

The International Family Offices Journal

Editor: Nicola Saccardo

Editorial

Nicola Saccardo

A next-gen blueprint for real estate

Omid Aschari and Saba Carmel Meidany

The dynamics behind leaving

America and coming to America that family offices need to know

Melvin A Warshaw and David Lesperance

The price of success

Raimund Kamp

The evolution of family businesses in Saudi Arabia: women's increasing role in a changing economy

Basma Alzamil

Navigating family liquidity events

Andrew D Pitcairn

Intersectionality and clients of wealth

Paul Hokemeyer

A refreshed approach: Malta updates its proposition for family offices

Conrad Cassar Torregiani and

Elena Grima Tortell

Brand: the overlooked advantage that future-proofs family offices

India Wooldridge

The Enneagram: a powerful tool for understanding client motivations – use with care

Kenden Alfond, Emily Bouchard and Christian Stewart

Walking the talk – family governance frameworks and succession structures in action

Britta Pfister

The generational divide in family enterprises driven by belief-bubble clashes

Dominik v Eynern

Capital in transition: tax, structuring and real estate across borders

Craig Ritchie

The importance of investment treaty coverage for family offices

Ahmed Abdel Hakam

Luxury Corner Luxury living at sea

Russell Galbut

News section

Selection from STEP News Digests

The International Family Offices Journal

Contents

Volume 9, Issue 4, June 2025

Editorial _____ 3 Nicola Saccardo	The Enneagram: a powerful tool for understanding client motivations – use with care _____ 38 Kenden Alfond, Emily Bouchard and Christian Stewart
A next-gen blueprint for real estate _____ 4 Omid Aschari and Saba Carmel Meidany	Walking the talk – family governance frameworks and succession structures in action _____ 51 Britta Pfister
The dynamics behind leaving America and coming to America that family offices need to know _____ 8 Melvin A Warshaw and David Lesperance	The generational divide in family enterprises driven by belief-bubble clashes _____ 56 Dominik v Eynern
The price of success _____ 13 Raimund Kamp	Capital in transition: tax, structuring and real estate across borders _____ 60 Craig Ritchie
The evolution of family businesses in Saudi Arabia: women's increasing role in a changing economy _____ 16 Basma Alzamil	The importance of investment treaty coverage for family offices _____ 63 Ahmed Abdel Hakam
Navigating family liquidity events _____ 21 Andrew D Pitcairn	<i>Luxury Corner</i> Luxury living at sea _____ 67 Russell Galbut
Intersectionality and clients of wealth _____ 23 Paul Hokemeyer	News section _____ 70 Selection from STEP News Digests
A refreshed approach: Malta updates its proposition for family offices _____ 28 Conrad Cassar Torregiani and Elena Grima Tortell	
Brand: the overlooked advantage that future-proofs family offices _____ 33 India Wooldridge	

Welcome to the 36th issue of The International Family Offices Journal

Nicola Saccardo

It is always a busy time for families and the family offices that serve them as we head towards the summer months and this year is no different. Family offices, like markets more widely, are dealing with continued global uncertainty and change. In this issue, we bring you updates and observations from a wide range of expertise that can help family offices prosper in this changing world.

This starts with Omid Aschari and Saba Carmel Meidany, who draw on their different but complementary expertise to discuss sustainable real estate development and how engagement with the next generation on this can have a meaningful impact on those involved and the world they live in.

This issue puts a spotlight on four, varied, jurisdictions. The complexities of the US tax and immigration regimes can include many traps for the unwary, both for those leaving the United States and those relocating there. Melvin A Warshaw and David Lesperance outline the key considerations for family offices to keep in mind when family members decide to enter or leave the United States. In this issue we also have a detailed review of Malta as a jurisdiction in which to base family offices. Malta has long been of interest to people looking for immigration routes to Europe, with much success. Conrad Cassar Torregiani and Elena Grima Tortell provide an in-depth review of Malta as a jurisdiction for family offices including a discussion about private trust companies and investment vehicles offered in that jurisdiction.

The Middle East continues to be a dynamic and growing market. Basma Alzamil focuses on recent changes in Saudi Arabia and how women do and may continue to contribute to its thriving economy. The pace of change has been significant in recent years and Saudi Arabia provides an increasingly exciting opportunity for family investment. Dubai is also becoming an increasingly sophisticated and attractive destination for family offices and the families they serve. Craig Ritchie examines the advantages offered by Dubai.

Success can have many meanings, from personal to business, social and environmental. This concept is the focus of Raymund Kamp's article "The price of success". He outlines why it is important to put success, and what it means in different contexts and to different people, into perspective, especially when considering raising the next generation. The Enneagram personality assessment is the focus of the work by Kenden Alford, Emily Bouchard and Christian Stewart. They provide a comprehensive

introduction to the assessment and demonstrate its value in the family office space using case studies.

How to manage family liquidity events is the focus of the insight from Andrew D Pitcairn, drawn from his own experience with his family's business and intergenerational wealth. Andrew compares a major liquidity event to marriage: thought and communication in advance results in a smoother path ahead! A relevant read for those with a liquidity event on the horizon in the short, medium or longer term.

Articles in this journal often focus on family governance and succession as integral to the success of any family office and its principles. Britta Pfister considers this, drawing on her experience advising international families and their family offices. She highlights the need to make governance central to operations as well as concrete both in language and implementation. The need for clear and concrete documentation and planning is also covered by Ahmed Abdel Hakam in his article "The importance of investment treaty coverage for family offices". In this, he explores the importance of legal protection via investment treaties which provides safeguards for foreign investors seeking to mitigate risk. His article explores what investment treaties are and how they can offer help to family offices.

Perhaps governance and succession planning of this kind would be helpful for those suffering from the generational divides and associated challenges outlined in Dominik v Eynern's article about challenging communication in multigenerational families, which he explores via the concept of 'belief bubbles'. Dialogue and understanding are also key to allowing professionals to provide exceptional service to clients and to enable connection on a deeper level reports Dr Paul Hokemeyer in his article drawing on his expertise as a marriage and family therapist.

India Wooldridge provides insight from her experience as a consumer intelligence expert to consider why brand is important to family offices. She observes that there is a need for alignment between private values and public behaviour and outlines how this might be achieved through a family office brand.

The concept of 'location, location, location' in real estate is turned on its head by Russell Galbut in his exploration of floating residences offered by his company Crescent Seas.

Lastly, we include the usual highlights from the recent STEP News Digest.

A refreshed approach: Malta updates its proposition for family offices

Conrad Cassar Torregiani and Elena Grima Tortell

Introduction

The Maltese archipelago is an island nation in the heart of the Mediterranean. Malta is known for its warm climate, scenic coastline and rich cultural heritage. Although only 17 miles long and nine miles across, Malta's history is over 7,000 years old. The islands have been inhabited since the Neolithic period, with evidence of early settlers and significant prehistoric arrangements, such as the Megalithic temples, which are among the oldest free-standing structures in the world. Malta's strategic location in the Mediterranean has made it a crossroads of various civilisations, including the Phoenicians, the Romans, the Arabs, the Normans, the Knights of St John, the French and, until relatively recently, the British, each leaving a lasting impact on the island's culture, its heritage and its people.

Malta is a young vibrant nation. Independence from Great Britain was secured in 1964, and in 1974 Malta became a republic. Over the past 50 years Malta has transitioned to become an open, free-market, economy with a strong focus on services as a salient driver of growth and well-being. Tourism has, for a long time, held pride of place as the forerunner when it comes to economic drivers but, more recently, especially since Malta's accession to the European Union in 2004, financial services, supported by rapidly growing professional services and information technology sectors, have grown significantly in both absolute and relative terms to reposition Malta as a blossoming European financial services hub in the heart of the Mediterranean.

*Over the past 50 years
Malta has transitioned
to become an open, free-
market, economy with a
strong focus on services
as a salient driver of
growth and well-being.*

The Malta proposition is built around a combination of the certainty and access provided by the EU regulatory framework for financial services, a purpose-built legal framework drawing inspiration from both common law and civil law traditions, a competitive tax system for both corporations and natural persons, political stability and a Mediterranean lifestyle. These foundational building blocks, together with its ease of connectivity, low crime rate, strong digital infrastructure and highly skilled English-speaking workforce offer international businesses, investors, fund managers, expatriates, high-net-worth individuals and family offices a compelling jurisdiction to consider when seeking to establish, or expand, a European footprint.

When it comes to the regulation of financial services, it is fair to say that Malta prides itself on a robust yet business-friendly regulatory style. Nowhere is this more evident than with the recent reform to the regulatory framework applicable to single-family offices. This article seeks to explore the recent changes made to the existing regulatory framework which were aimed at streamlining the rules governing single-family offices, with a view to ensuring a fit-for-purpose framework that serves as an enabler through clarity, certainty of outcomes and a regulatory approach which is suitably protective of the financial system without representing an obstacle.

Although the presence of family offices is not novel to Malta, in 2021 the Malta Financial Services Advisory Council (MFSAC) under the leadership of Joseph Zammit Tabona, identified the need to innovate the platform as applicable to single-family offices to ensure that the process for the establishment of a single-family office in Malta was clearly articulated and understood. Core to the objectives of the MFSAC in this area was ensuring speed in the process and predictability of outcomes. The resulting changes introduced by the single regulator for financial services in Malta, the Malta Financial Services Authority (MFSA), ensure a specifically tailored solution to high-net-worth families seeking to establish their family office, or a branch of an existing family office, within Europe. The framework today is supported by a regulatory platform which expressly recognises the specificities and nuances applicable to families and family offices in today's world and adopts a light touch regulatory approach which strikes a balance between recognising the reduced necessity for

prudential regulation for the safeguarding of consumer interests, while protecting the financial system from financial crime, abusive practices and other misconduct.

Setting the scene: the growing presence of the family office

Since the turn of the millennium, the number of global millionaires has quadrupled, this 'new wealth' is reshaping the concept of wealth itself. This reality has driven a global increase in the establishment of family offices, with 68% of all offices having been established after the start of the millennium. This trend is expected to continue in the future with demand fuelled further by what has been termed 'The Great Wealth Transfer'.¹

Estimate total SFO (2024) = 8,030

Estimated to grow by 33% by 2030

Estimated wealth for families with FOs:

- 2019 – US\$ 3.3 trillion
- 2025 – US\$ 6.9 trillion
- 2030 – US\$ 9.5 trillion

Estimated AUM for FOs:

- 2024 – US\$ 3.1 trillion
- 2030 – US\$ 5.4 trillion

According to the *Deloitte Family Office Insights Series – Global Edition, 2024 Report*² there were, in 2024, an estimated 8,030 single-family offices worldwide increasing by almost one-third over the prior five years (from *circa* 6,130 offices in 2019). The report projects a further 33% increase over the next five years which is estimated to result in approximately 10,720 family offices by 2030 with an estimated US\$5.4 trillion worth of assets under management and representing, in aggregate, an estimated family wealth of US\$9.5 trillion.

The growing popularity in the use of family offices as a mechanism through which family wealth is held, preserved and managed may be attributed to several factors, including rising wealth concentration, successful generational wealth transfers, large-scale sales of family-owned businesses and a growing demand for tailored investment strategies and services.

>25% of FOs have multiple branches

>10% plan to set up a foreign branch

FOs – Europe HQ – 90% have a branch inside the region

FOs – Asia Pacific HQ – 61% have a branch outside the region

While family offices will, typically, be based in the country where the family primarily resides, many choose to establish regional branches in other jurisdictions to expand their reach, access new opportunities and manage costs and lifestyle choices.

Understanding the Malta framework

The MFSAC was set up in January 2021 with the core remit to define a long-term strategy for financial services in Malta and to oversee its implementation. An environment suitable to accommodate the needs of single-family offices was expressly identified within the strategy and, following the launch of the strategy in 2023, a working group was set up for this express purpose.

The work in this area culminated in the publication of a series of revisions to regulatory rulebooks published by the MFSA, particularly those regulating private trust companies (PTCs) and notified professional investor funds (NPIFs), both in the context of single-family offices.

The private trust company

A PTC in Malta is a company established to act as a trustee for a specific trust or trusts, in relation to a specific settlor(s) for the benefit of a single family. Unlike a public trustee, a PTC does not offer trust services to the public but serves the private wealth management needs of a particular family, providing a bespoke and flexible approach to trust administration. Unlike public trustees that require the procurement of a comprehensive licence which will be issued by the MFSA after satisfactory completion of the pertinent licence application and vetting processes, trustees managing family trusts under a PTC structure benefit from a simplified licensing and ongoing compliance requirements. PTCs are not subject to any minimum corporate capital requirements and are not required to submit a business model, business strategy or details of the intended financial service activity, flow execution or settlement. Governance obligations are also lighter, with no statutory requirement for internal audit, a risk management framework or officer, or a dedicated compliance function or officer.

PTCs are, in principle, available to hold and manage assets settled by settlors for the present and future needs of family members or their dependants. Pursuant to recent amendments, the legal framework governing PTCs has generally been updated to reflect modern family dynamics and the evolving circumstances in which individuals may be recognised, in society, as belonging to a family.

The definition of 'family member' and 'family dependant' has, as a result, been refined and extended to accommodate contemporary family structures. Specifically, the relevant rules have been extended to expressly also recognise for this purpose:

- individuals who are in a stable and committed relationship with the settlor and who live in a joint household with the settlor; and
- individuals with whom the settlor has descendants by consanguinity, adoption or affinity.

In addition, the definition now also extends beyond ‘family member’ and ‘family dependant’ in the conventional sense to include also ‘family clients’, which by definition may comprise former family

members, key employees of a family office, former key employees and non-profit or charitable organisations funded exclusively by one or more family member, dependant or family client. The extended definition finds application when a PTC has: (i) been established and acts in the context of a single-family office; (ii) the trust/family office has aggregate net assets in excess of €50 million; and (iii) provided that there is an intention for a portion of the assets to be invested in a Notified Professional Investor Fund.

Conrad Cassar Torregiani leads the Deloitte Tax and Legal practices in Malta, is the president of the Malta Institute of Taxation and, in that capacity, is a member of the Malta Financial Services Advisory Council. Conrad advises enterprising families around the world and is a visiting lecturer, on matters of taxation, at the University of Malta.

Elena Grima Tortell is a lawyer by profession, holding a Master of Laws (LLM) with a specialisation in Corporate and Securities Law from the University of London. Elena is a senior associate with Deloitte Legal in Malta and primarily advises private clients, offering support in succession planning and family governance, while also providing guidance in corporate law matters to businesses operating in Malta. Elena combines a deep understanding of corporate, succession and regulatory legal frameworks with a tailored approach to client needs, helping individuals and businesses navigate complex legal issues.

1 The Great Wealth Transfer is the forecasted hand-off of nearly \$84 trillion dollars of assets over the next 20 years. See www.forbes.com/sites/josephcoughlin/2024/06/26/the-great-wealth-transfer-is-happening-but-not-in-the-way-you-think/.

2 See www.deloitte.com/global/en/services/deloitte-private/research/family-office-insights-series-global-edition.html.

This extract from the article ‘A refreshed approach: Malta updates its proposition for family offices’, by Conrad Cassar Torregiani and Elena Grima Tortell, is taken from the 36th issue of *The International Family Offices Journal*, published by Globe Law and Business.

www.globelawandbusiness.com/journals/the-international-family-offices-journal.



The International Family Offices Journal introduction offer

Subscribe today and receive a 20% discount.

Email 'The International Family Office Journal introduction offer' to jenny@globelawandbusiness.com



STEP 
ADVISING FAMILIES ACROSS GENERATIONS

