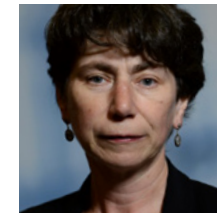


**Britt Harradine**  
Senior Manager  
Deloitte Consulting LLP  
[brharradine@deloitte.com](mailto:brharradine@deloitte.com)  
212.492.3867



**Aditya Jagtiani**  
Manager  
Deloitte Consulting LLP  
[adijagtiani@deloitte.com](mailto:adijagtiani@deloitte.com)  
212.436.3251

## TRANSFER PRICING



**Ella Mimo**  
Managing Director  
Delotte Tax LLP  
[emimo@deloitte.com](mailto:emimo@deloitte.com)  
312.486.9402



**Nick Saponara**  
Senior Manager  
Delotte Tax LLP  
[nsaponara@deloitte.com](mailto:nsaponara@deloitte.com)  
312.486.5564

## TAX COMPLIANCE AND TECHNOLOGY



**Josh Levenstein**  
Managing Director  
Delotte Tax LLP  
[jlivenstein@deloitte.com](mailto:jlevenstein@deloitte.com)  
312.486.4557

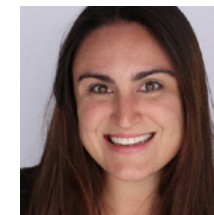


**Angelo J. Tsagalis**  
Managing Director  
Delotte Tax LLP  
[atsagalis@deloitte.com](mailto:atsagalis@deloitte.com)  
312.486.2523

## ACCOUNTING EVENTS AND TRANSACTION SERVICES

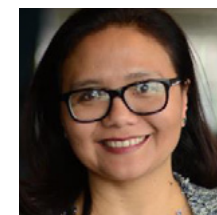


**Jeralyn Haber**  
Audit Partner  
Deloitte & Touche LLP  
[jehaber@deloitte.com](mailto:jehaber@deloitte.com)  
203.761.3606



**Niki Giacchi**  
Senior Manager  
Deloitte & Touche LLP  
[ngiacchi@deloitte.com](mailto:ngiacchi@deloitte.com)  
212.436.6023

## AUDIT AND OTHER SERVICES



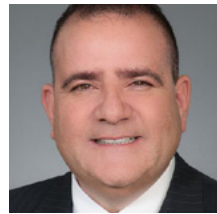
**Natasha Holbeck**  
Audit Partner  
Deloitte & Touche LLP  
[nholbeck@deloitte.com](mailto:nholbeck@deloitte.com)  
212.436.3781



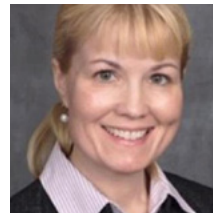
**Jeralyn Haber**  
Audit Partner  
Deloitte & Touche LLP  
[jehaber@deloitte.com](mailto:jehaber@deloitte.com)  
203.761.3606

# Contact us

## INVESTMENT MANAGEMENT AND REGULATORY COMPLIANCE SERVICES

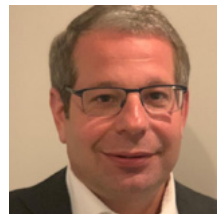


**Bruce Treff**  
Managing Director  
Deloitte & Touche LLP  
[btreff@deloitte.com](mailto:btreff@deloitte.com)  
617.437.3087

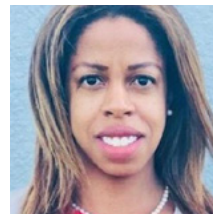


**Deborah Rand**  
Advisory Manager  
Deloitte & Touche LLP  
[derand@deloitte.com](mailto:derand@deloitte.com)  
617.437.2416

## BUSINESS AND FINANCIAL OPERATIONS SERVICES

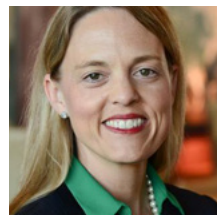


**Rich Levine**  
Managing Director  
Deloitte Tax LLP  
[rlevine@deloitte.com](mailto:rlevine@deloitte.com)  
703.251.1148



**April Perry**  
Senior Manager  
Deloitte Tax LLP  
[apperry@deloitte.com](mailto:apperry@deloitte.com)  
407.548.9322

## CONTROLLERSHIP SERVICES



**Crystal Andersen**  
Advisory Partner  
Deloitte & Touche LLP  
[crandersen@deloitte.com](mailto:crandersen@deloitte.com)  
312.486.0029

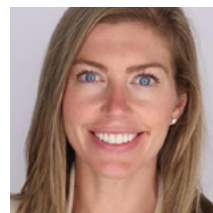


**Hillel Caplan**  
Advisory Partner  
Deloitte & Touche LLP  
[hcaplan@deloitte.com](mailto:hcaplan@deloitte.com)  
212.436.5387

## ENTERPRISE RISK MANAGEMENT



**Adam Regelbrugge**  
Advisory Partner  
Deloitte & Touche LLP  
[aregelbrugge@deloitte.com](mailto:aregelbrugge@deloitte.com)  
312.486.2165



**Becky Corden**  
Senior Manager  
Deloitte & Touche LLP  
[bcorden@deloitte.com](mailto:bcorden@deloitte.com)  
312.486.0430

## CYBER AND STRATEGIC RISK SERVICES



**Tiffany Kleemann**  
Managing Director  
Deloitte & Touche LLP  
[tkleemann@deloitte.com](mailto:tkleemann@deloitte.com)  
571.480.7196



**Mark Adams**  
Senior Manager  
Deloitte & Touche LLP  
[markadams@deloitte.com](mailto:markadams@deloitte.com)  
571.766.7127

## FAMILY OFFICE LAB OFFERINGS

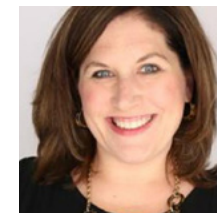


**Bridget Kerbyson**  
Managing Director  
Deloitte Tax LLP  
[brcurtis@deloitte.com](mailto:brcurtis@deloitte.com)  
313.394.5397

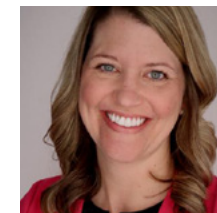


**Lauren Wells**  
Senior Manager  
Deloitte Tax LLP  
[lwells@deloitte.com](mailto:lwells@deloitte.com)  
513.784.7177

## LEGACY ASSESSMENTS



**Laura Hinson**  
Managing Director  
Deloitte Tax LLP  
[lhinson@deloitte.com](mailto:lhinson@deloitte.com)  
919.645.6201



**Erin Thompson**  
Senior Manager  
Deloitte Tax LLP  
[emthompson@deloitte.com](mailto:emthompson@deloitte.com)  
989.633.7284

## TAX CONTROVERSY SERVICES



**Mike Schlect**  
Tax Partner  
Deloitte Tax LLP  
[mschlect@deloitte.com](mailto:mschlect@deloitte.com)  
415.783.4564



**Spencer Paul**  
Senior Manager  
Deloitte Tax LLP  
[sppaul@deloitte.com](mailto:sppaul@deloitte.com)  
714.913.1292



#### **About this publication**

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

The services described herein are illustrative in nature and are intended to demonstrate our experience and capabilities in these areas; however, due to independence restrictions that may apply to audit clients (including affiliates) of Deloitte & Touche LLP, we may be unable to provide certain services based on individual facts and circumstances.

As used in this document, "Deloitte" means Deloitte & Touche LLP, a subsidiary of Deloitte LLP. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.