



# FAMILY**WEALTH**REPORT **2021** AWARDS WINNERS

RECOGNIZING LEADERS ACROSS THE FAMILY OFFICE AND WEALTH  
MANAGEMENT INDUSTRY IN NORTH AMERICA



April 2021

Private Bank



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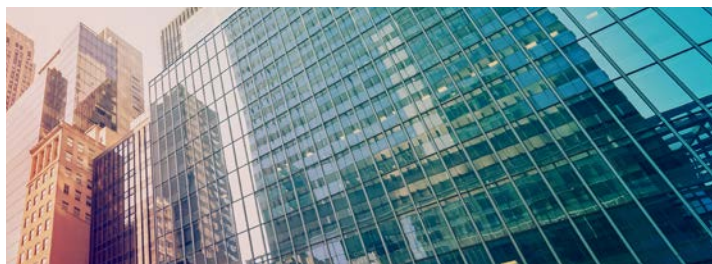


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# FOREWORD

Tom Burroughes, Group Editor, *Family Wealth Report*

The *Family Wealth Report* Awards program honors the many outstanding individuals and firms that add value to their clients' lives by protecting and growing wealth, and who have done so through unprecedented challenges. At a time when those who look after great wealth aren't always appreciated – and are sometimes criticized – this is an industry that deserves its due. Without a well-run wealth sector, those who build capital, manage companies, create services and products and support philanthropy cannot function so well. This news service knows these awards are great ways for industry figures to keep up with trends, connect with friends, make new ones and stay competitive.

The judging process sits at the core of the awards. A panel of judges, drawn from senior figures in banks, family offices, technology firms and consultancies, among others, sifts through entrants' submissions to draw up the list of winners. Judges bring their own experience and knowledge to the field. In choosing a shortlisted firm or person, and the eventual winner, most of the weighting is based around the quality of the entrants' submissions for the awards. Crucially, judges are split into groups so they don't evaluate entrants from the same sector in which the judges work. This is done to prevent judges getting confidential information and to eliminate conflicts of interest. A list of judges is published on this news organization's website. We know how hard and diligently judges work to arrive at the list of winners and are deeply grateful for their effort.

At a time when the importance of reputation is so clear, such awards can be effective in marketing and branding. We know from past experience how highly these awards are valued. We also appreciate comments from the industry about how to improve the program, such as how to adjust categories to keep pace with changes in the sector.

In the end, these awards are about the people who make this industry tick. These awards salute the grit, excellence and commitment of those people.

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## OVERVIEW OF THE NORTH AMERICA WEALTH MANAGEMENT SECTOR

Few wealth management markets have been through as big a set of changes as the North American one. Joe Biden in the White House has been pushing for tax hikes on HNW individuals and there has been the impact of a global pandemic on the economy and subsequent vaccine rollout. Wealth management M&A is busy; we have seen the ascent of large, nationwide wealth management houses. A year on from the market turmoil of March 2020, equities have recovered, fueled by central bank liquidity and hopes that vaccinations can push back lockdowns. Wealth creators have had to wrestle with all manner of challenges, including how they transfer their assets to the next generation – not an easy task in a time of two-way video calls and the need to work from home.

Capgemini's annual 2020 *World Wealth*

*Report*, released last year, showed that North America took the global top spot in 2019, recording 11 per cent growth, and outpaced Asia for the first time since 2012. Global growth overall grew by almost 9 per cent reaching \$74 trillion in 2019. Clearly, these numbers will have to be revised somewhat when the next sets of statistics roll in. But given how markets held up after recovering sharply last spring, this should translate into respectable numbers. The digitalization of parts of the wealth management value chain was already under way before COVID-19 struck. The pandemic accelerated change. Tech adoption that might have taken years to unfold happened in a matter of months. Ironically, advisors might be closer to their clients' concerns because of their new ways of communicating than before.

The past 12 months have seen changes such as the SEC's Regulation Best Interest reforms to financial advice – often producing some sharp criticisms – and changes to the Accredited Investor regime, potentially widening access to alternative assets such as private equity. Access to private markets by wealth managers has been a big theme, and continues. Family offices continue to grow, and their virtues as holders of "patient capital" must be stressed. Delivering outstanding client experience is more important as a differentiator. Combined with other demands, firms need more technology, more capital and expertise to keep up with the pace. This is arguably driving some of the M&A in wealth management. 2020 was a banner year for M&A. And this year might exceed it.



## JUDGING PANEL

The 2021 *Family Wealth Report* Awards program was focused around three main category groupings: **experts** (individuals and teams), **products** and **services** for wealth managers and clients, and institutions of all sizes and types in the North American market. **Independence**, **integrity** and **genuine insight** are the watchwords of the judging process with the judging panels made up of some of the industry's top trusted advisors and bankers.


**AMANDA ANDERSON**

Chief Administrative  
Officer  
Ascent Private Capital  
Management of  
US Bank


**THERESA CLARKSON**

Solutions Architect  
InfoGrate


**GEMMA LEDDY**

Partner-in-Charge  
PKF O'Connor Davies  
Family Office


**PATTI BOYLE**

Entrepreneur,  
Educator,  
Consultant


**MICHAEL COLE**

Entrepreneur, Investor  
and Senior Leader -  
Wealth Management


**IDA LIU**

Head of Citi Private  
Bank, North America  
Citi Private Bank


**BUZZ BRAY**

Principal  
Bray Executive Search


**LISA FEATHERNGILL**

Head of Legacy and  
Wealth Planning  
Abbot Downing


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LOWENHAUPT**

Managing Member  
Lowenhaupt &  
Chasnoff


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Group Editor  
ClearView Financial  
Media, publisher of  
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Founder and President  
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Former Managing  
Director  
Oakbrook Solutions


**JOE CALABRESE**

National Head of  
Investment, Fiduciary  
and Banking Services  
Key Private Bank


**AMY HART CLYNE**

Chief Knowledge &  
Learning Officer  
Pitcairn


**TODD D MAYO**

Executive Director  
UBS Wealth  
Management


**JON CARROLL**

Managing Director,  
Family Office Advisory  
Services  
EY


**CAROL R. KAUFMAN**

Founder and CEO  
Pinventory


**JAMES H MCLAUGHLIN**

Founder and CEO  
J H McLaughlin & Co



## JUDGING PANEL

A shortlist was identified from the hundreds of entries received for these awards and a discussion took place with the judges to agree the winner of each category. The judging took place in two parts: the first identified a shortlist from the hundreds of entries we received. This was followed by a meeting to agree the winner of each category. The judges were divided into 3 panels, dependent on their industry specialism.



**REBECCA MEYER**  
Consultant  
Relative Solutions



**GREGORY F. ROLL**  
Co-Founder  
Touchpoint



**SUSAN WINER**  
Co-founder and Chief  
Operating Officer  
Strategic Philanthropy



**DR TANIA NEILD**  
CTO and Owner  
InfoGrate



**APRIL RUDIN**  
Founder and President  
The Rudin Group



**BILL WOODSON**  
Executive Vice President,  
Head of Wealth Advisory  
and Family Office  
Services  
Boston Private



**MARTHA POMERANTZ**  
Partner, Investment  
Portfolio Manager  
Evercore Wealth  
Management



**WENDY SPIRES**  
Head of Research  
ClearView Financial  
Media, publisher of  
Family Wealth Report



**MICHAEL ZEUNER**  
Managing Partner  
WE Family Offices



**STEPHEN E PROSTANO**  
Partner, Head of Family  
Advisory Services  
PKF O'Connor Davies



**WILLIAM TROUT**  
Director of Wealth  
Management  
Javelin Strategy &  
Research



**ELISABETH  
PRÉFONTAINE**  
Founder  
Octonomics



**MICHAEL WAGNER**  
Co-Founder and Chief  
Operating Officer  
Omnia Family Wealth



**JOSEPH W REILLY JR**  
CEO and Founder  
Circulus Group



**BRUCE WEATHERILL**  
Chief Executive  
Weatherill Consulting

Trusted advisors were responsible for judging the MFO/private banking categories, MFO's/Private Bankers judged the trusted advisor categories with a third panel of technology experts judging the tech categories.

This enabled us to ensure that commercially sensitive information was kept confidential and conflicts of interest were avoided.

# Preserve Wealth With Peace of Mind.

Your families invest with sophistication.  
We're here to help you serve their unique  
needs so you can focus on preserving their  
values and wealth for generations to come.



# BRINGING DATA, TECHNOLOGY AND PEOPLE TOGETHER AT ADDEPAR

**Peter O'Brien**, Vice President of Global Sales, talks to *Family Wealth Report's* **Tom Burroughes** about its award-winning achievements.



**What sets you apart from your peers this year and why?**

Addepar was built with a mission to bring data, technology and people together to optimize how capital is put to work. When the company was founded in 2009, one of the most pressing challenges for those managing complex investment portfolios was the lack of a high-quality way to aggregate investments and easily report results.

Our industry-leading, customizable wealth management platform was built for sophisticated clients and aims to solve this issue by offering specialized data aggregation, analytics and reporting solutions. By building a multi-asset class solution from the ground up, only Addepar allows advisors to consolidate and manage the myriad disparate assets that make up these complex portfolios and provide insight to make better-informed investment decisions in real-time.

During times of volatility, Addepar offers unrivaled transparency to help wealth managers understand their portfolios, measure liquidity and determine allocation risks. Our flexible reporting tools give clients the power to quickly create customized multigenerational reports that update in real-time, all while strengthening communications around wealth transfer and preservation.

Over the past year, we've released new products and services that amplify the experiences and results our clients deliver to their clients. Most notably, we launched **Marketplace**, a new application offered through Acervus Securities that offers advisors the ability to buy and sell alternative funds, secondary private company securities and cash deposit programs in one place for the first time.

These innovative advances have positioned us to lead amongst our peers and provide unprecedented levels of transparency to advisors, enabling better, more data-driven decisions.

**What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?**

Our commitment to R&D-fueled innovation centered on client outcomes has put us in a position to dominate in our core markets and expand our business across multiple dimensions. We are continuing to invest in timely data and intuitive, cloud-based technology to enable advisors to tailor their experience and achieve better outcomes.

Investing is going through a rapid evolution, and there is an overwhelming number of systems available for wealth managers to choose from. We've committed to an open integrations approach that makes it easier for advisors' systems of choice to work together, allowing advisors to centralize financial information in one place for easy access and greater transparency.

Our approach has been validated by our rapid growth: In an extremely challenging environment, Addepar achieved record-high metrics across new clients, renewals, referrals, and more than \$2.5 trillion assets on the platform, with our strongest quarter ever and more than 600 clients to date.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

It's an honor to be named a Consolidated Reporting winner, and it's a testament to our team's hard work and dedication.

There are currently \$225 trillion of investable assets globally, siloed without a common platform. The extraordinary challenges and disruptions the world and broader financial industry faced this past year have emphasized our founding mission to bring data, technology and people together to maximize the impact of this capital. This award further validates our technology and will help bring our platform to a wider audience. ■





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# ADVYZON REMEMBERS THE END-CLIENT WITH ITS SOLUTIONS

**John Mackowiak**, Chief Business Development Officer, at Advyzon, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report* on how the firm has achieved excellence.

## What sets you apart from your peers this year and why?

Our focus was on end-user experience, which is often overlooked in the race to add features.

COVID was impactful in that it quickly accelerated the transition to digital that we've been in for the last decade. Allowing our advisors to seamlessly transition to remote work and at the same time provide a curated digital experience to investors has really differentiated Advyzon.

## How have your colleagues contributed towards the success of your organization?

Everyone at Advyzon contributes to the success of our organization. Our client-facing teams, for example, play a big role in gathering feedback from current and prospective clients. They'll then work with our product and technical teams to clearly define both the challenge a client is facing, along with a solution.

Once development is complete, our Client Service team in particular is heavily involved in testing and review before anything is released to our clients.

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

As we always have, we'll continue to listen to our clients. Industry trends are certainly important to keep up on, but job #1 is to serve our clients.

We also encourage our team to innovate and anticipate the needs of our users and their clients.

## What have been the challenges you have had to overcome to reach such a standard?

Growth was less of a focus at the beginning, particularly our first year after launch, which is probably a little different than you typically see in a new technology company.

This was intentional, in order to ensure that our product was as reliable and robust as any on the market— a tenet we stick to today. We will always prioritize the quality of our product. Growth comes as a result.

## Whom do you look to for inspiration and ideas?

We look to our clients and staff for inspiration and ideas. We have a team of extremely talented and wise individuals with a diverse set of backgrounds from within finance so we get a wide breadth of perspectives to inspire our development and service but our clients truly act as our compass.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We hope that this award helps to continue to build the Advyzon brand. We are excited and honored to be recognized for our work. ■



# Congratulations to all the winners and nominees of this year's awards.

We are deeply honored to have been awarded Best Tax Advisor by Family Wealth Report.



Jared Feldman, CPA  
Leader

[jared.feldman@anchin.com](mailto:jared.feldman@anchin.com)



Mela Garber, CDFA  
Tax Leader

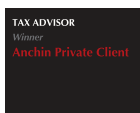
[mela.garber@anchin.com](mailto:mela.garber@anchin.com)

Delivering value to our clients starts with a commitment to designing and implementing thoughtful tax, estate planning and wealth transfer strategies. Anchin Private Client combines experience with a talent for innovation to create customized solutions that fit each family's unique situation and vision for the future.



# HIGH COMMITMENT TO CLIENTS' NEEDS DELIVERS RESULTS

**Jared Feldman**, Anchin Private Client Leader, talks to *Family Wealth Report* about how the firm has put a dent in the wealth sector universe.



**How have your colleagues contributed towards the success of your organization?**



One thing we have learned over our 100-year history is that you cannot be successful without great clients and a quality team. Our ultra-high-net-worth client base requires an accessible, committed team that promptly and proactively addresses items of importance, and consistently adds value on all types of issues.

To achieve this, each client is paired with a uniquely qualified team with a variety of relevant specialties, leveraging the collective talent of our firm. Our team's constant cultivation of knowledge, and dedication to anticipating our clients' needs are key components of our client service offering.

As the world has become more complex, our team has become more specialized so that we can add value across the broad spectrum of tax, accounting and business issues that our clients face.

**What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?**

One of the most exciting parts about advising ultra-high-net worth-clients is that they are often ahead of the curve in areas such as investment, art, travel and planning. The dynamic nature of our clients and their ever-changing interests provide us with a road map for upcoming trends.

For example, in 2010, when a client asked us for guidance related to the tax treatment of bitcoin, it became something we were working with years before it moved to the front pages where it is today.

By constantly educating our team about the intricacies of different types of assets such as art, private travel, collectibles and

cybersecurity, we are able to add value in this evolving market. While staying current with complex strategies, we also prioritize streamlining information and simplifying our clients' financial lives with our family office "personal CFO" services.

**Whom do you look to for inspiration and ideas?**

When putting together a motivated team to generate the idea flow required to support ultra-high-net-worth families, we are fortunate to be able to leverage the talent of Anchin's other industry groups in addition to our clients' other trusted advisors, who work alongside us.

In serving our clients, we have learned that the best way to achieve success is to focus on collaboration with all professionals on matters related to our clients.

By doing this, we learn from each other and inspire each other to solve problems, advance new ideas, and ultimately, add more value to our clients.

**What do you envision for the future of Anchin Private Client?**

We have built the Anchin Private Client business into the largest at our firm. We envision a steady expansion of service offerings, aligning with the growth of our team and the continuing education and investment in our personnel.

We will keep improving our culture, ensuring that our team has an enriching and fulfilling environment in which to grow, and the resulting continuity helps us better serve our clients.

Fortunately, our firm is led by a forward-looking management committee that has provided the right technology and support needed to grow at the pace we have achieved.

This growth has allowed our team to move to a more specialized skill set that gives us the ability to add value while being nimble, evolving as the needs of the ultra-high-net-worth community change. ■




**Mela Garber**  
Tax Leader  
Anchin



**Jared Feldman**  
Leader  
Anchin



A man and a woman in business attire are looking at a smartphone together. The woman is smiling and looking at the phone, while the man is leaning in and pointing at the screen. They are in a modern office setting with a large window and a lamp in the background.

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— Bob Jacobson, Partner, Friedman & Huey Associates LLP

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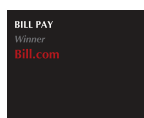
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# MAKING LIFE SIMPLER FOR SMALL, MID-SIZED WEALTH MANAGERS

**Tom Burroughes**, *Family Wealth Report's* Group Editor, talks to **Tom Clayton**, Chief Revenue Officer for Bill.com. He leads sales, marketing and strategic partnerships.



**What sets you apart from your peers this year and why?**



Bill.com's mission is to make it simple for small and midsize companies to connect and do business.



What sets us apart from peers is our cloud-based platform's ability to simplify, automate and manage end-to-end financial workflows that help our customers process payments in a

solution that offers both the breadth and depth needed to support them.

We've recently launched our tailored bill pay offering for wealth management firms to help them better support high-net-worth clients. The solution enables firms to shift from a cumbersome and time-intensive approach to an automated and secure bill payment process.

**How have your colleagues contributed towards the success of your organization?**

Our values at Bill.com are something that we live and breathe - humble, fun, authentic, passionate, dedicated - we believe that our company requires a team-effort each and every day to meet the specific needs of this industry. It is this mentality that we are able to best serve our customers with the speed and rigor required.

**What are you going to do to stay on the front foot in a fast-growing but also challenging area such as this?**

Innovation is a core part of our commitment to customers. For us, the pandemic has accelerated innovation and adoption of new technologies in our market significantly. On top of our base level offerings, which includes automated bill payments, and multiple flexible/fast payment options, we also rolled out a 1-click

bills feature. With our AI-enabled Intelligent Virtual Assistant (IVA), this new feature allows users to significantly reduce their manual invoice entry and go from an email to invoice entry within seconds.

Additionally, our new Text-to-Connect option offered the ability to add and connect to vendors with minimal data entry, with the option to receive payments instantly.

**Whom do you look to for inspiration and ideas?**

Our inspiration is driven by continually connecting with our family office and wealth management customers to learn their pain points, closely analyzing market trends and directional shifts, and communicating regularly with our robust partner ecosystem to better understand where we can support each other.

**What have been the challenges you have had to overcome to reach such a standard?**

While improvement is always our end goal, success does not come without challenges. For this specific project, our key challenge was in offering a broad solution that could meet the unique needs of both single and multi-family offices, while ensuring that our platform could remain flexible enough to provide that tailored support. We are happy to say we succeeded in meeting that challenge.

**What do you hope will be the result of receiving this accolade?**

Bill.com is humbled by the recognition from *Family Wealth Report*. Our goals from this award remain the same as our company objectives: to better serve our customers, solve their pain points, and build a network effect so that more and more companies can take advantage of the time and money savings to better run their business.

Bill.com is thrilled to win the *FWR* Award for Technology for our Bill Pay wealth management offering. ■

*The judges were impressed with Bill.com's succinct and clear submission stating mission, purpose, benefits and statistics all evidenced in a stand-out submission.*



# BLACK BAG



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health wherever they  
are in the world.

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# BLACK BAG HELPS CLIENTS NAVIGATE MEDICAL SYSTEM DURING TESTING TIMES

**Chris Sidford**, Founder Of Black Bag, talks to Group Editor of *Family Wealth Report*, **Tom Burroughes**.



**What sets you apart from your peers this year and why?**



Black Bag has one mission: to protect the health of our clients, their families, friends, and colleagues. Nothing makes this goal more relevant than COVID-19. While shorter-term travel has declined dramatically, extended private travel has increased, as clients direct their attention to controlling contact with the virus. In addition

to daily medical care, our experts have adapted to this unprecedented global crisis. Black Bag's helps clients navigate a complex medical system, now under siege by the pandemic.

**How have your colleagues contributed towards the success of your organization?**

Black Bag electronically follows clients to remoted locales; our doctors are constantly absorbing new information, including evolving pandemic data. We have expanded our experts to include a pediatric emergency medicine physician, a world-renowned wilderness medicine doctor, a functional medicine team, a critical care physician, and a Ph.D. in pharmacology. These specialists allow clients layered access to experts, depending on their varying degree and intensity of needs.

**What are you going to do to stay on the front foot in a fast growing, but also challenging region such as this?**

Black Bag has augmented our efforts to help patients protect household staff and business interests. We are placing a greater emphasis on contingency planning. This includes research on foreign preparedness around COVID-19, local medical information, facility constraints, CDC travel warnings, and expanded supplies. Black Bag's physicians speak

on clients' behalf, making them more informed patients who make smarter decisions. In an acute medical crisis, this is invaluable.

**What have been the challenges you have had to overcome to reach such a standard?**

Black Bag has shifted our delivery model to cover long-term needs, and not just travel clients. We have capitalized on the mandate of telemedicine as in-person visits became impossible.

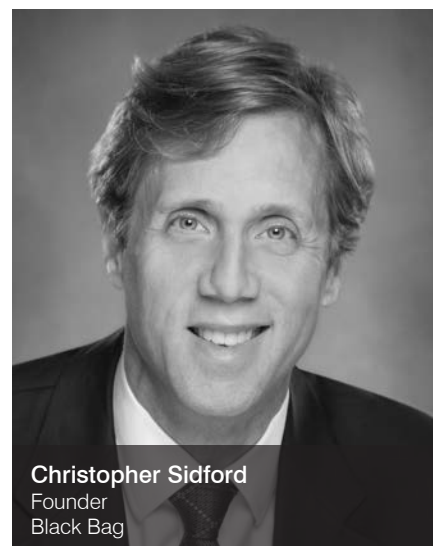
Black Bag uses secure electronic documentation. These digital records, in conjunction with personal physician advocates, are essential in an international setting where global communication barriers may be involved.

These records are equally important locally, where care in complex medical circumstances has been restricted due to COVID-19. Comprehensive knowledge of clients' medical history ensures they will receive the most informed care and advice. Black Bag provides timely communication in rapidly evolving medical situations that require an immediate reaction response.

**Whom do you look to for inspiration and ideas?**

We look to our clients for inspiration.

"Dr. Chris Sidford has been a gift to our family during these uncertain times of COVID-19. Guiding us with his deep medical expertise, delivered with his signature reassuring, calm and compassionate manner, Chris first helped us during a moment of heightened stress while traveling abroad to get home safely and with considerably less anxiety. He also provided the information we needed to make critical decisions about travel and our family-owned business, ahead of the rest of society's response to the pandemic, allowing us to protect our employees' well-being and shift our business practices to meet the new demands facing all of us.



**Christopher Sidford**  
Founder  
Black Bag

We are deeply indebted to Dr. Sidford's accurate forecasting and clear-headed, confident, caring advice. He is not only a highly knowledgeable physician and crisis responder, he is a terrific human being." **Don and Sarah McMillan, McMillan Education**

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

Primarily, Black Bag wants individuals to be aware that there are options in medical care that allow people who lead complicated, global lives to greatly benefit from the level of service and scope of expertise that Black Bag provides. ■







Because there's  
**more to wealth  
than creation.**

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Investment Strategy. Preparing the  
Next Generation.

## BMO Family Office

**Shannon Kennedy, Global President**  
BMO Family Office  
A Part of BMO Wealth Management  
Shannon.kennedy@bmo.com  
877-225-3863

Wealth brings many opportunities, but managing it can bring complex challenges. BMO Family Office is here to guide you and your family through the many components of wealth management.

We are proud that we have been recognized for building a workplace culture that celebrates diversity and inclusion as an engine of growth.

Learn more at [bmofamilyoffice.com](https://bmofamilyoffice.com)



BMO Family Office is a brand delivering family office services and investment advisory services through BMO Family Office, LLC, an investment adviser registered with the U.S. Securities and Exchange Commission; investment management services, trust, deposit and loan products and services through BMO Harris Bank N.A., a national bank with trust powers; and trust services through BMO Delaware Trust Company, a Delaware limited purpose trust company. Investment products and services: **ARE NOT A DEPOSIT - NOT INSURED BY THE FDIC OR ANY FEDERAL GOVERNMENT AGENCY - NOT GUARANTEED BY ANY BANK - MAY LOSE VALUE.** The Family Wealth Report (FWR) is a financial services industry trade publication that produces awards annually. A panel of independent industry experts selects the nominees and winners based on a number of qualitative and quantitative factors. FWR received 420 submissions across 50 award categories in 2021. BMO did not pay a fee to be included in this evaluation. C11#12530936 03/21-0681

# PUSHING FOR A SUSTAINABLE, INCLUSIVE SOCIETY WITH A THRIVING ECONOMY

**Tom Burroughes**, Group Editor of *Family Wealth Report*, talks to **Shannon Kennedy**, Global President of BMO Family Office, and **Darrel Hackett**, President of BMO Wealth Management – US.



**What is behind this award and what does it mean for your organization?**



BMO's purpose is to Boldly Grow the Good in business and life. We are striving for: a thriving economy; a sustainable future; and an inclusive society. These objectives frame every decision we make as an organization.



Recognizing BMO Family Office for our achievements in Diversity in

Wealth Management is an honor. It is a testament to our commitment to diversity and inclusion and underscores the steps we are taking in this area.

**What are some of those steps your organization is taking in support of diversity in wealth management?**

While these issues have been important to BMO for some time, the spark that accelerated our work here was during the summer of 2020, when protests against police brutality triggered demonstrations in Chicago and cities across the United States.

Our senior leaders spearheaded a series of company-wide webcasts and dialog sessions to allow employees to come together around a topic many had not raised at the office before. Thousands of employees of all races across the country dialed in to participate in these meaningful exchanges.

Subsequently, we established the Black and Latino Advisory Council. Comprised of senior leaders at the firm, this Council focuses on the employee experience, advancement, and the engagement of Black and Latino talent.

Recently, the Council launched a powerful mentoring program that connects our minority employees with senior employees. The initiative aims to ensure that

employees have access to coaching, career development and mentoring to enhance professional growth.

Finally, BMO implemented our Zero Barriers to Inclusion 2025 program, which is a multi-year strategy that supports equity, equality and inclusion. Among our goals for the program are increased leadership opportunities for minority employees and support of minority-owned businesses.

We also strive to ensure that women are represented in senior leadership positions at BMO. At the moment, 40 per cent of the senior leadership positions at BMO are held by women. That's a great number and we can keep building on it.

**How else does BMO Family Office stand out among peers?**

For our clients, BMO Family Office aims to make a meaningful difference in the lives of the individuals, families and family offices that we serve. We strive to understand what is truly important to each client. We then bring the right people, knowledge and experience to the table to achieve those goals.

Our philosophy is grounded in the belief that wealth is enhanced when managed in a holistic, integrated manner. We aim to bring together investments, tax planning, capital needs, business succession, philanthropic goals, next generation education, etc. in a cohesive manner that helps clients see their goals and reach them.

For our employees, we offer an exhilarating place to work! We are privileged to serve some of the wealthiest clients in the US and Canada. The needs of these ultra-affluent clients are complex and the engaging part about our work is customizing solutions to fit each need. Our company brings together employees from a variety of backgrounds and locations, each with unique perspectives.

This melding of ideas makes for a richer workplace and ultimately strengthens our offering. And most importantly, we have fun along the way. ■

*Judges picked out their winner based on a very detailed and specific submission which focussed on its Black and Latino Advisory Council of senior leaders at the firm, which is concerned with the employee experience, advancement, and the engagement of Black and Latino talent. They noted too that 40% of the bank's senior leadership positions are held by women.*



**Shannon Kennedy**  
Global President  
BMO Family Office



**Darrel Hackett**  
President  
BMO Wealth Management – US



**BH**

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HAGGARD**

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ADMINISTRATION,  
MADE SIMPLE.**



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Private Equity, Tax Services**

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# A “CONTROLLER-DOWN” OF FAMILY OFFICES: THE BURGHER HAGGARD FORMULA

**Clint Haggard**, President of Burgher Haggard, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report*, on how his firm has stood apart.

MULTI-FAMILY OFFICE  
(\$2.5 BILLION TO  
\$5 BILLION AUM/AUA)  
Winner  
Burgher Haggard



FAMILY WEALTH REPORT  
AWARDS 2021

**What sets you apart from your peers this year and why?**

Burgher Haggard is a boutique service provider of outsourced accounting and financial administration services. Bedford and I had worked as CFOs, board members, advisors, and independent Trustees for multiple large families in Texas, Colorado, and Arkansas. We realized how much money was spent on the back office

including accounting, reporting, record keeping – and how far services fell short of what was needed. We are accountants for the most part, with a constant curiosity for technology to improve efficiencies.

We are focused on being the “Controller-down” of someone’s family office. Each family is assigned a virtual team at our office in Fort Worth, Texas, to perform a scope of services that typically includes process based, non-strategic tasks: mail pick-up, scanning, electronic document management, bill pay, wire initiation, payroll processing, bank account reconciliation, high-volume credit card categorization, investment reporting, consolidated financial reporting, and federal and state tax compliance.

Our goal is to help simplify the complexities of wealth by generating drill-thru consolidated financial reports that help clients understand what they have and how it’s doing.

**How have your colleagues contributed to the success of your organization?**

We are built using a team model. Each client is assigned a virtual team which enables us to provide clients with comprehensive, high touch service with full segregation of duties. Every team member brings his or her own expertise and commitment to our clients. We are grateful for the agility of our team members and



**Clint Haggard**  
President  
Burgher Haggard

**Bedford Burgher**  
Managing Member, Director of Tax Services  
Burgher Haggard

clients that have enabled us to continue to move forward despite the environmental challenges of the past year.

**What are you going to do to stay on the front foot and stay ahead of the competition?**

We constantly evaluate our processes and technology to ensure we are staying up to date with technological advances and providing our clients with the most efficient service. Our teams meet weekly to discuss processes and client requirements to ensure we are learning from each other and sharing knowledge within our firm. Team members across our organization bring ideas of how we can meet the ever-changing needs of our clients.

**What challenges have you had to overcome?**

There are not many firms doing what we are doing: providing accounting and bookkeeping services apart from investment advisory, so it can be difficult to find peers in the marketplace. That is one reason we appreciate organizations such as the *Family Wealth Report* that connect

us to firms within the same industry with whom we can knowledge share.

**Whom do you look for inspiration and ideas?**

With the absence of many peers, we have had to look within our organization for innovation; encouraging team members to invest time and effort into evaluating our clients needs and how we can meet them. Our team members continue to amaze us with their drive to innovate and evolve.

**What do you hope to be the result of winning this accolade?**

We hope the award will help illuminate what services clients can entrust to us so they are able to spend their time and efforts on what they desire. ■

 **FAMILY WEALTH REPORT** 8<sup>th</sup> ANNUAL  
**AWARDS 2021**  
MULTI-FAMILY OFFICE (\$2.5 BILLION TO \$5 BILLION AUM/AUA) WINNER  
Burgher Haggard

# Your Alternative Investment Data, Unlocked.

Family Offices are Building Their Alternative Investment Data Infrastructure with Canoe

Automate document retrieval  
Power downstream reporting systems  
Expedite client reporting and billing

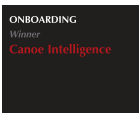
Control workflows and data  
Onboard clients efficiently  
Eliminate painful data migrations

# CANOE

**See Canoe In Action**  
[canoeintelligence.com](https://canoeintelligence.com)

# CREATING PURPOSE-BUILT SOLUTIONS FOR CLIENTS

**Mike Muniz**, Partner and Chief Revenue Officer at Canoe Intelligence, talks to **Tom Burroughes**, Group Editor at *Family Wealth Report*.



## What sets you apart from your peers this year and why?

What makes Canoe stand out? Our tech-forward approach to solving operational challenges head-on for our clients. Since Canoe technology was incubated within a private investment firm in 2013, we have been building an entirely unique shared intelligence designed to solve a pervasive challenge among alternative investors.

As this has grown, our clients have been able to leverage this ever-growing collective network to reliably extract data based on other learning in the system, and then create bespoke patterns to meet their needs in seconds. With this, clients are empowered with greater speed and accuracy in not only completing required client reporting but also in creating new opportunities for deeper data access and analysis. Lastly, our blend of industry experience with advanced ML and AI has positioned us to understand nuances and details needed to solve challenges we faced when we were in their shoes.

## How have your colleagues contributed towards the success of your organization?

We're very fortunate to have a highly unique mix of technology talent and industry expertise. As we've built out our teams, we've focused on hiring individuals with alternative investments and private capital markets backgrounds.

It's critical that we really understand the industry's challenges, its evolution and have personally felt the operational pains associated with alternative investment reporting. We believe this client perspective is key in configuring new environments and building the right products for our clients.

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

Our culture is steeped in innovation. We are continually rethinking the way we solve client challenges and we're always searching for the most efficient and creative ways to help alternative investors scale their businesses. It's this iterative mindset, that has led us to develop the Canoe product as it is today.

Within the last 12 months, we've released Canoe Connect, which automates document retrieval from portals. We've also enhanced our offering to extract data from more complex documents like financial statements.

We've been fortunate to assemble an incredible and humbling group of clients, but we also feel as though we are in the early days of our product development, and are excited about the future and continued growth of the product for our clients.

## What have been the challenges you have had to overcome to reach such a standard?

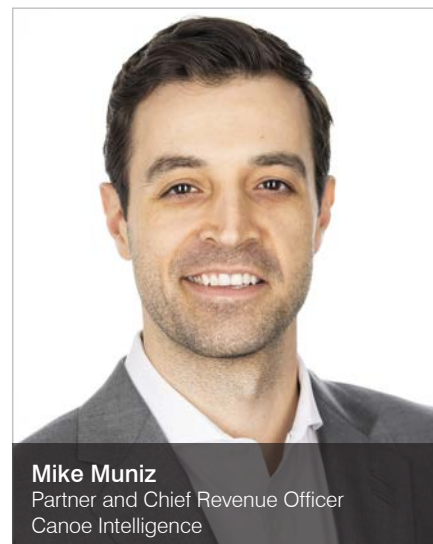
The past year has certainly posed challenges to the entire world and created new paradigms for working. Our cloud-based technology allowed Canoe's business to go uninterrupted with no loss in efficiency for our team or for our clients.

Canoe's machine-learning and AI platform continues running, learning, and processing client documents, even when employees aren't working.

We're proud of what our team was able to accomplish for our clients over the past twelve months in bringing stability, efficiency, and automation to an otherwise evolving and sometimes chaotic working environment.

## Whom do you look to for inspiration and ideas?

Our clients are our inspiration. As we listen to their challenges, it's our responsibility to translate their ideas into actionable technology solutions. In working with our innovative clients, we've uncovered new ways that Canoe can be used to empower data science initiatives and streamline how clients can gather documents from multiple, distributed portals.



**Mike Muniz**  
Partner and Chief Revenue Officer  
Canoe Intelligence

Moreover, having a team full of industry practitioners amplifies our creativity and allows us to spearhead the evolution of how to best manage alternative investments. Our clients push us to continue innovating, testing, and building purpose-built solutions.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We are honored to be recognized by *Family Wealth Report* in the Onboarding category. Receiving this award validates the tech-forward approach we've taken in building our company and in reimagining alternative investment data processes for our clients.

With additional awareness of Canoe and our approach, we hope to help many more family offices and wealth managers reduce friction in change management, unlock their alternative investment data and scale their businesses. ■





# YOU DREAM. WE PLAN.

At CIBC, we provide a full suite of investment management, wealth planning, trustee services and private and commercial banking solutions tailored to your personal and business objectives.

*CIBC Private Wealth congratulates all  
2021 Family Wealth Report award finalists!*


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312.564.3806  
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**[wealth.us.cibc.com](https://wealth.us.cibc.com)**

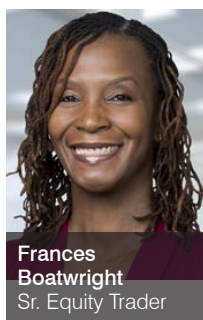


**PRIVATE WEALTH  
MANAGEMENT**

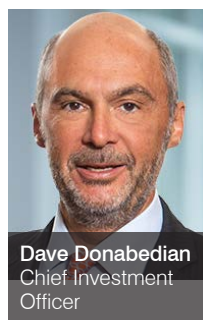
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# A ROBUST MIX OF SERVICES FROM CIBC PRIVATE WEALTH

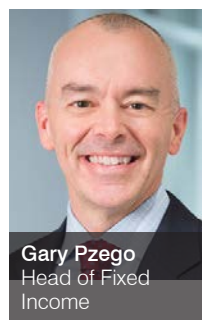
John S. "Jack" Markwalter, Jr., CEO, CIBC Private Wealth, US, talks to Tom Burroughes of *Family Wealth Report*.



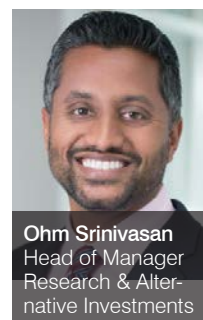
**Frances Boatwright**  
Sr. Equity Trader



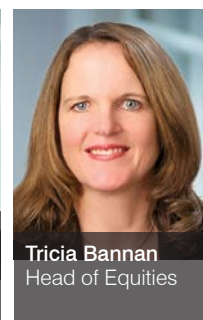
**Dave Donabedian**  
Chief Investment Officer



**Gary Pzego**  
Head of Fixed Income



**Ohm Srinivasan**  
Head of Manager Research & Alternative Investments



**Tricia Bannan**  
Head of Equities

*Judges were impressed with Chief Investment Officer Dave Donabedian's consistent, insightful financial market analysis and CIBC's Investment Team's disciplined, yet flexible approach which has been critically important to CIBC's success in retaining clients and growing the business.*

## What sets you apart from your peers this year and why?

Most importantly, we are committed to acting in our clients' best interests, with a goal of providing the highest quality client experience in the industry.

This commitment, together with the combination of four key factors, truly sets CIBC Private Wealth apart in the industry:

1. Proven, diversified investment platform
2. Cohesive wealth planning and trustee services
3. Tailored private banking solutions
4. Superior Client Service

With 22 offices across the US, we deliver a robust complement of investment management, wealth strategies and private banking solutions. Clients also benefit from CIBC's commercial banking solutions and capital markets capabilities.

## How have your colleagues contributed towards the success of your organization?

Our success has been driven by outstanding teamwork and exceptional leadership in the following areas:

- **Investments:** Delivered insightful commentaries and strong performance
- **Wealth Strategies:** Recommended pro active, actionable planning techniques
- **Private Banking:** Helped clients take advantage of low rates and expanded offering\*
- **Communications:** Increased timely, mixed media resources

- **CIBC Family Office:** Enhanced offering and service model for UHNW clients
- **Technology:** Expanded digital processes and progressed with business transformation
- **Engagement:** Expanded our mentorship program and diversity and inclusion efforts

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

As we progress toward a post-COVID-19 environment, innovation and adaptability will be key to our success.

Our investment experts will examine three major issues affecting the global economy and investment opportunities: growth, inflation and policy.

We are committed to remaining on the cutting edge by providing analysis and insights on what investors should consider for their portfolios and wealth plans during these uncertain times.

## What have been the challenges you have had to overcome to reach such a standard?

In the face of 2020's extraordinary circumstances, including 90% of CIBC Private Wealth's professionals working from home for a time, the firm has demonstrated flexibility, while rapidly responding to the evolving global health, economic and political situation.

## Whom do you look to for inspiration and ideas?

Our clients and our colleagues inspire me daily. As their long-term trusted advisor, it is our honor to help them achieve a sense of satisfaction and joy about the use of their wealth, their family and the causes they uphold.

Additionally, the way our team members have stepped up and gone above and beyond in the last year inspires me as well.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Being recognized by such a highly regarded publication in the financial industry among other deserving industry peers is a true honor. This accolade acknowledges our firm's commitment to our clients, as well as the dedication and creativity of our professionals. It is also an excellent way to connect with others within the industry as we continue to evolve and address our clients' needs as we grow and build our firm. ■







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# A CALM VOICE FOR CLIENTS IN ANXIOUS AND TURBULENT TIMES

**Andy Hart**, CEO of Delegate Advisors, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report*, on its award-winning prowess.



**What sets you apart from your peers this year and why?**



This past year was one of confusion, anxiety and information overload... and it was different than any other time any of us have ever known. We had more time than ever to focus on our families and our work. Our priorities became clear – to provide clarity, calm, information and prudent advice amidst the global storm that was COVID-19

and the US election.

Amid the social unrest, we evaluated Delegate's own internal mechanisms to encourage a culture of giving back, social activism, passion-driven activities and thus launched MISSION DELEGATE.

Mission Delegate will serve as a conduit through which the contributions and efforts of our team and clients can be magnified via company financial matching and support. We will do this in several ways:

- Delegate will monetarily support the philanthropic and volunteer efforts of our employees through a formal matching program. This consists of matching every dollar of employee contribution made to the program of the team's choice;
- Time off for team members to contribute service hours;
- Team projects organized during work hours;
- Discussion groups on books, films and music to open the door to otherwise difficult/awkward conversations, sharing knowledge and experiences; and
- ESG-oriented 401K funds available to employees.

**How have your colleagues contributed towards the success of your organization?**

In addition to launching Mission Delegate, our team has also firmly embraced a strategy to offer impact and ESG investment options to our clients. Over the past few years, the conversation around impact investing and ESG investments has evolved and become more prevalent -existing clients, as well as new clients, have a desire to align their portfolios with their values. We've put an incredible emphasis on building out this capability. Impact investing is not just about doing good. It's about doing well while doing good.

**Whom do you look to for inspiration and ideas?**

Our clients are a constant source of inspiration and ideas. We have the privilege of working with some of the brightest minds in the world – some of whom are innovators in new technologies such as genomics, AI, and crypto-related technologies. These clients are developing their own companies, and, at the same time, they are supporting the work of others who are building transformative businesses. This may sound a bit like "Tomorrow Land" at Disney World, but the pace of change is quickening, and these clients provide us with a window into the future.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

Amid the current instability stemming from the coronavirus pandemic and other geo-political events from 2020, many of us are left with an unsettling feeling of uncertainty about where we are headed.

Our team stands with our clients to work through everything that keeps them up at night, addressing each challenge and question as though it came from

a member of our family with a dedicated, fiduciary mindset. We hope that the demand for fiduciary, conflict-free advice continues to spread throughout the financial industry, elevating investor expectations about the wealth management relationship. We want the relationship dynamic to move towards advocacy, without the cloud of conflicts of interest. The more people realize this is an option, the better off we'll all be. ■

*The judges unanimously chose Delegate Advisors as category winner and they picked out Delegate's "horizon model" planning as being of particular importance. Several case studies of out-of-the-ordinary financial guidance were provided.*



# Feel Confident

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# CHANGING THE GAME FOR FINANCIAL PLANNERS

**Tony Leal**, President Envestnet | MoneyGuide, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report*.



**How have your colleagues contributed towards the success of your organization?**



I have been with Envestnet | MoneyGuide (formerly PIETech®) since its inception almost 25 years ago, when it was founded on the belief that financial planning is the centerpiece of wealth management. A self-described “coder at heart,” I have always been passionate about creating and building software and

tools that can change the game for financial planners, thus empowering them to reach more clients and help them achieve financial wellness.

I saw Envestnet's acquisition of MoneyGuide in 2019 as a catapult to the next level. Instead of being a standalone platform, this enabled MoneyGuide to take its rightful place as the DNA that is used to power the many other solutions an advisor needs to have a successful business. Today, MoneyGuide is the number one financial planning tool for advisors and clients. I continue to work with all of my colleagues at Envestnet to deliver practice-changing tools, integrations and solutions to advisors and their clients.

**What are you going to do to stay on the front foot in a fast fast-growing but also challenging region such as this?**

We are going to continue to innovate and continue to provide the best solutions to our advisors. Most people I meet talk about the importance of a financial plan; however, it is amazing how few people actually have a financial plan in place. Since MoneyGuide's inception, over 7.2 million plans have been created, and I think this number will grow as more and more consumers turn to advisors for help managing their long-term goals and finances in today's market.

I recently led MoneyGuide to its 200th platform integration, an impressive milestone in the financial-planning technology space.

MoneyGuide has experienced an overall increase in number of plans and new clients engaged in planning. In fact, there was a 39 per cent increase in new client portal users and a 120 per cent increase in new aggregated accounts (Q1 year-over-year).

**Whom do you look to for inspiration and ideas?**

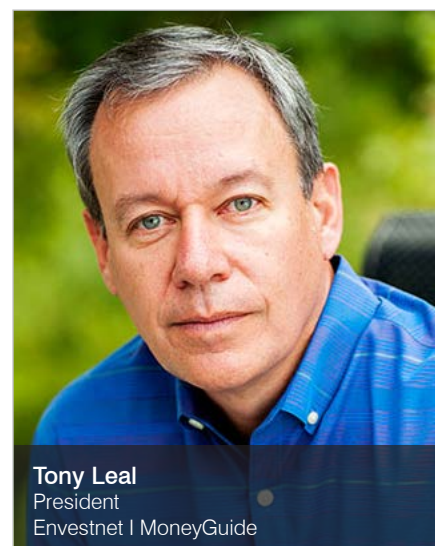
Some of my best and most creative ideas come from working on my farm in Powhatan, VA. When I am on the farm I take a step back and am really able to focus on the big picture and the ultimate end goal.

I have a wonderful friendship with the PIETech founder, Bob Curtis, and I always go to him for advice and use him as a sounding board for ideas.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

I am honored and humbled to receive this accolade and this recognition shows we are doing something right. I have always been an innovator trying to make the financial planning process as easy as possible for people.

We are committed to empowering advisors to work with their clients to define and prioritize financial goals into needs, wants and wishes that will help them achieve financial wellness throughout all stages of their life. ■



**Tony Leal**  
President  
Envestnet | MoneyGuide

*The judges commended **Tony Leal** for his passion, creation and building software and tools that change the game for financial planners.*



**FAMILY WEALTH REPORT 2021**  
**8th ANNUAL AWARDS**  
LEADING INDIVIDUAL (SERVICE PRODUCT PROVIDER) —COMMENDED—  
Tony Leal  
Envestnet  
MoneyGuide

# ADVISORS DESERVE EXCEPTIONAL SERVICE.

At Fiduciary Trust Company, we distinguish ourselves with advisors and family offices by delivering superior service and flexibility that are typically not available at mega firms.

We provide custody services, access to New Hampshire directed trusts, donor-advised funds, securities-based lending and other services that help you deliver additional value to your clients and grow your assets under management.

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# A DISTINCTIVE BLEND OF EXPERTISE AND PERSONAL SERVICE AT FIDUCIARY

**Todd H Eckler**, Chief Marketing Officer at Fiduciary Trust Company, talks to *Family Wealth Report's* Group Editor **Tom Burroughes**.



**What sets you apart from your peers this year and why?**

For more than 135 years, Fiduciary Trust Company has been a private, independent firm combining personal service with expertise to help our clients achieve their goals. Today, we work with a broad range of clients - ranging from families, non-profits, family offices and other investment managers.

We are distinctive in our collaboration and support of family offices and RIAs, as well as other clients. In recent years, many RIAs have come to us for our New Hampshire delegated trust services - arguably the best trust environment in the country - which has allowed them to continue to manage their client relationships and investments, while Fiduciary takes care of the trust activities.

Secondarily, we have a long history supporting RIAs and Family Offices with our "white glove" custodial services which are focused exclusively on the needs, investments and expectations of ultra-high net worth families and RIAs. No call centers, no waiting months for accounts to be opened, no hidden fees. And finally, we work with a number of other investment managers supporting them with our donor-advised fund services capable of handling complex client objectives.

Our commitment to personal service and flexibility, backed by expert guidance and innovation has enabled Fiduciary Trust Company to achieve a 98% annual client retention rate and record new business revenue.

**How have your colleagues contributed towards the success of your organization?**

We appreciate again being recognized by the judges and *Family Wealth Report* with an Award this year in the Marketing / PR category, as well as being named a finalist in the Outstanding Wealth Management Thought Leadership category.

Over the past several years, we've invested in back office, advisor and client-facing technology that enabled us to quickly scale up our virtual communications efforts when the pandemic hit. Over the past year we had nearly 20 experts, mostly from Fiduciary, create article, video, digital event, and podcast content to provide guidance to advisors and clients during this challenging time.

We were delighted to see engagement of our content at more than two and a half times the prior year, and record new business revenue. More importantly, we heard many words of appreciation from those who viewed our material or attended our events.

This award personifies Fiduciary Trust Company's ability to advance quickly and innovatively in the face of changing client needs and availability of new technologies to complement our personal service model. ■



**Todd H Eckler**  
Chief Marketing Officer  
Fiduciary Trust Company

*Judges noted that with the onset of the pandemic in late February, Fiduciary Trust Company launched an intensive content-based marketing and communications campaign to help clients and others navigate this challenging time. They picked Fiduciary Trust Company as category winner because of their creativity and variety of ways in which they engaged with their audience, selected content and worked together with content experts and advisors from different organizations.*







# WE GO **BEYOND** The Numbers

At FundCount, we do more than just track numbers. Our powerful accounting and investment analysis software delivers accuracy, operational efficiency and insight to family office professionals worldwide. All on a single unified platform.

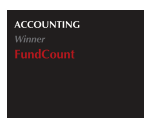
- Account for virtually all investment types and account structures
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For more information, visit [www.fundcount.com](http://www.fundcount.com) or call +1 (617) 586-3365

# ACCURATE AND ROBUST PORTFOLIO ACCOUNTING – THE FUND COUNT WAY

**Ashley Whittaker**, President, Global Sales at FundCount, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report* about its successes.



## What sets you apart from your peers this year and why?

FundCount continues to be a leading provider of wealth management solutions to family offices, which is a major sector for the company, representing one-third of our client base.

FundCount's unified platform for general ledger, portfolio and partnership accounting and reporting globally gives

us a continuing advantage over our single-function peers.

FundCount's investment accounting engine ensures that portfolio performance reporting is accurate and robust, while its ownership reporting always provides up-to-date NAV and financials for any investor, investment vehicle or portfolio/partnership/fund.

With a full suite of data integration tools, FundCount can automate many of the mundane data management tasks. As all this comes in one system, FundCount is genuinely a single source of truth you can rely on to run your organization.

## How have your colleagues contributed toward the success of your organization?

FundCount has always been a client-oriented organization. We have become ever more client focused with the addition of a new Head of Professional Services in the U.S. and more implementation and client services staff around the world to meet the needs of our growing client base.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

To meet the challenges of the market, FundCount has introduced consider-

able technical and commercial innovation over the last 12 months. One of our many commercial innovations includes a new pricing structure that scales with our clients.

We also have a new, more focused approach to reducing procurement and implementation risk, which makes clients' procurement processes shorter and less costly.

On the technical side, a new end-to-end encryption communication tool promises to revolutionize the world of client portals.

Whether in terms of client reporting, two-way client communication or data integration and management from brokers, custodians and alternatives managers for end users, this tool promises to make our client's work easier and faster.

As FundCount expands, it is also building out a growing partner ecosystem, which benefits our clients by extending the FundCount community.

## Whom do you look to for inspiration and ideas?

FundCount has been around for more than 20 years, but we still behave like a start-up. We draw inspiration from our clients for everything from our technical road map to addressing commercial concerns over their marginal cost of growth as they scale with FundCount.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

The role our clients and industry recognition play in our growth is one of the keys to our success. Recognition by our peers and an ever-increasing number of referrals from our clients, matched with our innovation, is shaping up to allow us to deliver exceptional organic sales growth in 2021.

We hope this award will introduce FundCount to single and multi-family



**Ashley Whittaker**  
President, Global Sales  
FundCount

offices that were previously unfamiliar with the company and show that there is a comprehensive, unified solution to meet their accounting and reporting needs.

We are pleased to have had this opportunity to thank our clients and colleagues for FundCount's continued success. ■

*FundCount was chosen as category winner as they are unique in providing a truly integrated portfolio and partnership accounting system with a real-time general ledger and all capabilities embedded on a single platform.*







# Your partner in purpose.

For over 65 years, Glenmede Private Wealth has been helping clients achieve their lifestyle, legacy and philanthropic goals. Our team goes beyond the numbers to create personalized wealth plans and investment strategies that align with your purpose and grow with your passions.

We invite you to learn more about how our personalized Goals-Based Wealth Management approach can best serve you and your family.

Please contact:

Laura LaRosa

*Executive Director of Client Development*

[Laura.LaRosa@Glenmede.com](mailto:Laura.LaRosa@Glenmede.com)

215-419-6027



**GLENMEDE**  
PRIVATE WEALTH

[www.glenmede.com](http://www.glenmede.com)





# A RICH HISTORY OF PROFESSIONAL INVESTMENT MANAGEMENT AT GLENMEDE

**Susan Mucciarone**, Executive Director of Private Wealth Management, talks to **Tom Burroughes**, Group Editor Of *Family Wealth Report*.



**T**hank you to the *Family Wealth Report* judges for your 2021 Annual Award recognition of Glenmede as the winner in two categories: Company award for *Women in Wealth Management* and for *Outsourced Chief Investment Officer (or OCIO)*.

Glenmede has been serving individuals and families, family offices and private foundations for more than 65 years. Our heritage as a family founded, privately owned firm is what inspires us to treat clients like family and continually reach for the highest standard of excellence. Further, our values – stewardship, agility and excellence with integrity - guide our actions and reinforce our commitment to serving clients as fiduciaries.

We are especially proud of the *Family Wealth Report* awards because they reflect distinct aspects of Glenmede's heritage and our private wealth mission: to empower clients in their confident pursuit of passions, purpose and legacy through integrated wealth management.

Women have been an honored part of our culture since our founding. Two of the founding siblings were women. For several years we have benefitted from consistent representation at the board, executive and senior management levels of the firm. Today, 50 per cent of our executive management committee are women, and we are one of the few financial services companies with a woman board chair. The depth and breadth of our experience with women

in wealth management informs our continuing commitment to diversity, our business offerings and culture, and the resulting benefits for clients.

That said, we continually push ourselves to be even better - through leadership development, active sponsorship of key industry groups dedicated to women in finance and investing, and a more expanded focus on diversity and inclusion.

Glenmede also has a rich history and an enduring commitment to professional investment management.

Founded to serve in perpetuity as investment manager for the Pew Charitable Trusts, Glenmede was an early adopter of an OCIO approach to complement our internal capabilities. We have further evolved our OCIO service for private wealth clients to be deeply and uniquely integrated with our goals-based wealth management framework.

Our process for private wealth clients starts by seeking a detailed understanding of each individual clients' lifestyle, legacy and philanthropic goals. From there, we combine a client's financial information with our internally-generated capital market assumptions to construct an optimized asset allocation recommendation. Most importantly, we specifically quantify each clients' probability of success relative to their unique goals.

To guide implementation, we employ a proprietary portfolio construction process to reflect both strategic and tactical asset allocation, which is fulfilled through a carefully curated mix of investment solutions. Our process acknowledges that individual clients have varying sensitivity to fees, taxes and risk; they deserve access to differentiated and capacity-constrained strategies; and that all of this must align with their bespoke measure of success.

When integrated with our goals-based wealth management process, this clear methodology and customized, careful approach to OCIO empowers our clients to confidently pursue their passions, purpose and legacy.

We are honored and humbled to be recognized by *Family Wealth Report* as the winner in each of these categories, and are inspired to achieve even higher levels of excellence in the delivery of advice and

service to clients. We will proudly include this recognition in our external communications in an effort to support the *Family Wealth Report*, and the broader industry in reaching for even higher standards of care and excellence. ■

*The judges selected Glenmede as category winner because they were taken with the firm's long and continuing heritage of women in wealth management. Their Women in Investing Group (WING), a forum that supports employees interested in investment roles, was mentioned for special praise. Further, they continue to invest in the development of future leaders in the industry as sponsors of the Women in Investing Network and the Power of Professional Women, and as a partner with Girls Who Invest, all of which impressed the judges.*

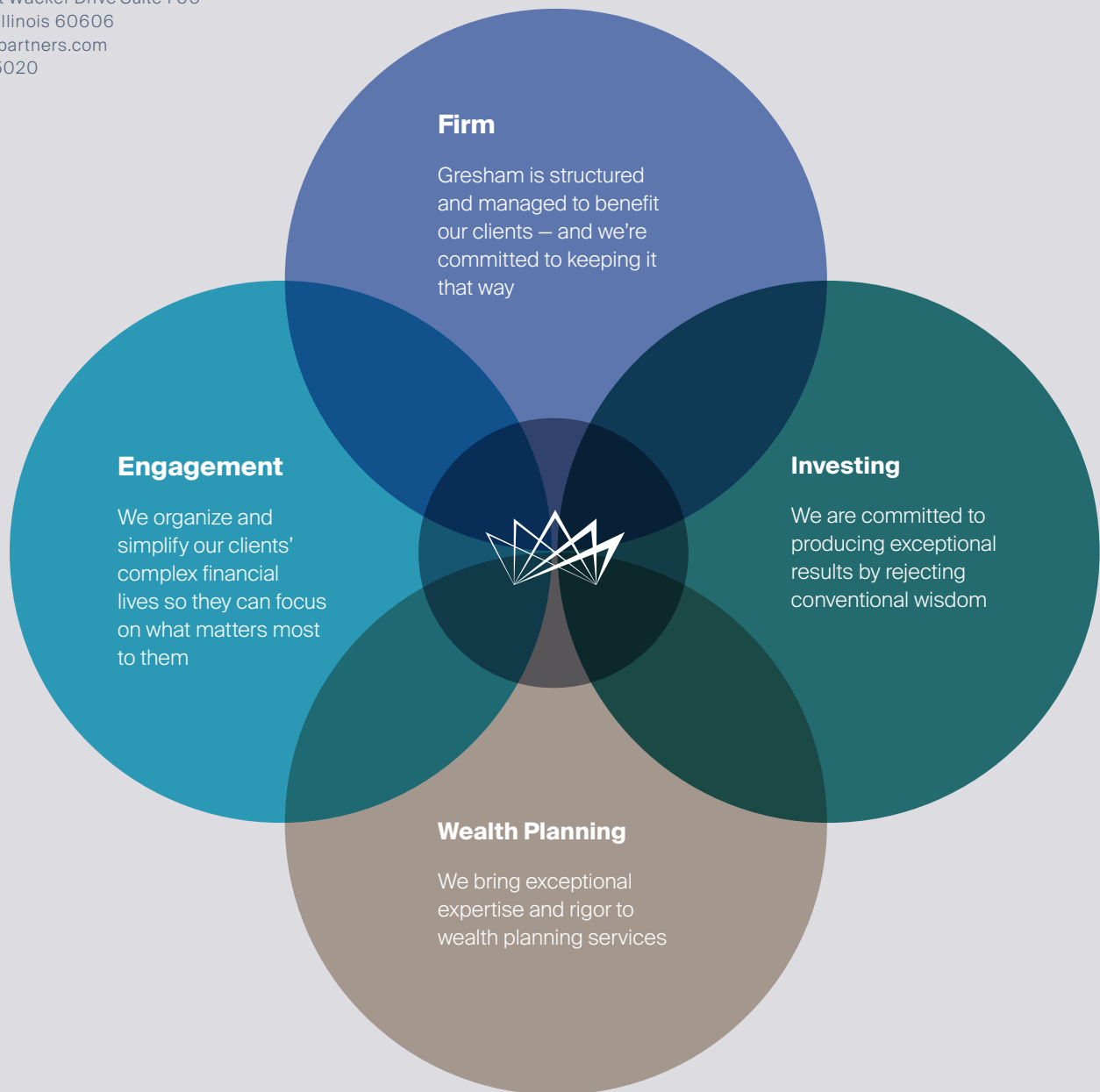
*Judges selected Glenmede because its OCIO service for UHNW clients is uniquely and deeply integrated with their goals based wealth management framework. The judges especially highlighted their winner's customized and careful approach and clear methodology.*



# Unconventional wisdom. Exceptional expertise.

Gresham Partners, LLC is an independent investment and wealth management firm that has been serving select families as a multi-family office and an outsourced chief investment officer for nearly a quarter of a century.

**Gresham Partners LLC**  
333 West Wacker Drive Suite 700  
Chicago Illinois 60606  
greshampartners.com  
312 327 5020



# Gresham

# HIGH STANDARDS IN ENABLING WEALTH TRANSFER, SETTING GOALS

**David Salsburg**, Principal, Founder & Director of Client Service at Gresham, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report*.



**What set you apart from your peers this year and why?**

We were extremely active this year helping many clients shift significant amounts of wealth to future generations using a full range of strategies to accomplish their wealth transfer goals. These strategies were applied to a variety of assets, including investments in commingled vehicles, equity in family owned businesses and

carried interests owned by private equity firm partners.

We also helped families plan and manage family wealth held by multiple family branches, manage and dispose of residences and other non-investment assets, change trust situs and implement divided trust structures. Additionally, we helped educate family members regarding the purpose of their family's wealth, develop and implement family philanthropic plans, and develop business plans and ownership structures for new businesses.

Importantly, we view our role as also including implementing or overseeing the implementation of planning decisions, reporting on their progress, monitoring their effectiveness and, when appropriate, proposing changes to them.

We believe these activities and our wealth planning experience and expertise sets us apart from our peers.

**How did your colleagues contribute to this success?**

Each Gresham client is a client of the firm with full access to all of the firm's resources. In addition to having their own client advisor apply significant wealth planning expertise and experience to their family's situation, clients also benefited from the involvement of Kim Kamin,



chief wealth strategist, who is a nationally recognized expert on planning and managing multi-generational wealth.

**What are you going to do to stay in front of this quickly changing aspect of your practice?**

Our client advisors participate in a wide range of advanced professional education programs and study groups that help them stay abreast of wealth planning developments. Meetings and other communications with clients occur frequently during the year so that changes in a client's goals or financial situation, applicable tax laws and regulations, or other factors impacting the client's wealth planning can be considered and acted upon in a timely manner.

**What challenges have you had to overcome to reach such a standard?**

The approach described above has evolved over the 24 years Gresham has been serving families. It is a result of developing a client base that consists largely of families with multi-generational wealth who are willing to engage in the planning required to preserve it for future generations. This has required Gresham to decline client opportunities that

didn't fit this focus and to selectively hire client advisors with the requisite wealth planning expertise, experience and mindset.

**Whom do you look to for inspiration and ideas?**

We work particularly well with and learn from attorneys who specialize in serving clients like ours. Like us, they avoid conflicts of interest with their clients and enjoy developing creative strategies tailored to their clients' situations.

**What do you hope will be the result of receiving this accolade?**

We expect it will encourage us to continue working hard so we have the opportunity to receive it again next year. ■

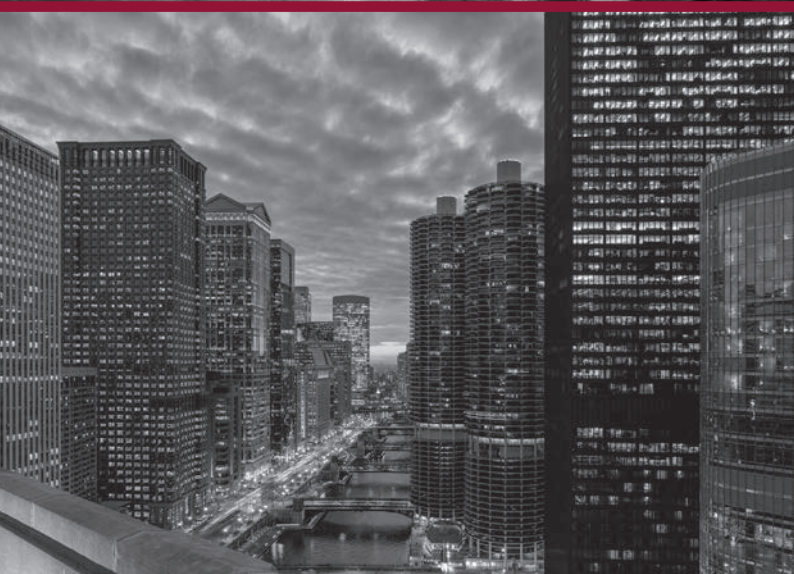






## HANDLER THAYER, LLP

ATTORNEYS AND COUNSELORS AT LAW



Handler Thayer, LLP is a national law firm based in Chicago, Illinois serving affluent families, privately-held businesses and family offices throughout the United States and major international jurisdictions. It has been widely recognized as one of the premier private client law firms in the world. In addition to being named Best Family Office Law Firm in the U.S., the firm has been named Best Overall Law Firm in the U.S., Best Private Client Law Firm in the U.S., Best Private Client Law Firm in North America and Most Effective Private Client Legal Team in North America numerous times.

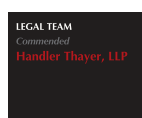
[www.handlerthayer.com](http://www.handlerthayer.com)

Maggie Ahern: [mahern@handlerthayer.com](mailto:mahern@handlerthayer.com) | (312) 641-2100

191 N. Wacker Drive Suite 2300, Chicago, IL 60606

# A PIONEERING APPROACH TO COMPLEXITIES OF PRIVATE CLIENTS' NEEDS

**Thomas J. Handler**, Partner, Handler Thayer, LLP, the private client law firm, talks to **Tom Burroughes**, Group Editor, *Family Wealth Report*, about its award-winning prowess.



Handler Thayer was the first law firm in the world to develop a Family Office practice group and consequently invented and pioneered many of the most sophisticated advanced planning structures, techniques and protocols now recognized as best-in-class legal strategies for taxation, asset protection, risk management and estate planning.

We owe our reputation to consistently and transparently sharing our proprietary legal technology. In addition, because of the firm's long track record of working with an inordinately high number of family offices, the firm can provide benchmarks and guidelines to families on legal matters, largely otherwise unavailable in the marketplace. Specifically, this year, we closely observed the potential tax law changes that were proposed during Biden's campaign. Because of this preparation we were able to proactively implement numerous tax planning, asset protection and wealth management strategies for our clients last year.

Handler Thayer strives to be the most professional, proactive and proficient private client law firm in the legal industry. In order to achieve this, our teams are multidisciplinary, comprised of 3-5 highly qualified attorneys with a variety of business, financial and legal backgrounds holding numerous certifications. At Handler Thayer we pride ourselves on not compartmentalizing our lawyers and instead encourage them to be interdisciplinary thinkers. We recognize that the best solu-

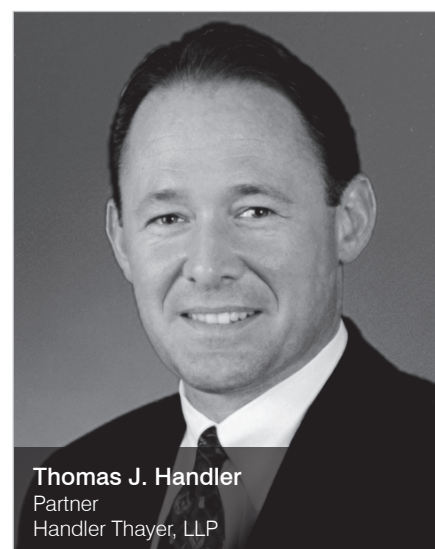
tions are usually a combination of legal, tax, business and private strategies and therefore encourage our colleagues to be well-versed in all these areas. We owe our success to a very talented, highly technical, extremely driven team with a common dedication to the firm's mission and each other.

In order to stay on the forefront in this fast-growing industry, we are dedicated to attending conferences, giving presentations, publishing articles, and continuing the legal education of our attorneys. Furthermore, in addition to staying up to date on Family Office trends and strategies, we pay close attention to the industries surrounding Family Offices, such as investments, risk management, and asset protection.

Working in the family office space, we understand that the work we do helps create the market, however it can be a challenge for our clients to understand the technical aspects of this work. To overcome this, we have created a very detailed methodology in our client education process. We take a deep dive into our clients' objectives, motives, risks and opportunities in order to provide the optimal client experience.

Outside of our firm, we turn to great thought leaders in business for inspiration – such as

Stephen Covey, Jack Welch, and Dale Carnegie. However, we also look to each other and our professional partners for new and innovative ideas. We pride ourselves on interdisciplinary thought across our practice groups and consistently work together in brainstorming sessions. As a firm, we make a conscious attempt to think ahead and be proactive.



**Thomas J. Handler**  
Partner  
Handler Thayer, LLP

Receiving this accolade is a tangible representation and acknowledgement of the team we have built at Handler Thayer. With this award we hope to continue to grow our reputation through word of mouth and referrals throughout the industry and beyond. ■

*The judges commended  
Handler Thayer for continuing  
staying head and for  
technologically current and  
innovative professional services  
to affluent families, family offices  
and privately-held companies.*





# Integris

AVIATION CONSULTANCY

Private aviation solutions for family offices

David Clark

Managing Director

[david@integrisaviation.com](mailto:david@integrisaviation.com)

+1.952.261.5945

# MAKING PRIVATE AVIATION SOAR HIGH FOR FAMILY OFFICES

**David Clark**, Managing Director at Integris Aviation Consultancy, talks to *Family Wealth Report's* Group Editor **Tom Burroughes**.



**What sets you apart from your peers this year and why?**

What sets us apart from most from our peers was the focus we placed on helping family offices engage with private aviation. A couple of years ago we rebranded to focus specifically on family offices and help them to manage private aviation in the best way possible.

Since family offices are charged with managing risk as well costs of the shared amenities of the family, then every family office should, in theory, have the internal and external resources to advise their clients on aviation. But we found that most family offices do not have a good grasp on the aviation activities of their families, and thus the exposure to risk can be high. We have seen this as an opportunity to work with single- and multi-family offices to reduce the risk and unseen costs of private aviation in a way that is not being provided in our industry today.

**How have your colleagues contributed toward the success of your organization?**

As with most small consultancy firms, we have a number of collaborators who work on a project basis with us and they are very good at what they do. Whether technical specialists, tax advisors, insurance or transaction experts, we only work with the very best who bring value to the Client.

These collaborators are truly the ones who make the difference with our clients around the world. We would not be able to do what we do without the active engagement of these specialists so we owe them a big word of thanks and look forward to future projects for the benefit of our customers.

**What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?**

We are going to intensify what we have always done: a highly personalized style with a select group of clients who want an unbiased, independent, non-OEM based approach to private aviation.

**What have been the challenges you have had to overcome to reach such a standard?**

The main challenge has been to compete in a crowded space by being big enough to overcome obscurity and yet not too big for each client to be treated as the #1 client in the firm. We work very hard at being the best by being small and focused, and not big and bureaucratic.

**Whom do you look to for inspiration and ideas?**

I look to non-aviation leaders like Elon Musk or Peter Diamandis, people at the top of their fields and revolutionary thinkers. These and a select group of others are true innovators –the rest are simply refining old ideas.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

I hope family offices around the world will realize they have a true ally that can get them the right answers about private aviation. When we don't know the answers, we know the people who do. Our mission is to be a resource to offices and families who need to use aviation to live out the legacies of their principals and do so to the highest standards. ■



**David Clark**  
Managing Director  
Integris Aviation Consultancy

*Judges commented that family offices depend on a number of top professionals to accomplish the objectives of each family and their winner, Integris, is one of those professionals focused specifically on private aviation. Judges were particularly impressed with their winner's submission in which clients were fulsome in praise.*

InvestSuite

# Wealthtech as a service.

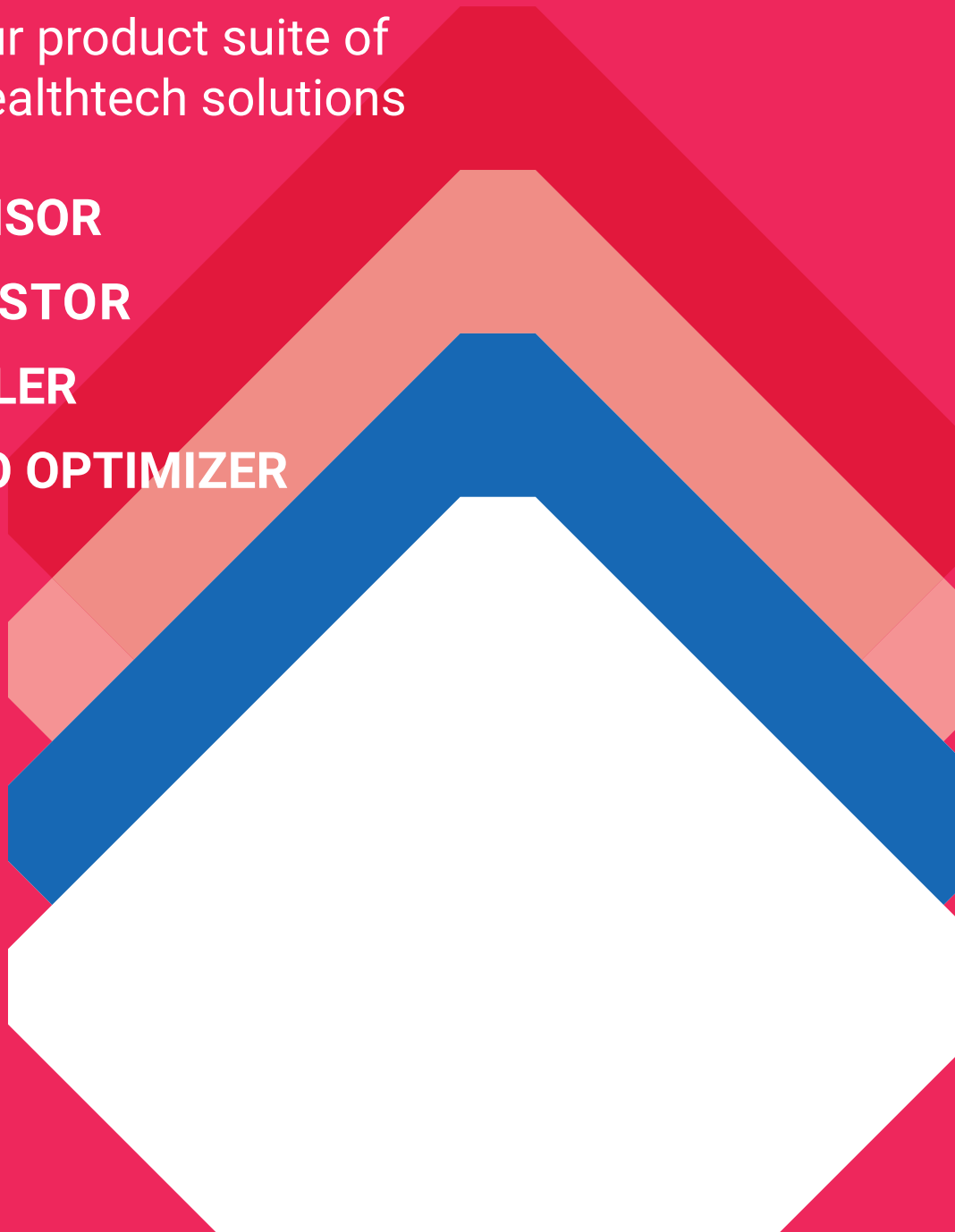
Discover our product suite of  
modular wealthtech solutions

**ROBO ADVISOR**

**SELF INVESTOR**

**STORYTELLER**

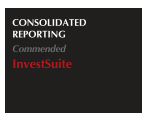
**PORTFOLIO OPTIMIZER**





# TELLING AN ENGAGING STORY WITH PERFORMANCE REPORTING

**Chris Eichhorn**, Head of Business Development, InvestSuite, talks to **Tom Burroughes**, *Family Wealth Report's* Group Editor, about the firm's achievements.



**What sets you apart from your peers this year and why?**



We believe that a key function of portfolio performance reporting is overlooked - seizing the opportunity to really engage with clients instead of just providing positions, transactions and balances.

With this in mind we took an innovative & novel approach to develop the StoryTeller, by

employing a combination of human storytelling and snackable insights to tell the story of a portfolio's performance in human language.

Our storyteller reports are like a personalized Wall Street Journal, using a headline, pictures, paragraphs and graphs to tell a human story. The report also serves to increase the level of financial literacy of readers by explaining how the most important factors contributed to the outcome.

**How have your colleagues contributed towards the success of your organization?**

One of the core differentiators and strengths of InvestSuite is the broad diversity of skills on the team. The StoryTeller is a product that brings all these talents together to make a truly revolutionary product in the industry. It all starts with the StoryTeller product manager, who sets the vision and steers all the inputs to deliver a modern fintech service.

Our team anthropologist and human insight specialist does all the client research to ensure the report captures the heart and mind of the investor.

Our team of copywriters is constantly building and updating the database of stories to ensure they are educational, engaging and informative. The design

team is involved with the creative aspects of our white-label offering by ensuring they bring all the elements together to deliver a modern and sophisticated client experience.

And lastly, our team of data scientists, quants and machine learning specialists are responsible for all the underlying data handling and financial analysis that happens behind the scenes to turn massive amounts of data into understandable and snackable insights.

**What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?**

We are making our US market entry this year and are grateful for winning this award to help promote the StoryTeller in the local market. Our first client in the US is a multi-family office and we are developing variations of the report to address other segments, such as retail banks, brokers, private banks, pension funds, wealth managers and IRAs.

The report also includes an insightful ESG story of the portfolio - currently a hot topic. We have a strong drive to continuously develop and test new ways to communicate stories to investors. For example, the same technology, insights and stories can also be delivered in podcast/audio or video format.

**Whom do you look to for inspiration and ideas?**

We've taken inspiration from leading storytellers such as Disney® and Pixar® to tell compelling and engaging stories that investors will truly look forward to receiving.

Just like these major movie producers, we include a hero and villain in each report, ie the factors that had the most positive and negative impact on the portfolio during the reporting period. As a true world-first product, we draw upon inspiring inputs from other domains such as art, architecture & nature to bring beauty to banking. ■



Bart Vanhaeren & Laurent Sorber

*The judges commended InvestSuite for their unique solution in this space. They are revolutionizing portfolio reporting by breaking the traditional paradigm of how to present investment performance to human beings.*



Thank You *Family Wealth Report!*



James Grubman, PHD and Dennis T. Jaffe, PHD



**FAMILY**  
**WEALTH**REPORT  
**AWARDS**

**8<sup>th</sup> ANNUAL**

**2021**

OUTSTANDING CONTRIBUTION  
TO WEALTH MANAGEMENT  
THOUGHT LEADERSHIP  
(INDIVIDUAL)

— WINNER —  
**James Grubman and  
Dennis Jaffe**



# FORGING NEW IDEAS AND BUILDING POSITIVE OUTCOMES FOR CLIENTS

**Tom Burroughes**, Group Editor of *Family Wealth Report*, talks to **Jim Grubman**, Owner of Family Wealth Consulting, and **Dennis Jaffe**, Research Associate, Wise Counsel Research, about their thought leadership impact.

OUTSTANDING  
CONTRIBUTION TO  
WEALTH MANAGEMENT  
THOUGHT LEADERSHIP  
(INDIVIDUAL)

Winner  
James Grubman PhD,  
Dennis Jaffe PhD



**What sets you apart from your peers this year and why?**

We have devoted ourselves for decades to learning about families, family enterprises, and the fundamentals for handling wealth with success. We have each, in our own independent practices, focused on common factors that continue to occupy our thought leadership: a developmental perspective, an orientation to positive

outcomes and strengths, and new models that point the way to further research, training, and ideas. By taking novel approaches, we have established new models as described in our classic books, *Strangers in Paradise* and *Cross Cultures*.

**How have our colleagues contributed toward our success?**

We have tried to leverage the hard work and innovative thinking of colleagues in Wise Counsel Research (Dennis) and the UHNW Institute (Jim and Dennis). Dennis' recent major text, *Borrowed from Your Grandchildren: The Evolution of 100-Year Family Enterprises*, in particular is the result of a massive collective effort in interviewing families, collecting data, and writing interim reports.

**What are we doing to stay ahead in fast-growing, challenging times like these?**

We continue to forge new ideas and approaches within the industry, mentoring a rising generation of colleagues and helping develop training programs with rigor and innovative curriculum design. The severe stresses of the past year have only reinforced that families with well-crafted governance and cohesive family dynamics prove more resilient and adaptive. We continue to examine what motivates families to do the hard work needed for success. We also remain committed to learn



James Grubman and Dennis Jaffe

more about global families, their cultures, and how they are coping with a changing world.

**What challenges have we had to overcome to reach a high standard?**

For each of us, the hardest task is finding time to write, teach, mentor, and learn under the many pressures of active work schedules. Success brings many opportunities, but these can pull us away from our devotion to learning and articulating what works in consulting to UHNW families and family enterprises.

**Whom do we look to for inspiration and ideas?**

We learn the most from the families we consult to and with. Each has a story to tell and a history to share. Our constant focus is to understand the underlying patterns and forces that exist within successful, proactive families. With each new insight, we get closer to seeing the commonalities that exist among families that thrive.

**What do we hope will result from this achievement?**

We are humbled and gratified by this Thought Leadership award from the *Family Wealth Report*. Our hope is that advisors in the industry who may be less familiar with our work will learn more about the

concepts, models, and recommendations we've developed. The benefit will then spread to the clients and families they themselves serve. That will be the best outcome, for everyone. ■

*Our judges are delighted with this year's winners - James Grubman and Dennis Jaffe. The judges pointed out that the pair's collaboration has helped create models and tools which have advanced the field in a unique way. Their perspective draws deeply on the notion of culture in its various forms: advisory services, business families, families of wealth and so on. They also emphasize the dynamic, often resilient nature of people and systems as they evolve in the face of internal and external challenges.*

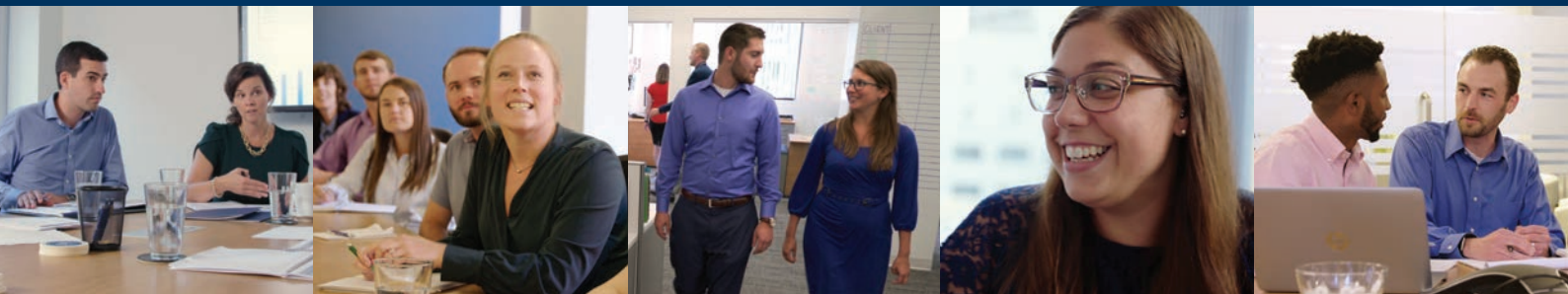


# Welcome to a Life Less Complicated

Our experienced, professional staff works with clients and their advisors to provide customized accounting, financial administration, and lifestyle management services. We simplify our clients' lives by managing these responsibilities, freeing them to focus on those activities they value most. We solve their problems creatively, and help them plan for their future no matter where life takes them.

Our mission is to build meaningful long-term relationships with our clients. We do not manage money or sell products, which enables us to keep our clients' interests as our top priority. We don't just help people, we care about them.

Personal Accounting and Net Worth Reporting | Bill Paying and Expense Reporting  
Budgeting and Cash Flow Planning | Tax Planning Coordination | Investment and Balance  
Sheet Administration | Trust and Estate Administration | Lifestyle Management



# JDJ

FAMILY OFFICE SERVICES

Managing your personal life. Professionally.

[www.jdjfos.com](http://www.jdjfos.com)

# A CUSTOMIZED APPROACH FOR EVERY CLIENT AT JDJ FAMILY OFFICE SERVICES

**James M Kittler**, President of JDJ Family Office Services, talks to *Family Wealth Report* about its success.



**What sets you apart from your peers this year and why?**

At JDJ, we customize every aspect of client relationships to ensure that our services are delivered in a way addresses the family's needs. We don't require clients to subscribe to an inflexible model. This emphasis on client service has been one of our hallmarks since we began more than 20 years ago.

The past year was difficult for many reasons, and our ability to adapt while staying true to our mission set us apart. Despite the considerable challenges of 2020, the firm's revenue increased by 12 per cent compared to the same period last year. Our flexible approach, technical capabilities and entrepreneurial spirit enabled us to pivot so we could continue to seamlessly serve our clients.

**How have your colleagues contributed towards the success of your organization?**

Our people are the reason for our success. They provide outstanding service, ensuring the best outcome for our clients. To maintain our collaborative, team-based culture in the remote environment, we added resources and emphasized communication. Frequent firm meetings kept staff updated, training sessions helped people adapt to their new environment, and virtual social events kept the team connected.

Our team approach ensures continuity for our clients, and provides learning opportunities and career paths for team members. This year, we promoted four talented managers to the new role of Team Leader and Officer of the firm, and also promoted several associates, giving them autonomy and authority to succeed.

**What are you going to do to stay on the front foot in a fast fast-growing but also challenging region such as this?**

One of our core values is an emphasis on lifelong learning. We lead regular trainings to educate and develop our staff. Our clients continually challenge us with the interesting, diverse things happening in their lives. We learn from these experiences and share this knowledge with each other so we are able to apply it to benefit other clients. We pride ourselves on being intellectually curious and we strive to learn something new every day. Also, we stay current on technologies that enable us to increase efficiencies.

**What have been the challenges you have had to overcome to reach such a standard?**

One of our biggest challenges was the decision to temporarily decline new business. We turned down opportunities to add new clients, instead prioritizing the needs of existing clients and our team members. Clients relied upon us more than ever this year, so we focused on meeting their needs rather than expanding our client base. Prospective clients were respectful of our decision, and we added several new clients once the situation stabilized.

**Whom do you look to for inspiration and ideas?**

Our clients inspire us. Many of them are making the world a better place, through their business ventures or philanthropic endeavors, so we are proud to contribute by managing their financial and administrative lives. Their satisfaction is our reward.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

We are thrilled to receive this award. It is an objective confirmation of our best-in-class family office services. It is a great



**James M Kittler**  
President  
JDJ Family Office Services

source of pride for our staff to be recognized for their work. We hope this recognition will help us continue to develop relationships with new clients and fellow advisors across multiple industries. ■

**Judges picked JDJ Family Office Services as category winner based on a submission that demonstrated that clients relied on and valued the integrity, professionalism, and problem-solving abilities of the JDJ Family Office Services team more than ever this year.**



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# We think in generations.



Safeguarding your legacy and securing multiple generations requires sophisticated strategies that help you grow and protect your family's wealth.

Through insightful planning tailored to your unique situation, our dedicated family office experts provide more than a financial plan—we ensure your values are upheld and passed to generation after generation. We are honored to be recognized by Family Wealth Report for the second consecutive year, and congratulate all of the 2021 award winners.

See where we can take you. Visit [key.com/familywealth](https://key.com/familywealth).



Family Wealth

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# RELENTLESS FOCUS ON IMPROVING CLIENTS' EXPERIENCE AT KEY PRIVATE BANK

**Tom Burroughes**, Group Editor at *Family Wealth Report*, talks to **Joe Calabrese**, Chief Operating Officer, Wealth Management, at Key Private Bank about its awards success.



## What sets you apart from your peers this year and why?

Key Private Bank (KPB) has been ahead of the curve with a relentless focus on improving the client experience and its integrated platform. Our enhanced digital capabilities paired with an integrated wealth management service model gives our clients an edge on achieving their goals so they can focus on their families and passions.

By leveraging technology, and our goals-based online financial planning and wealth management tools, our advisors can better provide customized solutions with a comprehensive picture of a client's finances, goals and plans. Beyond investment advice, our financial teams provide advice on retirement, insurance, health-care, trusts, estate plans, taxes, business valuation, financial education and much more.

KPB has recognized that rather than dilute resources in an attempt to be all things to all people, growth will come from leveraging the entire bank's capabilities for clients' benefit, strategically investing in critical tech infrastructure, and empowering clients and advisors to become more digitally savvy—without losing the personal touch that is the cornerstone of our relationship-based advice.

## How have your colleagues contributed towards the success of your organization?

KeyBank is built on a foundation of collaboration and teamwork. Our principled culture is defined by how best to help our clients and communities thrive. This relentless focus on relationships means that high levels of collaboration exist not just within various professional disciplines throughout our wealth management

business, but also across Key's retail, commercial and investment banks—providing clients with access to the full breadth of KeyBank services.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We understand that our success depends on our adaptability, agility and the ability to be proactive when addressing our clients' needs. KPB has responded to a rapidly evolving industry by materially improving the client experience, and investing in infrastructure, people and technology to serve its growing client base with a fiduciary standard of care.

This strategy has allowed us to continue to fully support our client families - and deliver for them - throughout this pandemic and many other challenges.

## What have been the challenges you have had to overcome to reach such a standard?

Our growth has not come without challenges. Given the rapid pace of change we're experiencing in our industry, markets and economy - not to mention the significant challenges of this pandemic - we've concentrated our efforts on talent and technology. We have relentlessly focused on recruiting, retaining and developing top talent, and continue to make significant investments in technology to be responsive to our clients' evolving needs.

## Whom do you look to for inspiration and ideas?

We continue to be inspired by different industries that achieve excellence in various ways. For example, as a fiduciary, we value the client-centricity of professional services firms that focus on the importance of advice more than products.

We also admire technology firms that have reshaped consumer behaviors through innovation, and set new and high standards for servicing clients simply and easily.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We continue to be proud of the reputational excellence that Key has developed throughout the years by staying laser-focused on our clients, employees and the communities we serve. We're humbled by this accolade, which serves to endorse our legacy of reputational excellence in wealth management and our fiduciary capabilities across our footprint.

*Family Wealth Report* has an unmatched reputation of independence, integrity and genuine insight in the awards judging process. We're delighted by the degree to which our clients notice, care about, and value us more as a financial firm as a result of this third-party recognition. We will proudly promote this accolade across our website and marketing materials. ■

*The judges selected Key Private Bank as category winner as they were impressed with the way it has responded to a rapidly evolving industry and client base by materially improving the client experience, and investing in infrastructure, people and technology to serve its growing client base with a fiduciary standard of care. This was especially evident during the pandemic and evidenced in a strong submission the judges said.*





*Masttro empowers you to make informed decisions at a moment's notice from anywhere in the world.*



### ***Holistic Asset View***

Transparency across the entire estate. Easily view and report on every financial & non-financial asset, liability, transaction and document.



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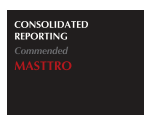
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# A COMPLETE WEALTH ECOSYSTEM FOR OWNERS AND THEIR ADVISORS

**Padman Perumal**, Chief Executive Officer of Mastro's North American operations, talks to **Tom Burroughes** of *Family Wealth Report* about its Consolidated Reporting awards achievement.



## What sets you apart from your peers this year and why?

Part of what makes Mastro so unique is that it is a fully integrated wealth ecosystem designed from the perspective of the wealth owner and the advisors they trust. Mastro delivers easy to digest and interactive views of total net worth to provide complete transparency across the family's investments (including non-financials, real estate and collectibles), banking relationships, and overall estate - regardless of size or complexity. Our clients can access or slice and dice data across their entire estate in a matter of a few clicks.

Our two co-founders have 25+ years of experience managing a multinational and multi-generational family office. They both deeply understand the pain points that complex family offices experience, and in 2010, set out to create a fully integrated wealth ecosystem that places the wealth owner at the center. It was non-negotiable to provide the most advanced, military-grade cybersecurity & data security protocols. Mastro restricts its own visibility of its clients' data to ensure that only the client and those who they permission can access their information. This safeguard is extremely unique to Mastro, and we believe it should become the norm.

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## How have your colleagues contributed towards the success of your organization?

We're fortunate our team has a unique mix of wealth management and IT expertise that is deeply rooted in the private banking and family office practices, thus understanding our clients' service needs from the onset. In the US, our team members have had several years of experience building wealth management and banking technology or servicing private wealth clients at Goldman Sachs, Credit Suisse, JP Morgan and Northern Trust. Our collective goal is to bring complete control and transparency to individuals managing

large, complex wealth structures and the institutions that serve them.

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

We're continuously refining the simplicity and ease of our user experience, especially in accessing and managing complex information. Our strength in aggregating data, particularly of non-financials and passion assets, is very unique to Mastro and will remain a focus point in our innovation roadmap. The latest advancements in AI and Machine Learning enables us to build platform features that will save our clients hours each month. Providing our clients with the best onboarding, training and support experience will always remain a top priority.

## What have been the challenges you have had to overcome to reach such a standard?

At Mastro, data security, quality and integrity has been our priority from the onset. An initial challenge we've overcome is developing a proprietary technology that allows us to flexibly establish direct, server-to-server connections to any financial institution in the world in an expedited manner. Today we have mastered that process and have established connections across 400+ custodians in 24 countries.

We opted to build this technology in-house versus relying on a third-party aggregator to protect and ensure the accuracy of our clients' information along with our auto-reconciliation process.

Scaling any process at a global scale comes with an inherent set of challenges. We've been able to scale our hands-on, white-glove onboarding experience; our unique security protocols that empowers our clients to have complete control of who has access to their information; and our overall capabilities to meet the needs across our clients globally ranging from wealth owners, single and multi-family offices, RIAs, private banks and global financial institutions.

## Whom do you look to for inspiration and ideas?

We build new innovations by looking not where the industry is going and what the

trends are, but by thinking years ahead and having a deep understanding and empathy at the pain points of our clients. Our engineers design the platform with the client's experience and convenience level at the forefront. An example of this is the ability for our clients to review and approve a proposed asset allocation from their smartphones in one click.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

It is deeply gratifying for our team to empower and enable our clients to make informed, data-driven decisions at a moment's notice from any corner of the world. Real-time transparency in an automated matter should replace redundant processes that are prone to human-error (e.g., Excel). We hope to inspire those that are curious about leveraging technology to optimize their operations to explore technology solutions that suit their unique needs. ■

*Mastro's adoption of AI and Machine Learning technology to enhance its reporting solution set its cutting-edge platform apart from other category nominees in the eyes of the judges. The judges praised Mastro's military-level security, total transparency and inter-generational wealth tools. Mastro's unique understanding of its clients given its deep heritage with family offices was highly regarded for this category. The platform is continuously evolving, and it enriches its solution with new functionalities and simplifies the platform features to create a better user experience with the next generation of its user interface.*





# Family wealth planning starts with a partner you can trust.

We help our clients preserve wealth, structure multigenerational businesses and implement comprehensive strategies that address succession and estate planning, wealth transfer and tax implications.

Our nationally recognized team of attorneys has extensive experience structuring and advising many of the wealthiest family offices across the U.S. and abroad. We serve as trusted legal and business advisors, helping families manage their investments, lifestyle and business needs, and the seamless transition of their assets to future generations.

To learn more about how we can serve your wealth management needs, visit [www.nge.com/private-wealth](http://www.nge.com/private-wealth).



## NEAL GERBER EISENBERG

**Congratulations to our Private Wealth team on being named the  
2021 Legal Team of the Year by Family Wealth Report!**



**Larry Richman**  
*Partner &  
Practice Group  
Leader*



**Susan Goldenberg**  
*Partner*



**Eric Mann**  
*Partner*



**Martin Tish**  
*Partner*



**Cheryl Schaul**  
*Partner*



**Marshall Eisenberg**  
*Partner*



**Jerry Biederman**  
*Partner*



**Lizabeth Horn**  
*Senior  
Counsel*



**Joan Colson**  
*Associate  
Counsel*



**Jacob Calvert**  
*Associate*



**Kathryn Kaler**  
*Associate*



**Gina Shkoukani**  
*Associate*



**Cristina DeMento**  
*Partner*



**Robert Gerber**  
*Partner*



**Michael Gray**  
*Partner*



**Josh Klein**  
*Partner*



**John Koenigsknecht**  
*Partner*



**Earl Melamed**  
*Partner*



**Wesley Nissen**  
*Partner*



**Robert Zimelis**  
*Partner*



**Scott Bakal**  
*Partner*



**Jeffrey Shamberg**  
*Partner*



**Eric McLimore**  
*Associate*

# DECADES OF EXPERIENCE BEAR FRUIT IN TESTING TIMES

**Tom Burroughes**, Group Editor at *Family Wealth Report*, talks to **Lawrence I. Richman**, Chair of Neal Gerber Eisenberg's private wealth services practice group.



**What sets you apart from your peers this year and why?**



While facing the unprecedented challenges of the past year, we relied on our long-tenured team's experience to provide seasoned counsel to our clients seeking to preserve and transfer wealth, structure multi-generational businesses and address tax and succession planning issues during a period of great uncertainty.

With our decades of experience guiding clients, we have witnessed first-hand how global events impact financial markets and eventually affect our clients and their plans. As leader of our Private Wealth practice group, I am proud of how our team responded quickly yet thoughtfully to our clients' needs to maintain stability during tumultuous times.

**How have your colleagues contributed towards the success of your organization?**

At our firm's inception, we committed to a culture and style of practice that encourages collaboration among colleagues at all levels.

This commitment has only strengthened over time. Our private wealth group is complemented by the professionals in our corporate, tax, real estate and intellectual property groups and other practice areas who work together to seamlessly support our clients' needs with the right resources at the right time.

**What are you doing to do to stay on the front foot in a fast growing but also challenging region such as this?**

Our history and experience serve us well in structuring family offices for prominent families. To maintain our position as a groundbreaker in the field, we keep

abreast of market research and fluctuations. We monitor legislative nuances and changes to adeptly navigate the operational, regulatory and wealth management issues that family offices must address to thrive.

Family offices are a core practice of Neal Gerber Eisenberg, and we'd very much like for that to continue. Our reputation for skillfully crafting and executing well-structured family office plans critical to support intergenerational wealth will only persist if we continue to succeed. Ultimately, success comes from understanding the family's priorities and values.

Our client service is most advantageous when we use our legal acumen to recognize innovative methods to align a recent development with those priorities and goals.

**What have been the challenges you have had to overcome to reach such a standard?**

At a time when many law firms have evolved into institutions, NGE continues to believe that rendering legal services is a person-to-person endeavor. Relationships matter to us. We have earned the status of trusted partners of our clients through our consistent and thoughtful counsel. We built a practice and a reputation among clients and market peers that place our firm solidly among much larger firms.

This success results from our intense focus on building a deep appreciation and understanding of our clients' businesses while fostering and maintaining strong relationships with families and individuals.

**Whom do you look to for inspiration and ideas?**

For over 35 years, we've succeeded - and helped clients succeed - through our commitment to open communication and meaningful collaboration. We find inspiration in understanding their

businesses, goals and dreams and then working tirelessly to design strategies to achieve them.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

We are proud to serve a roster of clients that extends coast to coast in the United States and around the globe. Our hope in receiving this award is to raise our profile to audiences who may not yet be familiar with NGE.

Being named Law Firm of the Year by *Family Wealth Report* is a worthy recognition that will further credential our team and our firm to new clients. ■

*The judges chose Neal Gerber Eisenberg as category winner as they clearly stood out with their highly-regarded acumen for crafting and executing well-structured family office plans that support intergenerational wealth during these challenging times.*





# We Place Your Family First

Our families place their trust in Northland to preserve and grow their financial and human capital over generations.



# NORTHLAND

— Wealth Management —

[www.northlandwealth.com](http://www.northlandwealth.com)



# A FAMILY OFFICE AT FOREFRONT OF THE BITCOIN REVOLUTION

**Tom Burroughes**, Group Editor at *Family Wealth Report*, interviews **Arthur C Salzer**, CEO and Co-CIO, at Northland Wealth Management, about how it has made an impact.

MULTI-FAMILY OFFICE  
(UP TO AND INCLUDING  
\$2.5 BILLION AUM/AUA)  
Commended  
Northland Wealth  
Management



**What sets you apart from your peers this year and why?**

With the number of great professionals and firms across North America, being a trail blazer is Northland's differentiator. Since inception we have offered our families an open-architecture investment platform that spans both public and private markets accessing some of the best managers and opportunities from around the world

Beginning in 2017, Northland began a "deep dive" into researching cryptocurrencies, but especially Bitcoin. The over 2,000-hour journey allowed us to meet with many of the top investors, custodians, exchanges and thought leaders in this new asset class.

Northland is one of the first family offices in the world to make a significant investment in bitcoin with the objective of providing better risk-adjusted returns. Our average exposure for families was 5 per cent initially in 2019 when the price of bitcoin was under \$10,000. The alpha generated from this investment of time and capital has been tremendous for Northland's families.

In addition to the phenomenal investment returns, we have found that not only are next-gen are passionate and learning more about bitcoin as an asset class, but their parents and even grandparents as well!

**How have your colleagues contributed towards the success of your organization?**

The talent and dedication of everyone within the firm to placing Northland's families first and foremost is incredibly important. Without exception, everyone believes in doing the right thing for the families we serve. Building trusted relationships

with every family and all of its members is crucial to the success of the family over generations and therefore Northland's.

**What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?**

While it's been a subject of discussion since I began my professional career 30 years ago, the transfer of wealth from the "baby boomers" is beginning to happen. The key is to understand that a family's wealth consists of both financial and human capital. Recognizing this and addressing these challenges to help families successfully transfer not only their investments but their values.

**What have been the challenges you have had to overcome to reach such a standard?**

The challenge is that many of us in the family office sector come from the investing, accounting, and legal fields. We have the education and experience to advise in regards financial capital, but do we have the skillset to advise a family on its human capital? Education across the firm on the genuine issues that families face in transitioning their wealth such as family dynamics will help to reduce the odds of 'shirtsleeves-to-shirtsleeves' in three generations.

**Whom do you look to for inspiration and ideas?**

Role models are very important as they serve as a reminder that others have wanted to make a difference and have faced and ultimately overcome their own unique challenges.

Arthur O'Shaughnessy said "We are the music makers, and we are the dreamers of dreams" which was an important line in the movie *Willy Wonka & the Chocolate Factory*. Whether it is my childhood heroes Gene Simmons of the rock group KISS, Arnold Schwarzenegger or Elon Musk, they all came from humble beginnings and have the dream and the desire to make things happen.



**Arthur C Salzer**  
CEO and Co-CIO  
Northland Wealth Management

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

By receiving recognition from *Family Wealth Report* as one of North America's leading family offices helps to reassure our current families that they are receiving best-in-class advice. To potential families that are considering a family office, these awards help Northland stand out from the banks and brokerage "teams" that claim they are independent or offer family office style services. ■

*The judges commended Northland Wealth Management for going 'above and beyond' for the families they serve.*





We make a positive, meaningful, and lasting difference in the lives of the families we serve.

We provide Family office services of unparalleled quality to ultra-high net worth families and private foundations in Canada.

[www.ourfamilyoffice.ca](http://www.ourfamilyoffice.ca)

# CLIENT-OWNED OUR FAMILY OFFICE STRONGLY BLENDS INVESTMENT, PLANNING EXPERTISE

**Tim Cestnick**, Co-Founder and CEO at Our Family Office, talks to *Family Wealth Report* Group Editor **Tom Burroughes** about its accomplishments.



## What sets you apart from your peers this year and why?

We are different than our peers in many respects, the three most notable being:

- We are owned, in part, by many of our clients. The interests of our firm are very aligned with our clients thanks to our shareholder makeup;
- We were born out of equal parts portfolio management and advanced

planning. Our expertise in both these areas is very significant, which has led to much better and seamless planning and capital management for clients; and

- Third, we have a strategic relationship with an MFO based out of the greater Boston area: Ballentine Partners. We share ideas, best practices, and investment research with each other, and this provides us with a competitive advantage in Canada.

## How have your colleagues contributed towards the success of your organization?

Successful businesses are not generally built on one person. The strong foundation of our business is our staff. They deserve this award, and they are the real reason that we have won. Our staff are comprised of a highly knowledgeable, multi-disciplinary team that truly understands how to integrate the planning around various areas of our clients' financial and personal lives. This is no easy task.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We will continue to execute on our plan to onboard selected families that share our values. In terms of staying ahead in our market, we continue to demonstrate how differently we invest clients' capital and can show the difference this has made to risk-adjusted returns for our clients. We

also continue to share leading-edge tax and estate ideas that are becoming even more important in a post-COVID world where taxes are due to increase.

## What have been the challenges you have had to overcome to reach such a standard?

Although the principals of the firm had a following prior to our launch, we still needed to develop a track record of successful portfolio management as a firm, which we have now accomplished. We also changed course in terms of the technology we use to serve clients and provide state-of-the-art reporting - but we now have this right.

## Whom do you look to for inspiration and ideas?

Before we created Our Family Office Inc., we spent some 2 1/2 years writing a business plan and interviewing over 40 multi-family offices in the US. We wanted to learn from the best and affiliate ourselves with one of them. We chose Ballentine Partners in Massachusetts. We share ideas and research with Ballentine, and they have inspired some of our thinking. We also look to some of the most successful families in this country, and abroad, with whom we have relationships, to how they deal with investment, tax, estate and family governance and continuity issues. Finally, we have a deep network of professionals with whom we collaborate to bring ideas to clients - and many of them have inspired creative thinking.

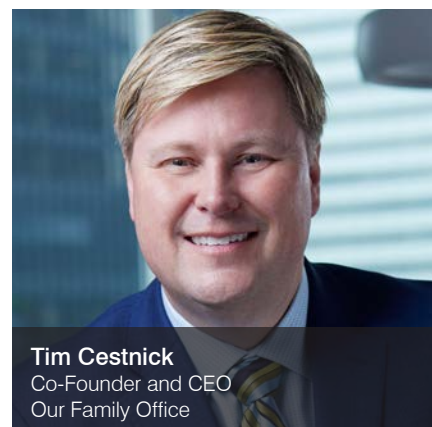
## What do you hope will be the result of receiving this accolade?

We hope that this award will open the door to discussions with even more families in Canada and raise our profile internationally. We will be spreading the news widely.

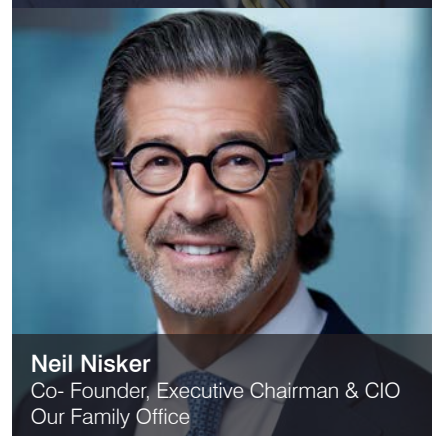
## How does it help your business in this region?

Canada is a country of significant geography, but a close-knit community in many ways. News of this award will serve to demonstrate to Canadians that we are recognized beyond our borders, which will help in our business development efforts. ■

*The judges unanimously chose Our Family Office Inc. as category winner. The firm offers integrated, holistic and independent solutions which are unique in the Canadian market. They bring true integration in six core areas of competency: Integrated Planning, Investment Management, Risk Management, Family Continuity, Strategic Philanthropy, and Family Administration, and this really impressed the judges.*

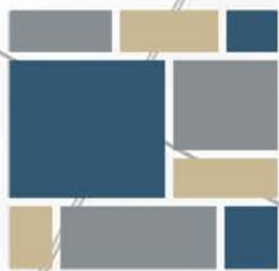


**Tim Cestnick**  
Co-Founder and CEO  
Our Family Office



**Neil Nisker**  
Co-Founder, Executive Chairman & CIO  
Our Family Office





# PATHSTONE

THE MODERN FAMILY OFFICE™

Built for Clients.™ Powered by Innovation.™ Smart in a Way That Matters.™

## Own *Your* Legacy.

Pathstone is an independently operated and partner owned multigenerational family office that offers strategic wealth management and customized investment services to high-net-worth and ultra-high-net worth individuals and families, family offices, and select institutions.

With decades of experience as trusted advisors, we employ an advocacy-focused model that empowers our clients to define and achieve their unique long-term goals and support their legacy.



**FAMILY  
WEALTH**REPORT  
**AWARDS**  
LEADING INDIVIDUAL (MFO)

**8th ANNUAL**

**2021**

— WINNER —

**Matthew Fleissig  
Pathstone**

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# AN INTENSE CULTURE OF INNOVATION WINS THROUGH FOR PATHSTONE

**Matthew Fleissig**, President, Pathstone, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report*, about his firm's journey.



**What sets you apart from your peers this year and why?**

Pathstone's mission is to continue strengthening the promise of being a multigenerational family office. We owe it to our clients to be present and continue to grow and enhance our services to uphold this promise. What sets us apart is the unique ability to bring people, processes, and platforms together in a way that has never been

done before in the RIA industry.

We have an intense culture of innovation and are in the process of creating a platform that allows family offices to be scalable while "owning their legacy."

Our unique management style and culture bring talented people together, creating tools, peer networks, and bespoke services and platforms that are just better for clients and employees. When clients and employees are happy, you have organic adoption and consistency in the firm.

**How have your colleagues contributed towards the success of your organization?**

People are the lifeblood of our firm. We have brought together incredibly talented professionals from the top firms in the industry to unify under one culture focused on people, development, innovation, and client service.

**What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?**

Pathstone is only beginning to accelerate. Our focus on growth is to constantly get better. Scale matters and we are a boutique firm where we are big where it helps and small where it matters. Organic business development is our focus while

we also search for like-minded partners to join Pathstone.

**What have been the challenges you have had to overcome to reach such a standard?**

The challenge is always to stay a generation ahead relative to the industry. Every day we focus on innovation and the development of new and expanded services to serve our clients. We are a "high touch, high tech" firm, and automation is key to allow our advisors to spend more time with their clients.

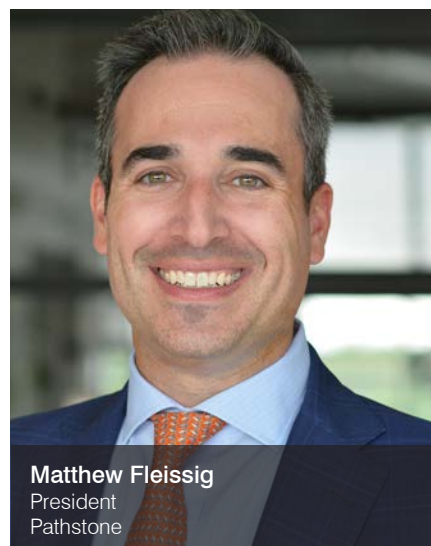
**Whom do you look to for inspiration and ideas?**

I have been very fortunate to have many mentors throughout my career who are leaders and visionaries. Pathstone's co-CEOs, Steve Braverman and Allan Zachariah, have had an incredible impact on my life along with newer independent board members like Ron Cordes and Mark Tibergien.

And nobody quite inspires me like my father, who at 68 years of age is still having the biggest years of his career as a prominent NJ/NY attorney. I have a lot to live up to, and everything can always be done better.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

The accolade is a product of all the hard work of our team, thinking outside the box on a daily basis. We hope the recognition helps attract and retain clients and top talent, as well as increase our brand recognition as we grow to a \$50B+ RIA and a dominant player in the industry. ■



**Matthew Fleissig**  
President  
Pathstone

*The judges chose Matt Fleissig at Pathstone as category winner because of the great number of initiatives that have started and flourished during his time. These initiatives are designed to engage and educate employees, clients, and partners on matters including impact along ESG dimensions, fitness and health, the next generation, women, and career path.*







## **Focus on What Is Most Important to You**

We recognize that all the pieces of your financial wealth are interwoven. Through thoughtful planning and integrated thinking, we simplify the complexity that exists where family and wealth intersect.

As a true family office, Pitcairn sees the big picture and makes sure you stay a step ahead so you can focus more on what is most important to you and your family.

To explore how we can partner with you, please call Andrew Busser at 800-211-1745 or contact us via email at [clientservice@pitcairn.com](mailto:clientservice@pitcairn.com).

**PITCAIRN**<sup>®</sup>



# A VALUES-DRIVEN FIRM RUN BY EXCEPTIONAL PEOPLE - PITCAIRN

**Andy Busser**, President, Family Office at Pitcairn, tells *Family Wealth Report's* **Tom Burroughes** about the qualities that he says distinguish this business.



**Please explain what set you apart this year and why?**

Pitcairn is a true family office and leader in helping families navigate the challenges and opportunities created by the interplay of family and financial dynamics.

Since its inception, Pitcairn has partnered with some of the world's wealthiest families to meet their needs and drive better outcomes.

By bringing exceptional people, technology, and processes together, our integrated planning and implementation has helped families become stronger, grow their investments, and build their legacies.

Pitcairn is a values-driven firm, and we live our values and guiding principles every day. This is a major factor in why we have such high employee and client satisfaction, and such high retention.

**How do you intend to remain competitive?**

We will continue to stay on the front foot by investing in our Wealth Momentum® model, our comprehensive family office model covering the full spectrum of complex family and financial needs facing today's multigenerational families. As with any organization, historical inertia has probably been our biggest challenge. The good news is we have a highly dedicated team of talented people who have been committed to moving the firm forward. We look broadly for inspiration and ideas. Sometimes it's another successful family office but other times it's a tech company, or a hospitality business, or a thoughtful leader such as Warren Buffet, or a provocative author or an artist.

**How do you hope to benefit from receiving this accolade?**

We've found that inspiration comes in many forms and there are lots of people we can learn from. We hope that receiving this accolade helps families see the value we place on client experience and innovation. We hope we can be seen as the standard for what a family office can be. ■

*Judges highlighted their winner's understanding of the care and diligence that must go into establishing the trust and appropriately communicating its terms to all family members. The mentioned the personalized approach to exercising fiduciary discretion by carefully considering the needs of beneficiaries and the intent of grantors.*



# KNOW GREATER VALUE

Greater financial and reputational risk. Increasingly complex reporting needs. The challenges facing high-net-worth individuals and wealthy families have never been greater.

The Family Office professionals at PKF O'Connor Davies know that in this environment clients need more, expect more and, quite frankly, they deserve more. That's why we continually strive to provide greater service and insights, while creating meaningful partnerships — and that means greater value for our clients.

It's no coincidence we've long been the trusted advisor for affluent individuals, multigenerational families, business owners and executives, single and multi-family offices, entertainers and professional athletes.

Our clients know they can always count on us to deliver the services they need:

- Tax Planning and Compliance
- Accounting & Reporting
- Wealth Planning
- Investment Monitoring & Oversight
- Charitable Giving
- Lifestyle Support
- Personal Financial Management
- Advisory Services

PKF O'Connor Davies Family Office. **Know Greater Value®**



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**pkfod.com**

# A MODERN MULTI-FAMILY OFFICE ALTERNATIVE TO TRADITIONAL MODELS

*Family Wealth Report* talks to **Gemma Leddy**, Partner in Charge - PKF O'Connor Davies Family Office and **Stephen Prostano**, Partner, Head of Family Advisory Services at PKF O'Connor Davies. They discuss the award-winning qualifies of their firm.



## What sets you apart from your peers this year and why?

PKF O'Connor Davies Family Office, a division of PKF O'Connor Davies LLP (PKFOD), has one of the most unique offerings in the industry, specifically meeting the needs of ultra-high-net-worth families and family offices. We are recognized as a modern multi-family office alternative to the traditional MFO models and our innovative, multi-disciplinary team approach leverages the full resources of PKFOD and PKF International, delivering integrated, objective, conflict-free advice and the broadest set of services, including:

- Family Advisory Services;
- Family Office Structuring and Organizational Support;
- Financial Management and CFO Services;
- Accounting and Reporting;
- Tax Planning, Compliance and Transactional Support;
- Lifestyle and Transactional Support;
- Private Foundation Services; and
- Family Investment Administration Services.

Our offering is customized for each family and family office and is designed to address all financial, business and personal needs. We are supported by a state-of-the-art technology and reporting platform designed to capture the entirety of a family's financial activities and holdings while providing secure 24/7 access to their information. Our custom reports for each family enterprise, entity and family

member provide them with relevant and timely information to help make better-informed decisions.

## How have your colleagues contributed towards the success of your organization?

Our success is built on our dedicated team of multi-disciplined professionals with extensive experience working with some of the most prominent family offices, wealth and asset management firms, fund administrators and accounting firms. Our professionals understand the unique needs of UHNW individuals, families, family offices including family and privately held businesses. In addition, we have expertise in tax planning and compliance, accounting and reporting, wealth planning and structuring, investment oversight, risk management, philanthropy and private foundations, family businesses and family offices.

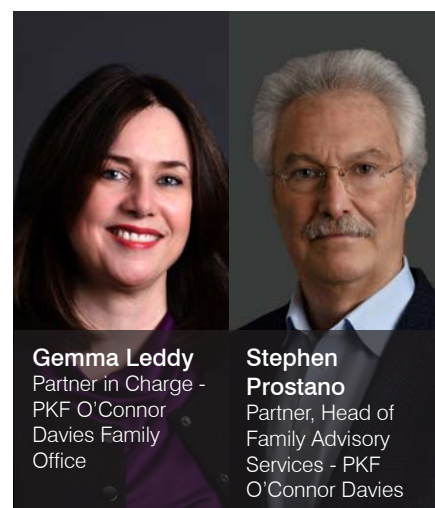
Our network of experts and resources available through the PKF International network, in 150 countries, provides our clients with access to talent that few firms can provide - all fostered by the PKFOD culture of teamwork and focus on placing the clients' interests first.

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

PKFOD-FO's success has been built on our goal to find better tools and solutions to help our clients. We continue to invest in talent and technology, in order to deliver the highest quality advice, thought leadership and in formation our clients need to make better-informed decisions and navigate life's challenges. We engage pro-active dialogue with our clients and their advisors to better understand their needs and invest in research that keeps us abreast of client, industry and market trends.

## Whom do you look to for inspiration and ideas?

Our inspiration has always been our clients, who include leaders in philanthropy, investing, real estate, technology, media, consumer products, manufacturing, and health and wellness, among others. Their ingenuity and entrepreneurial spirit has



**Gemma Leddy**  
Partner in Charge -  
PKF O'Connor  
Davies Family  
Office

**Stephen Prostano**  
Partner, Head of  
Family Advisory  
Services - PKF  
O'Connor Davies

made them extremely successful and we are honored to work beside them providing family office resources, infrastructure and advice.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We are grateful for this award and will continue to put our clients first, invest in our business and ensure that we exceed expectations over the long term. We hope this accolade will continue to raise awareness of our offering and delivery model and allow us to share our expertise to help families and family offices achieve their goals and create sustainable and resilient Family Offices. ■





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# ALIGNING INSURANCE CLIENTS' INTERESTS WITH PROVIDERS – THE PURE APPROACH

**Kelly Lora Ewart**, VP, Strategic Relationships, at the The PURE Group of Insurance Companies, talks to **Tom Burroughes**, Group Editor at *Family Wealth Report*.



## What sets you apart from your peers?

PURE's member-centric model and our culture. PURE was built differently; on the idea that like-minded, responsible individuals and families would join together as members of a reciprocal insurance community, with a shared interest in the success of their insurer. It also affords us the opportunity to return underwriting profits and pass savings on to the membership.

Every day, every member of our team comes to work focused on being great in the US HNW market. They are serving the membership and looking to improve. They ask, "How can we help prevent losses" and "what if there was no loss in the first place?" (For the second consecutive year, we have reversed the trend of water damage.) They also ask "How can we provide greater value to our members?" (Last year, we added cash distributions for members who have been with us for 10 years or more.) I think these innovations come from a culture of curiosity.

## How have your colleagues contributed towards the success of your organization?

Insurance is an extremely decentralized industry, where decisions made by individual underwriters, claims professionals, or actuaries can have an enormous impact.

The environment in which our team works is strong and defined by a commitment to purpose - helping members live their lives to the fullest and pursue their passions with confidence - and a set of principles that ensures that colleagues understand what is expected from them.

In all areas of the business, our team brings passion, creativity, curiosity and consistency to work every day. We saw this most clearly in the early days of the pandemic when, like so many other businesses, we had to shift the way we operate.

Through it all, we were delighted to see our culture was thriving, we were writing more new business and on the heels of the first anniversary of the acquisition of PURE's parent company by Tokio Marine, PURE's financial strength rating was upgraded to A+ (Superior) by AM Best.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We have created new utilities to improve transparency in the claim process and to allow our members to self-serve in more areas (when that is their preference) with a new mobile app; we have leveraged our massive collection of risk data to help our members make more informed decisions when buying a home; we created a digital advice dashboard to complement the advice of an advisor; and, we have created a stronger sense of community among our membership with forums designed to connect members living through similar large losses and to share parenting advice when it comes to teen drivers, among other areas.

PURE constantly seeks to bridge any gaps between our reality and our aspirations. Today's innovations are replacing things that we felt were groundbreaking only a few years ago. In the future, some of these initiatives will likely feel outdated. In my current role we are committed to improving communications with advisors.

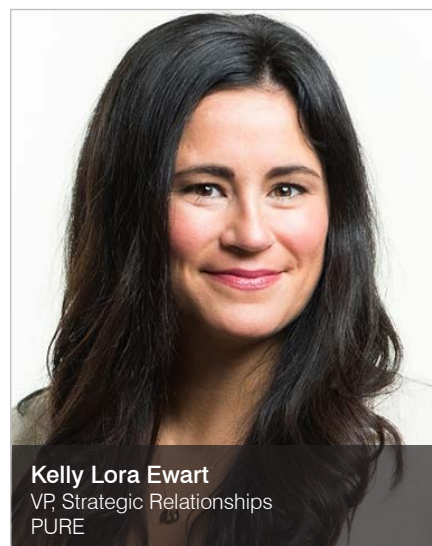
## Whom do you look to for inspiration and ideas?

We have always looked to the wealth management industry for inspiration, especially those who operate with a commitment to removing conflicts, which has been an area of focus for PURE.

Technology has empowered us as consumers and the expectations for immediate, frictionless service create inspiration for re-inventing old ways. There are also many consumer brands that have created extraordinary customer experiences and deep brand loyalty.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Word of mouth is one of the strongest drivers of our growth. Those who are



**Kelly Lora Ewart**  
VP, Strategic Relationships  
PURE

enthusiastic about their membership with PURE and the service they receive share their experiences with their friends and neighbors, helping to grow our membership organically. We were honored to have been recognized by the *Family Wealth Report* as the best insurer in our category for the sixth consecutive year and hope that this recognition will continue to elevate PURE in the marketplace. ■

*The judges highlighted PURE's continued expansion of its strong foundation to create still more value for its membership in a variety of ways, including a loyalty program, a breakthrough in the home buying process and reduction of the frequency and severity of water damage. The winning submission was detailed and specific which met with the judges approval.*





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Wealth  
Management



# TOP-CLASS CLIENT SERVICE FROM AN INCLUSIVE TEAM WORKS WONDERS AT RBC

**Jennifer Publicover**, Senior Vice President, Wealth Management Products and Strategy, at RBC, talks to **Tom Burroughes**, Group Editor of *Family Wealth Report*.



**What sets you apart from your peers this year and why?**



Our clients are at the forefront as we create innovative digital and data solutions. Throughout the development and delivery model, client experience is key to our decisions. By engaging our users and addressing their feedback every step of the way, we ensure we are focused on what's important to them.

Our focus on content and insights has resulted in increased client engagement. Our user engagement rate continues to improve, demonstrating that clients are returning to our corporate channels and finding reasons to stay engaged on the sites.

**How have your colleagues contributed towards the success of your organization?**

Teamwork and collaboration are key to delivering and driving adoption of solutions at-scale. We actively engage partners and subject matter experts from across the business including client experience, product and digital design, and technology partners. We have an inclusive environment where every perspective is welcome, and having engagement from across the business (early and throughout the lifecycle) contributes to our overall success.

With the development of GAM 3.0, we found co-locating members from different teams to be one of the elements of success, as it provided enhanced communication and collaboration. We have an excellent team at RBC and ensure we chose "best-in-breed" vendors to deliver inno-

vative and scalable solutions that meet our clients' needs. Our vendors are our partners, and we look to build and maintain relationships that go beyond typical vendor/client relationships.

**What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?**

The technology ecosystem we've established sets us up for future success. We are in an ever-changing landscape, and we recognized early that the most important facet of our new technology delivery model is the ability to adapt, evolve and innovate.

Clients are becoming increasingly digitally savvy, and want access to their products and services at their convenience. This has resulted in an ongoing focus on how we deliver information to our clients and invest in tools that enable our clients to understand their investments.

**What have been the challenges you have had to overcome to reach such a standard?**

The last year has proved digital experience is more important than ever. Amidst the backdrop of profound uncertainty created by the pandemic and with a displaced workforce, our organization was able to support new and existing clients with new digital solutions, such as a fully digital account opening alternative.

In the face of volatile markets, advisors and investors wanted quick and easy access to insights and products information. We provide our clients with perspectives from our investment experts to help them understand market events and volatility in digestible and meaningful formats.

GAM 3.0 enables us to do that in different formats (written, visual, audio). In addition, Account Opening and Servicing (AOS) and Wealth Management Online

(WMO) are much needed solutions that address a highly complex set of variables.

**Whom do you look to for inspiration and ideas?**

We are inspired by different groups within RBC who continuously strive to enhance the digital experience for our clients globally.

We encounter technology in every aspect of our daily lives. When we look for inspiration, we think about our own expectations of technology as end-users. How do we value and prioritize ease of use, accessibility and mobility when utilizing technology offered to us as consumers? We look at how those both outside and across our industry are approaching the same challenges we face. More recently, we have found inspiration from content-focused providers like Netflix and Peloton who focus on delivering engaging content on-demand and live to enhance the member experience.

**What do you hope will be the result of receiving this accolade? How does it help your business in this region?**

Innovation is important to our employees, clients, advisors and future recruits so external recognition of our investments in industry leading capabilities and talent is key. It shows we are staying ahead of industry trends to deliver a wide breadth of innovative solutions that leads to better client experiences and outcomes through changing client expectations, changing technology and changing regulation. Accolades like this are a tangible acknowledgement of our team's hard work and dedication. ■



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# ROBERTSON STEPHENS EXCELS WITH END-TO-END WEALTH MANAGEMENT PLATFORM

Tom Burroughes, *Family Wealth Report's* Group Editor, talks to **Vikram Chugh**, COO of Robertson Stephens.



## What sets you apart from your peers this year and why?

Robertson Stephens has built a seamless digital solution by leveraging industry-leading technology providers to deliver personalized financial advice with actionable insights. Over a two-year period, we have built an end-to-end wealth management platform to service the sophisticated needs of our clients, including the implementation of portfolio management and reporting, CRM, trading and rebalancing, tax and risk management. We have partnered with both established technology vendors and innovative startups to build a unique Robertson Stephens offering. Our focus is to digitize the entire advisor workflow consisting of multi-channel client communication including video, paperless delivery and electronic signature, password management, efficient calendar organization and secure document vault, making advisors more efficient and enhancing the overall client experience.

## How have your colleagues contributed towards the success of your organization?

Technology is a foundational and driving force behind our firm's success. We have built our technology stack taking into account the interactions and workflows across our organization amongst the advisors, the investments, operations, marketing and technology teams, and, most importantly, our clients. Our Technology team is always focused on improving workflows every day as users provide real-time feedback.

For example, we've partnered with our various advisor teams to build best-in-class performance reporting. The operations team leverages our CRM to manage and prioritize tasks across the organization. The business development team uses our system to manage and score prospects until they become clients of the



Vikram Chugh, COO



Patrick Hyde, VP



Bret Caring, VP



Fabian Contreras, Associate

firm. Even with the challenges of COVID, we were able to quickly adapt to business as usual, and subsequently focused on improving the overall experience of the client, including frequent communication to help navigate these volatile markets. Ultimately, our team's desire to be the leader in technology has led to greater adoption and partnership across the organization.

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

As a firm, we believe our utmost responsibility is to our clients. With that mindset, we are always innovating and staying ahead of the curve when it comes to best-in-class technology solutions. We keep a pulse on the fintech industry to keep abreast of the latest in emerging technologies to provide a cutting-edge experience for our clients. Our partnerships with vendors across the spectrum, from startups to established players, not only allows us to build a differentiated and unique Robertson Stephens offering, but also accomplishes three additional objectives for us: 1) Offers us the ability to see the future direction of the technology through constant dialogue with CPOs/CTOs; 2) Allows us to participate in various beta programs on new features and provide feedback on their products; and 3) Harnesses the capability to further integrations by combining technologies with each other.

## What have been the challenges you have had to overcome to reach such a standard?

Technology is constantly evolving and it is critical to stay ahead of that trend. Along with staying ahead of trends, we found that integrations within the current technology providers were often lacking. We have had to work with our partner firms to create deeper integrations with each other. We

also find often times that with managing various technologies there is overlap and redundancy. This is something that we consistently manage when we are refining our technology offering.

## Whom do you look to for inspiration and ideas?

The wealth management industry has not focused on technology adoption and experience as other industries. We rely heavily on cross-pollinating ideas from different industries to inform our digital platform and what may work for our firm. Our technology partners also share this philosophy of innovation. We believe in surrounding ourselves with strategic thinkers and taking feedback from our advisors and our clients to consistently improve the user experience.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We hope the result of this accolade from *Family Wealth Report* reminds clients that we are constantly looking to serve their best interests. In keeping our technology at the forefront of the industry, we are continuously making their interactions with their advisor and with their investments as seamless and secure as possible, wherever they are. We also hope that our focus on continual innovation and improvement can be a motivating factor for our technology partners and prospective technology partners to also constantly improve the client and advisor experience within their own products. ■



# RONALD VARNEY

## FINE ART ADVISORS

*We advise families and individuals on all aspects of the global art market. We are particularly experienced in handling the sale of art privately or at auction, from a single object to a vast and complex collection.*



Pablo Picasso, *Sur la Terrasse*.  
Sold on behalf of a San Francisco family  
Photo Courtesy of Christie's.

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# STAYING AHEAD OF NEW REALITIES IN THE FINE ART WORLD

**Ronald Varney**, who owns the eponymous firm, Ronald Varney Fine Art Advisors, explains the success of this business.



**R**onald Varney Fine Art Advisors was founded in 2002. It advises UHNW families and individuals on all aspects of the art market. It is particularly experienced in handling the sale of art privately or at auction, from a single object to a vast and complex family collection formed over generations. The firm is active throughout the United States as well as in Europe.

## What sets you apart from your peers this year and why?

This was the most challenging year we have ever experienced in the art market, as a great silence enveloped it from March onward. With everything halted indefinitely, and the art market being redefined and revolutionized, we soon realized what was needed. In weekly blogs as well as in feature articles for *The International Family Office Journal*, we began chronicling the art world's new realities for our clients as well as for the broader universe of financial and legal advisors we serve. We believe this thought leadership during these extraordinary times was truly best-in-class, providing a value-adding lifeline to our community.

## How have your colleagues contributed towards this success of your organization?

Working remotely from offices in New York and Chicago, our team brilliantly stayed on top of the many new—and often mystifying—changes in the art market while continuing our broad, intensive business development efforts nationwide. These efforts included rolling out a new “assessment” campaign to gauge the complex needs of our clients amidst the dizzying changes of the art market throughout 2020.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We continue to believe in the great

value of strategic partnerships, especially with small, niche firms like ours which serve the specialized needs of UHNW families throughout the country. We have found this creative partnering to be a powerful and creative means of expanding the network of “trusted advisors” with whom we work and, in turn, expanding new business opportunities.

## What have been the challenges you have had to overcome to reach such a standard?

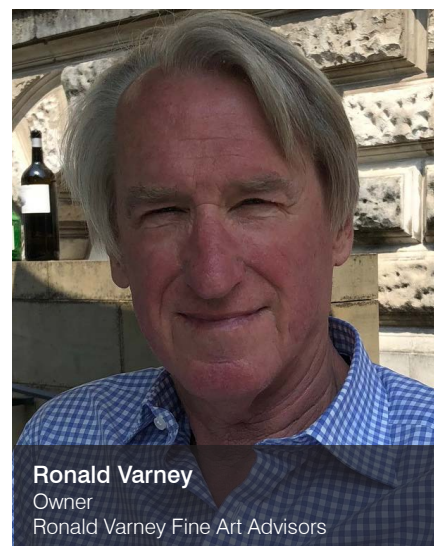
Because it is so alluring and even entertaining, the art market is often misjudged as to the genuine complexities and pitfalls one may face in navigating its byways and transacting business there. As we work mainly with families, our biggest challenge is thus often to *educate*: to share our years of experience and insights in order to craft for them the most advantageous and effective means of achieving their art market goals. This means, above all, winning their trust, a challenge we take very seriously. Perhaps this is why, through the years, we have always set for ourselves the goal of providing the highest standard of impartial advice and advocacy to our clients.

## Whom do you look to for inspiration and ideas?

I suppose the greatest inspiration comes from my years working at Sotheby's, where I had a fantastic “apprenticeship” in the art market. I engaged in countless projects encompassing every possible type of art and the most extraordinary private collections. The people I met and worked with, both here and abroad, during those years—including my Sotheby's colleagues, many of whom continue to be important contacts—are thus a constant source of inspiration to me now in my role as an independent art advisor serving families.

## What do you hope will be the result of achieving this accolade? How does it help your business in this region?

Every year that we have won this honor has set the bar higher for us. This year is no different. I hope and trust that we will continue to reach higher and higher in



**Ronald Varney**  
Owner  
Ronald Varney Fine Art Advisors

broadening our influence in the art market and becoming ever more creative and resourceful in meeting the needs of our clients. As the art market becomes more complex and challenging, we hope to rise to the occasion. ■

*The judges were very impressed with the way Ronald Varney responded to the pandemic. As Covid-19 shut the art market down for many months, causing alarm and uncertainty, the market began changing and evolving into something entirely new. Ronald Varney began gauging new trends and developments, speaking with art world experts and revisiting art market history.*



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**Congratulations to all of those recognized this year.**

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# DELIVERING THE RIGHT SOLUTIONS, AT THE RIGHT TIME AND IN THE RIGHT WAY

**Steve Meyer**, Head of SEI's Global Wealth Management Services, talks to *Family Wealth Report* on how they have made an impact.

OUTSOURCING/BUSINESS  
PROCESS OUTSOURCING  
Winner  
SEI Global Wealth  
Management Services



## What sets you apart from your peers this year and why?

The breadth and comprehensiveness of SEI's services are second to none. But beyond our superior technology, dependable workflow processes and decades of experience, our people are what truly sets us apart. This has always been a truism, but it's never been more critical than today. The deep and lasting connections that we have spent years

developing - with each other, our clients and industry participants - have been a significant driver of our joint resilience and success amid challenging times.

## How have your colleagues contributed towards the success of your organization?

Since our earliest days, SEI's highly engaged and empathetic workforce has deeply cared about each other and our clients. Over the last year, we have received countless personal messages from clients highlighting our colleagues' dedication to ensuring high-quality service and individually nurturing client relationships. These personal relationships and native connections allow us to gain valuable insight that flows into our solution development and our ability to provide a consistent, personalized client experience.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

SEI's mission is to deliver the right solution at the right time, in the right manner. We've created an ecosystem of technologies and services across the front, middle and back office that can be expertly curated to meet our clients' evolving and growing demands. We're modularizing our existing platforms and augmenting connectivity while introducing new, tech-forward solutions. By doing so, we're able to anticipate and address growing trends, such as the rise of digital engagement, in



a manner that is timely *and* opportune for our clients.

## What have been the challenges you have had to overcome to reach such a standard?

More than a half-century ago, we knew that the convergence of asset management, private wealth management and private banking markets would eventually materialize. The challenge was finding a way to deliver a unified experience that transcended a singular focus. Today, we've successfully leveraged our experience serving each of our markets to build a suite of universal solutions. As a result, our clients are able to harness the collective power and depth of SEI's capabilities through a solution tailored for their specific needs.

## Whom do you look to for inspiration and ideas?

To gain different perspectives that challenge our own thinking, we look beyond wealth management to other industrial innovators, like Uber, Google, Amazon, the social media giants and tech titans. But more importantly, we look to the communities we've built over the years to connect clients, employees, suppliers and strategic partners, where collective engagement allows us to openly discuss work and

life challenges - and how they intersect. This was particularly invaluable in 2020, when remote working, collaboration and workforce models came under immense pressure, and clients were seeking answers and compassion through shared experiences.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

The pandemic reinforced the importance of partnering with service organizations that are dependable, agile and resilient, but also with those providing depth of solutions, experience and talent. This award recognizes SEI's private banking, asset manager and family office service teams delivering all of these, and it underscores our commitment to delivering world-class, client-driven solutions. We hope that this recognition will further fortify our place as a high-touch, technology-driven and highly adaptable strategic service partner and serve as a catalyst for SEI's continued growth and our clients' continued success. ■

# Want to enhance your client's financial journey?

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Summitas Platform® is more than a portal. It's the information hub you depend on, a reflection of your brand identity, and the key to improved operations and client engagement. Summitas lets family offices, wealth advisors, and other client-facing businesses exchange confidential information, store sensitive documents, and share ideas. An award-winning combination of digital vaults, electronic signing, financial dashboards, and over 30 apps provide the destination where everyone's information is organized, private, and secure.



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# LISTENING TO WHAT CLIENTS REALLY WANT - THE SUMMITAS APPROACH

**Tom Burroughes**, Group Editor, *Family Wealth Report*, asks **Bill Wyman**, President, Family Office Services at Summitas, on its accomplishments.



## What sets you apart from your peers this year and why?

The portals, virtual offices, and apps that run within Summitas Platform® inherit its core security, privacy, and data integrity services. Our mission is to deliver and protect structured and unstructured data - summary financial data and all other content and digital assets that family offices, family members, clients, consultants, and advisors require to thrive.

Our first obligation is to listen. We want to understand our customers' mission, objectives, and desired results, and then map our software's capabilities to improve their processes, workflows, and outcomes. When that happens, it leads to an improved client experience, more engagement, and measurable value. Customer needs and an internal culture that values innovation and service regulate our roadmap priorities.

## How have your colleagues contributed to the success of your organization?

We maintain a flat organizational structure to minimize bureaucracy and response time. Everyone in the company looks for ways to add value to our relationships and solutions. For instance, customer success plays a role with prospects before we close business by first understanding needs and reducing their resource requirements to shorten onboarding timelines. Likewise, a senior engineer might join a video call with a prospect's security consultant to explain our use of cryptography, layered security, etc. Everyone in the firm understands the

policies and controls around caring for user data and ensuring privacy. Each of us can explain why Summitas is the right choice to entrust confidential information.

## What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We make a conscious effort to simplify. Hiding complexity is an art form that we study because human-machine interaction leads to increased engagement when direct and fun.

The technologies we employ in Summitas Platform are also expanding. For instance, we are planning capabilities that leverage machine learning and natural language processing, but we also never adopt new technologies for marketing purposes.

Covid has tested our ability to stay nimble under stress. Our product's very nature makes it much easier to work from home, so we've seen a significant uptick in usage during the pandemic.

## What have been the challenges you have had to overcome to reach such a standard?

Our culture is to form collegial relationships with the people that rely on our software. Establishing a level of trust and mutual respect that allows both sides to exchange confidential information about our businesses and missions takes time.

We enjoy transforming what we learn into added value in our software and services. When we succeed, we don't rest on our laurels.

## Whom do you look to for inspiration and ideas?

We engage our community of executives, clients, consultants, industry leaders, and the talented people that have joined us over the years. We make a habit of brainstorming outside of rigorous project-level activities and have benefited immensely from perspectives we couldn't have had alone.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Seeing our software used successfully to solve real-world problems is a huge reward, but when industry luminaries and our



peers recognize us for those successes, it truly inspires us. The categories you've recognized us for this year - *Client Communications*, *Cyber Security* and *Innovative Client Solution* - are part of our DNA. We are incredibly pleased to have won in categories where many outstanding companies were present and deserving.

The *Family Wealth Report* Awards instill confidence in our customers and their clients who see that experts share their assessments. Pointing to these awards during business development activities adds credibility and improves our chances of forming new relationships. Internally, the awards confirm that we are on the right path and encourage us to do even better.

Thank you, *Family Wealth Report* and judges. We truly appreciate your recognition. ■





In a year when so many families had to stay apart, we were honored to **bring families together.**



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# PARTNERING WITH FAMILIES IS KEY TO SUCCESS FOR SYNOVUS

**Katherine Dunlevie**, Executive Vice President and Managing Director, The Family Office at Synovus, talks to *Family Wealth Report*.



**F**ounded in 1947 to provide estate planning and trust services for its founding family, The Family Office at Synovus has grown to now include 40 team members, with \$8.2 billion in assets under administration. Today The Family Office at Synovus provides comprehensive investment management, wealth-transfer planning, and family enterprise and fiduciary services to more than 80 families in North and South America, Europe, and the Middle East.

## What sets you apart from your peers this year and why?

“Synovus Family Office team members develop deeply personal client relationships and devise integrated strategies that uncover and address each family’s challenges, vision, goals, and needs. In fact, working as a partner alongside client families is fundamental to our success,” said Katherine Dunlevie, Executive Vice President and Managing Director, The Family Office at Synovus.

“The programs that we are being recognized for by *Family Wealth Report* demonstrate the value and the impact of these close relationships. When COVID-19 struck in 2020, the chaos that ensued challenged one client family foundation to quickly adjust its philanthropic focus in order to meet the immediate needs in their local communities. Because we are in ‘lock-step’ with our client families, we were able to nimbly

pivot a well-established family foundation, which had formalized structure for grant administration, including governance, committees, reviews, and quarterly meetings, to a model that responded more urgently, providing immediate relief. As a result of the new process, the foundation disbursed approximately \$7.5 million and saved an entire community from collapse.”

Similarly, the Women’s Fund, a collectively owned and managed portfolio that helps women become knowledgeable sustainers of their family fortunes and family enterprises, is a Synovus Family Office initiative that stems from several relationship managers’ personal commitment to help their female clients become more financially savvy.

Katherine Dunlevie says: “We launched the first Women’s Fund after numerous client meetings, private equity fund launches, and conversations with female members of a client family who revealed they wanted a greater role in family investments but didn’t feel knowledgeable enough to participate. Synovus designed the fund not just to deliver on its investment promise but also to familiarize women with the fundamentals of investing while educating, empowering, and advocating female engagement in building wealth.”

## Whom do you look to for inspiration and ideas?

“The Synovus Family Office team members are driven to be servant leaders for our clients - committed to enhancing the financial and personal lives of our clients, preparing family members to become successful stewards of their assets and values, and creating rich, sustainable family legacies. This focus challenges Synovus to closely align with our clients to guide their day-to-day work as well as to inspire new ideas to help clients achieve their goals. Since The Synovus Family Office is a multi-family firm, teams collaborate internally to ensure successful strategies that work for one client family are shared and evaluated for use with other client families.” ■

*The Family Office at Synovus is a division of Synovus Trust Company, N.A. Trust services for Synovus are provided by Synovus Trust Company, N.A. Investment products and services are not FDIC insured, are not deposits of or other obligations of Synovus Bank, are not guaranteed by Synovus Bank, and involve investment risk, including possible loss of principal invested.*

*The judges chose The Family Office at Synovus as category winner because of their quick and efficient response to the new needs that arose during the pandemic. When COVID-19 struck, the chaos and urgency demanded a new, nimble method for rapid decisions. Synovus helped the foundation pivot to a model that included new priorities and phases for meeting immediate relief along with longer-term needs.*





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# MEETING DEMANDS OF FAMILIES IN CHALLENGING TIMES BRINGS OUT BEST FROM THEIA

**Tom Burroughes**, Group Editor of *Family Wealth Report*, talks to **Joanna Gordon Martin**, Founder and CEO of Theia Senior Solutions, about her firm's award-winning qualities.

CONCIERGE/SPECIALIST  
SERVICE FIRM  
Winner  
Theia Senior Solutions



## What sets you apart from your peers this year and why?

We are honored to have been selected amongst a competitive group of peers – all of whom we admire. While the pandemic impacted every individual and firm this year, Theia Senior Solutions was particularly hard hit given the vulnerable elderly population we serve. COVID-19 forced our team to be nimble and adapt our business model not only to meet the increasing

family need for care and support, but also to help families address complex issues and grave concerns. These included:

- Exacerbated symptoms of dementia with the change in routine quarantining brought;
- Families with loved ones living independently facing issues of social isolation;
- Long term care and congregate living communities shutting down to outside visits.
- Home health support seeming riskier if caregivers lived outside the home; and
- Family dynamics increasingly strained.

We have always prided ourselves at Theia on being able to meet the demands of discerning families, requiring highly individualized solutions, but also sought to address the ubiquitous need and risk present for the elderly population at large. This required us to broaden our reach and expand our offerings. We leveraged our technology platform and launched The Theia Care Consult to remotely address the increased need for support and serve a broader audience. We have been humbled by the response, but also most grateful that this created an increase desire for healthy individuals to plan for themselves. Our business has experienced substantial growth with The Theia Healthcare Balance Sheet® where we have collaborated with Trusted Advisors and families alike to ensure we are protecting what it perhaps the greatest wealth of all: one's health.



## How have your colleagues contributed towards the success of your organization?

Everything we do at Theia is about collaboration and teamwork. We benefit from a staff with varied and diverse backgrounds - healthcare, finance, consulting, but also strong expertise in social work, nursing, disease management, and geriatrics - including the challenges of dementia. Every individual that makes up the Theia team is passionate about the work they do – advocating for older adults and dealing with complex family dynamics. They continue to amaze with their tireless efforts to go over and beyond on behalf of the Theia client base.

What are you going to do to stay on the front foot in a fast growing but also challenging region such as this? We are going to continue to listen to our customers, be persistent in our desire to innovate and continue to ask questions to improve.

## What have been the challenges you have had to overcome to reach such a standard?

One of the most difficult parts of our business is the innate human desire to but off planning for the last stage of life – despite its inevitability. Sometimes the most challenging part of our job at Theia, is telling families what they do not want to hear. In our business, there can be a fine line between “the customer is always right” and a family or individual that may be in denial or losing capacity – physically or cognitively.

We are steadfast in our desire to examine the facts, while also being exceptional listeners, understanding concerns and helping to align families around the

often complex decisions that need to be addressed.

## Whom do you look to for inspiration and ideas?

There are so many individuals and firms that inspire us – we are lovers of learning and have benefited greatly from the wisdom of those who have worked in the Family Office space for a very long time. We are indebted to those that have taken Theia “under their wing” and see value in the work that we do. Families of significance have greater needs for planning, and we are grateful for those Trusted Advisors that have allowed us to collaborate with them for the benefit of the families we jointly serve.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We genuinely hope that the vulnerabilities faced by all during COVID-19 will help individuals and families to take greater consideration to planning and being intentional about preserving their longevity. While many families and firms first engage Theia during a crisis, we do believe that proactive planning can be of significant benefit – not only from a financial perspective, but from an emotional one. We would be so honored if this award allows for greater awareness of Theia Senior Solutions and the passion, we have for the work we do. ■

WE IS THE  
**FAMILY  
OFFICE  
COMPANY**

**WE serves families** as an outsourced family office, as an extension of their family office, or managing special mandates and projects for families as needed.

# HELPING FAMILIES STAY POISED WITH ALIGNED ADVICE

**Michael Zeuner**, Managing Partner of WE Family Offices, explains to *Family Wealth Report* Group Editor **Tom Burroughes** why his organization has achieved success.



## What sets you apart from your peers this year and why?

WE Family Offices continued to focus on being the family office company of choice for UHNW families in the US and internationally over the past year. While it was a difficult and challenging year, WE continued to provide ongoing and aligned advice and execution support to the families we serve.

Helping families remain confident and successful as they managed their wealth enterprises through the challenges of the pandemic (financial and otherwise) was our focus over the past year. This included helping them have the information they needed to make sound decisions and providing them with the perspectives they demanded on a rapidly changing world. It also included much more frequent engagement, with regular virtual meetings that included not only the principal decisionmaker(s) but extended family members and stakeholders as well.

This past year, more than ever, we found that the decision-making structures, governance and business practices that many families we work with had put in place were stress-tested by the pandemic. Families learned more than ever by engaging in key decisions and asking a broader spectrum of family stakeholders to participate in decision-making. We found that despite the challenges of the past year, families came through feeling confident, competent and successful in the decisions they made around their wealth enterprises. WE were glad to be able to help and advise.

## How have your colleagues contributed towards the success of your organization?

Every person on our team has played a critical role in the performance of our firm this year.

Transitioning to a remote work environment could not have been successful without the unwavering dedication of our team. Technical difficulties, virtual interaction, new responsibilities, increased client interaction and demand all presented challenges which each team member rose to meet - and then some.

With years of experience supporting the day-to-day activities, WE team members were able to weather the 2020 storm beautifully, and growth and development has come from this.

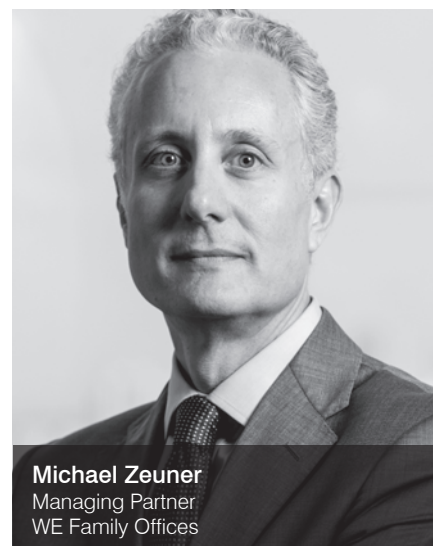
We could not be prouder of our team and have them to thank for the success WE experienced amid the year of the pandemic.

## Whom do you look to for inspiration and ideas?

Since the inception of our firm, we have looked to our clients for inspiration and ideas. They have helped to shape the culture of our firm from the beginning, giving us new and better ways to do business, to overcome challenges, to problem solve and to grow. Our firm was created to serve them, but in many ways, they do so much for us. The inspiration and motivation they give us every day have paved the path of success for WE and for that, we are eternally grateful.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

As always, we hope that highlighting excellence of all these firms in the wealth management industry will help inspire an elevated dedication to putting clients first - in the independent fiduciary space and beyond. As families begin to understand the success these best practices can yield, we believe it will lead to increased demand, and thus, improved and innovative practices industry-wide. ■



**Michael Zeuner**  
Managing Partner  
WE Family Offices

*WE Family Offices were chosen category winner because of their comprehensive services. In whatever capacity a family or family office needs support, they remain in control of all wealth advisory activities and can deploy WE Family Offices' services and expertise to suit their needs. The judges continue to be impressed with their winner on all levels and this was backed up by a outstanding submission again this year.*





# Family Office Trust Administration Software

The Only CRM Built Specifically for Family Offices

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## Organize

information in digital format



## Automate

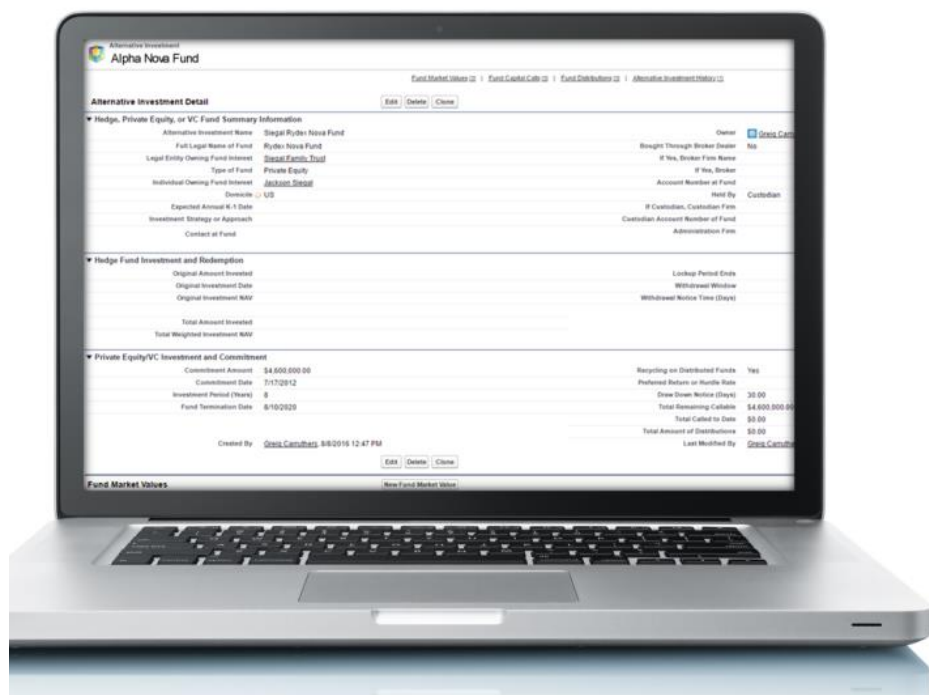
workflows and processes



## Communicate

internally & externally

Gain visibility and  
control over complex  
family structures and  
related assets



- Legal Entity Tracking
- Integrated Document Management
- Alternative Asset Tracking  
*PE and VC funds, real property, private placements, loans, insurance*
- Activity Recording and Scheduling
- Integrated Financial Data
- Deal Flow Tracking
- Bill Management & Payment
- eSignature
- Portal for Family Members



# AN EXCLUSIVE FOCUS ON NEEDS OF UHNW FIDUCIARIES, ADVISORS

**Jim Marks**, President & CEO of WealthHub Solutions, talks to **Tom Burroughes** of *Family Wealth Report*.



## What sets you apart from your peers this year and why?

Our differentiation comes from our exclusive focus on addressing the organizational and operational needs of UHNW fiduciaries and advisors.

Our CRM is tailored for the day-to-day activities of family offices and trust companies, helping them to manage the servicing requirements of

UHNW relationships and assets.

We are not trying to address the variety of issues involved in financial planning and liquid portfolio management. Instead, we are laser focused on the unique challenges presented in trust and entity management, complex entity relationship hierarchies and reporting, multi-generational multi-family relationship management, and the administration of special assets - hedge funds, private equity, real estate, planes, boats, collectibles, oil/mineral/gas interests, loans, insurance policies, and other illiquid assets.

## How have your colleagues contributed towards the success of your organization?

We have a small team that is highly committed to delivering the highest levels of customer service. We delight in receiving feedback from clients on how happy they are with the service and attention they are receiving. The commitment and service orientation of the team has been absolutely critical to our success.

## What are you going to do to stay on the front foot in a fast growing but also challenging region such as this?

We are constantly looking to develop our feature set and deliver new benefits to clients. We are just rolling out an interactive client portal that will enable both

access to financial information and requests for distributions, adding beneficiaries, etc.

We are also working on a comprehensive digital onboarding solution that will be unlike anything in the industry to automate the onboarding of complex trust relationships and assets in a cooperative interoperable manner with lawyers, accountants, and other outside advisors.

## What have been the challenges you have had to overcome to reach such a standard?

One of our primary challenges has been to help family offices and trust companies understand how a CRM can be an ideal operating platform; most people, when they hear "CRM," think of just a sales tool.

However, the right CRM can be a powerful platform in organizing a wide variety of information in a digital format, and then using that digital information foundation to build automated workflows and processes tailored to trust administration and UHNW asset and relationship management. It's great, however, when the light bulb goes off and prospects understand how we can truly transform their operations.

Another challenge has been managing rapid growth and the need to keep up with hires and training to meet the high goals we have for customer satisfaction. It has been especially difficult recently as a key team member struggles with long-term Covid complications.

## Whom do you look to for inspiration and ideas?

We look to our growing WealthHub community for new ideas on how to transform Salesforce into a tool tailored for trust and UHNW administration. We get interesting new requests from every client on whether we can help them perform certain functions more efficiently and with greater automation.

We look forward to these requests as they call upon our creativity and



**Jim Marks**  
CEO  
WealthHub Solutions

experience with both CRM capabilities and financial data integration to deliver new features or processes that benefit all our users.

## What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We see this accolade as an important validation of the value we can bring to a very specific set of clients - trust companies, family offices, and RIAs looking to expand in the UHNW market.

For a young growing company, it raises our profile in the industry while delivering comfort to clients and prospects that they are moving forward with an award-winning partner and technology. ■





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# THE *FAMILY WEALTH REPORT* AWARDS WINNERS & COMMENDED 2021

## WINNERS: INVESTMENT & ASSET MANAGEMENT CATEGORIES

### PRIVATE CLIENT INVESTMENT PLATFORM



**PRIVATE WEALTH  
MANAGEMENT**



### ALTERNATIVE ASSET MANAGER



Private Bank



### RESPONSIBLE INVESTING/ESG/IMPACT INVESTING - PRODUCT



### OUTSOURCED CIO



### RESPONSIBLE INVESTING/ESG/IMPACT INVESTING - ADVISORY



## WINNERS: PRIVATE CLIENT (LEGAL & FIDUCIARY) CATEGORIES

### TAX ADVISOR



### FIDUCIARY OR TRUST SERVICES



### ACCOUNTANCY ADVISOR



### WEALTH PLANNING



### LEGAL TEAM OF THE YEAR



**NEAL  
GERBER  
EISENBERG**



**WINNERS: FAMILY OFFICE CATEGORIES**
**MULTI-FAMILY OFFICE (NEW ENTRANT)**

**MULTI-FAMILY OFFICE (\$10 BILLION TO \$15 BILLION AuM/AuA)**

**MULTI-FAMILY OFFICE (UP TO AND INCLUDING \$2.5 BILLION AuM/AuA)**

**DELEGATE**

**MULTI-FAMILY OFFICE (\$15 BILLION AuM/AuA AND ABOVE)**

**MULTI-FAMILY OFFICE (\$2.5 BILLION TO \$5 BILLION AuM/AuA)**

**MULTI-FAMILY OFFICE (CLIENT INITIATIVE)**

**MULTI-FAMILY OFFICE (\$5 BILLION TO \$10 BILLION AuM/AuA)**

**WINNERS: TECHNOLOGY CATEGORIES (IN-HOUSE & ADVISORS)**
**INNOVATIVE CLIENT SOLUTION**

**RBC Wealth Management**

**CUSTOMER FACING DIGITAL PLATFORM**

**IMPLEMENTATION OF A TECH SOLUTION/BEST TECH STACK**
**ROBERTSON STEPHENS®**


## WINNERS: TECHNOLOGY VENDORS CATEGORIES

### PORTFOLIO MANAGEMENT



### OUTSOURCING/BUSINESS PROCESS OUTSOURCING

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New answers.®



### CONSOLIDATED REPORTING



### CRM SYSTEM



### ACCOUNTING



### ONBOARDING

**CANOE**  
INTELLIGENT DATA SOLUTIONS



### BILL PAY



### COMPLIANCE



### CLIENT COMMUNICATIONS (EXCL. REPORTING)



### INNOVATIVE CLIENT SOLUTION



## WINNERS: INSURANCE CATEGORIES

### INSURANCE BROKERAGE PROVIDER



### INSURANCE UNDERWRITER





**WINNERS: CONSULTANTS TO PRIVATE CLIENT CATEGORIES**

**PHILANTHROPY ADVICE**

The  
**Family Office**  
at Synovus



**FAMILY WEALTH COUNSELLING**

**WELLS  
FARGO**

**Wealth & Investment  
Management**



**FAMILY OFFICE MANAGEMENT CONSULTANCY**

**PKF**  
**O'CONNOR  
DAVIES**  
FAMILY OFFICE



**SOLUTIONS FOR "INTERNATIONAL AMERICANS"**

**REYL**



**WINNERS: SPECIALIST WEALTH MANAGEMENT CATEGORIES**

**CYBER SECURITY**

**SUMMITAS**



**PRIVATE TRAVEL**

**Integrís**  
AVIATION CONSULTANCY



**HEALTHCARE SERVICES**

**BLACK BAG**  
GLOBAL EMERGENCY MEDICINE



**ART & PRIVATE COLLECTIONS**

**RONALD VARNEY**  
FINE ART ADVISORS



**CONCIERGE/SPECIALIST SERVICE FIRM**

**Theia**  
SENIOR SOLUTIONS



**MARKETING OR PR CAMPAIGN**

**FIDUCIARY  
TRUST**



**PROPERTY & HOUSEHOLD**

**JDJ**  
FAMILY OFFICE SERVICES



## WINNERS: BANKING CATEGORIES

### NATIONAL BANK



### CREDIT SOLUTION



### REGIONAL BANK



## WINNERS: LEADERSHIP CATEGORIES

### LEADING INDIVIDUAL (MFO)



### DIVERSITY IN WEALTH MANAGEMENT (COMPANY)



### LEADING INDIVIDUAL (SERVICE PRODUCT PROVIDER)



### OUTSTANDING CONTRIBUTION TO WM TL (INDIVIDUAL)



**Dennis Jaffe**



### WOMEN IN WM (INDIVIDUAL)



### OUTSTANDING CONTRIBUTION TO WM TL (COMPANY)



### WOMEN IN WM (COMPANY)



### **Connecting the Client Journey: Why Onboarding Remains an Untapped Opportunity for Wealth Managers** (in partnership with Fenergo)

The quality of wealth managers' client onboarding processes is increasingly recognised as a make-or-break factor in business growth and profitability, standing at the intersection of firms' most pressing compliance, cost-control and client experience concerns. This report stands as a global benchmark of onboarding processes across the global industry, as well as taking readers on a tour of the myriad ways industry leaders are leveraging new technologies.

### **External Asset Managers in Asia 2017 - New Directions for Rapidly-Expanding Sector** (in partnership with UBS)

Our second annual report examining the growth of Asia's EAM sector, covering both the powerhouses of Singapore and Hong Kong, and emerging markets like Thailand and the Philippines. This study looks at the growth prospects for independent advisors in the round as they seek to tap the region's booming wealth and growing client acceptance of the EAM model.

### **Family Office Focus: Efficiency in Accounting and Investment Analysis** (in partnership with Family Wealth Report & FundCount)

A deep dive into the key technological and operational challenges facing family offices in their accounting and investment analysis activities. Based on surveys and interviews among family offices

managing over \$72 billion in assets, this is an invaluable benchmarking tool for the sector which presents fascinating insights into future developments from a range of industry experts.

### **Applying Artificial Intelligence in Wealth Management - Compelling Use Cases Across the Client Life Cycle** (in partnership with Finantix & EY)

This comprehensive report identifies elements of the institution and advisor's workloads that are ripe for AI amelioration, and points the way for firms seeking to maximise the competitive advantages offered by new technologies. AI experts and senior industry executives enrich each chapter, answering crucial questions on risk, KYC/AML, compliance, portfolio management and more.

### **Global Compliance and Innovation Trends in Wealth Management** (in partnership with Appway & Deloitte)

This cutting-edge report takes readers on a tour of key compliance and innovation developments in the EU, Switzerland, the UK, the US, Canada, Singapore and Hong Kong. This study is intended to help firms strike the fine balance between being prepared for the onslaught of regulatory changes coming up in their jurisdictions, while also staying ahead of the innovation curve.

### **Winning Women in Asia-Pacific** (in partnership with VP Bank and Hywin Wealth)

Asia-Pacific's wealthy women represent a highly attractive target client group. Yet, they remain an

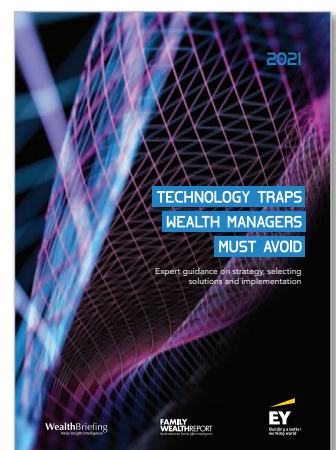
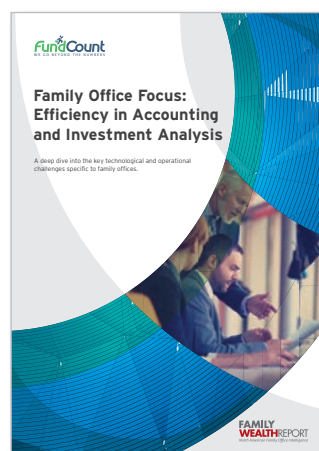
underserved one in many senses in spite of their growing financial power and pronounced need for professional advice. Our second report examining women's specific needs presents truly actionable insights drawn from interviews with H/UHNWIs and their advisors right across the region.

### **C-Suite Confidential - Ten Key Tech & Ops Trends for the Wealth Management Sector** (in partnership with SS&C Advent)

This succinct yet wide-ranging report shines a light on both macro and micro trends, beginning with industry growth sentiment and ending on operating model evolution, taking in every key area of development in between. It brings together datapoints and candid comments from chief operating officers, chief technology officers and other senior executives globally to create an invaluable peer benchmarking tool.

### **Technology Traps Wealth Managers Must Avoid 2021** (in partnership with EY and leaders in wealth tech)

With EY providing the overview, this report draws on the front-line experience of many of the technology sector's biggest names, in recognition of the fact that they are the ones going in to solve wealth managers' most pressing problems and have typically seen the ramifications of firms' choices play out numerous times – not to mention in various contexts globally.





## HIGHLY COMMENDED

### PRIVATE CLIENT INVESTMENT PLATFORM



### LEADING INDIVIDUAL (SERVICE PRODUCT PROVIDER)



### ASSET MANAGEMENT FIRM SERVING FAMILY OFFICES AND PRIVATE BANKS



### INNOVATIVE CLIENT SOLUTION



### PORTFOLIO MANAGEMENT



A State Street Company



### LEGAL TEAM OF THE YEAR



**HANDLER THAYER, LLP**  
ATTORNEYS AND COUNSELORS AT LAW



### CREDIT SOLUTION



### FAMILY WEALTH COUNSELLING



### ART & PRIVATE COLLECTIONS



Private Bank



### CONSOLIDATED REPORTING



### INNOVATIVE CLIENT SOLUTION



### MULTI-FAMILY OFFICE (UP TO AND INCLUDING \$2.5 BILLION AuM/AuA)



## HIGHLY COMMENDED

### CONSOLIDATED REPORTING



### CLIENT COMMUNICATIONS (EXCL. REPORTING)



### INNOVATIVE CLIENT SOLUTION



### PORTFOLIO MANAGEMENT



### MULTI-FAMILY OFFICE (UP TO AND INCLUDING \$2.5 BILLION AuM/AuA)



### LEADING INDIVIDUAL (MFO)



### OUTSOURCING/BUSINESS PROCESS OUTSOURCING



### FIDUCIARY OR TRUST SERVICES



### OUTSOURCING/BUSINESS PROCESS OUTSOURCING



# GLOBAL AWARDS

*Showcasing the best in the industry*

*Independence,  
integrity and  
genuine insight  
are the  
watchwords  
of the judging  
process*



## 2021 Announcements Schedule

### FEBRUARY

*WealthBriefing Swiss Awards*

### MARCH

*WealthBriefing Swiss EAM Awards*

### APRIL

*WealthBriefingAsia Greater China Awards*

### MAY

*WealthBriefing European Awards  
Family Wealth Report Awards*

### JUNE

*WealthBriefingAsia Awards*

### SEPTEMBER

*WealthTechAsia Awards*

### NOVEMBER

*WealthBriefing MENA Awards*

 **WealthBriefing** SWISS  
**AWARDS 2021**

 **FAMILY  
WEALTHREPORT** 8th ANNUAL  
**AWARDS 2021**

 **WealthBriefing** SWISS EAM  
**AWARDS 2021**

 **WealthBriefingAsia**  
**AWARDS 2021**

 **WealthBriefingAsia** GREATER CHINA  
**AWARDS 2021**

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