

PwC's 11th Global Family Business Survey

# Transform to build trust

Family businesses need to adopt new priorities to secure their legacy.



PwC Global Family  
Business Survey 2018

# The values effect

How to build a lasting competitive  
advantage through your values  
purpose in a digital age

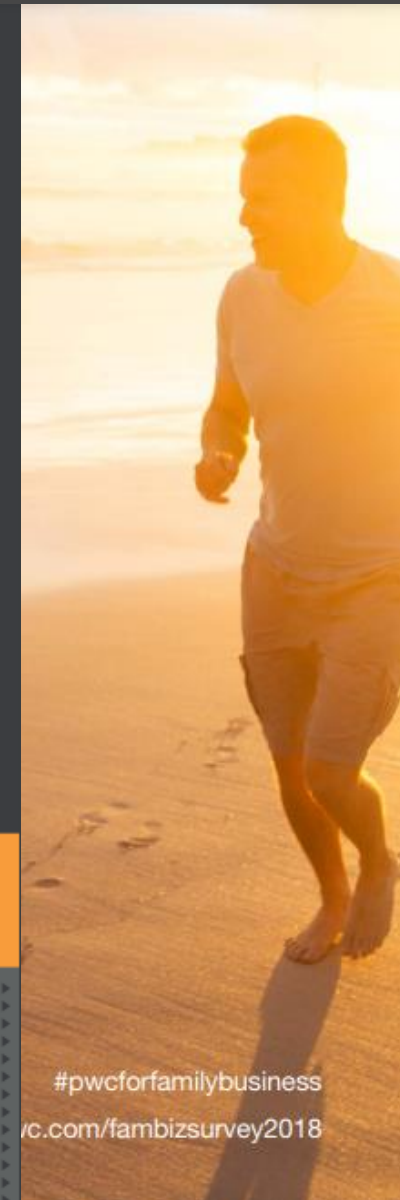


10th Global Family Business Survey

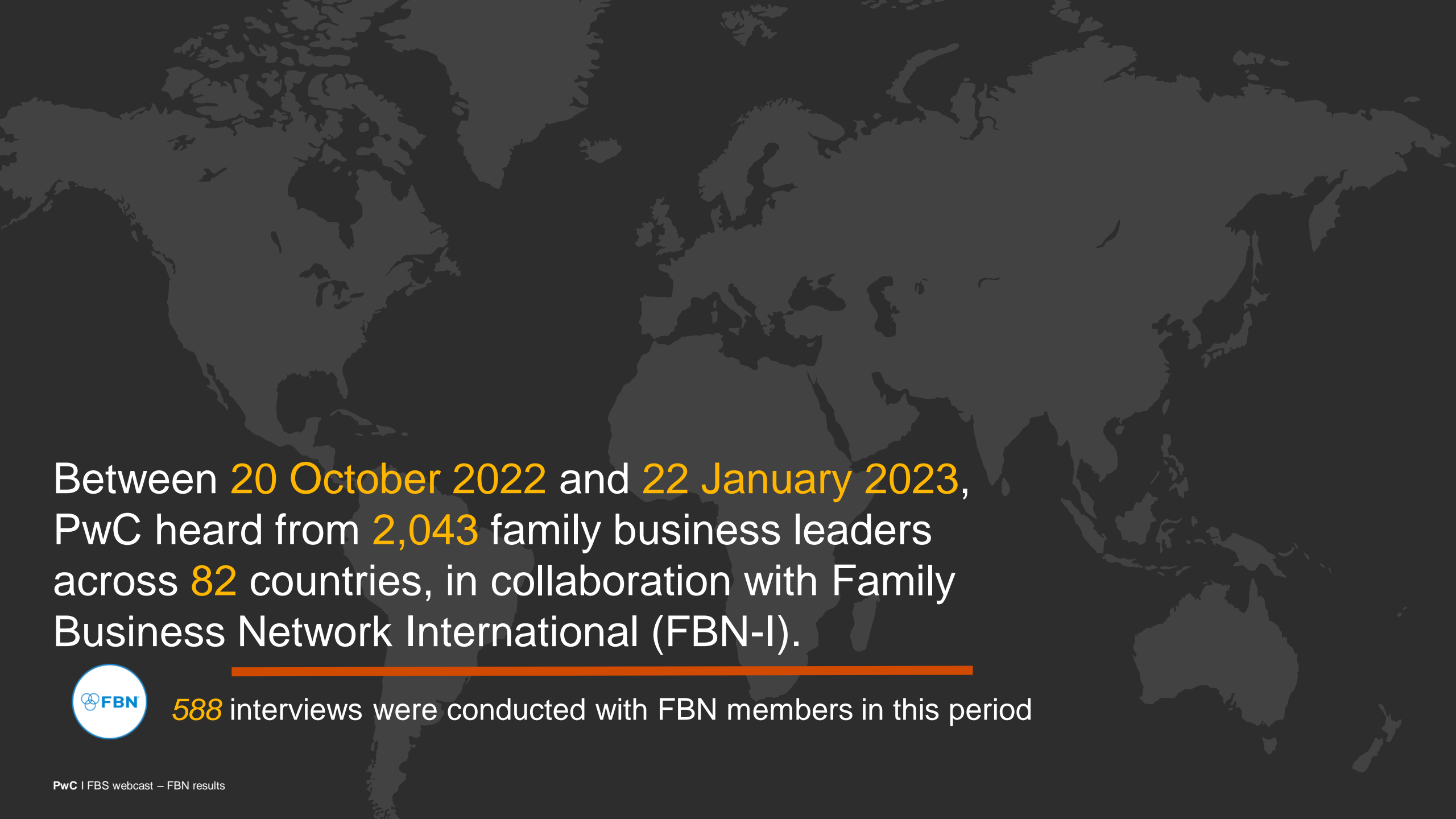


## From trust to impact

Why family businesses  
need to act now to ensure  
their legacy tomorrow



#pwcforfamilybusiness  
[pwc.com/fambizsurvey2018](https://pwc.com/fambizsurvey2018)



Between 20 October 2022 and 22 January 2023,  
PwC heard from 2,043 family business leaders  
across 82 countries, in collaboration with Family  
Business Network International (FBN-I).

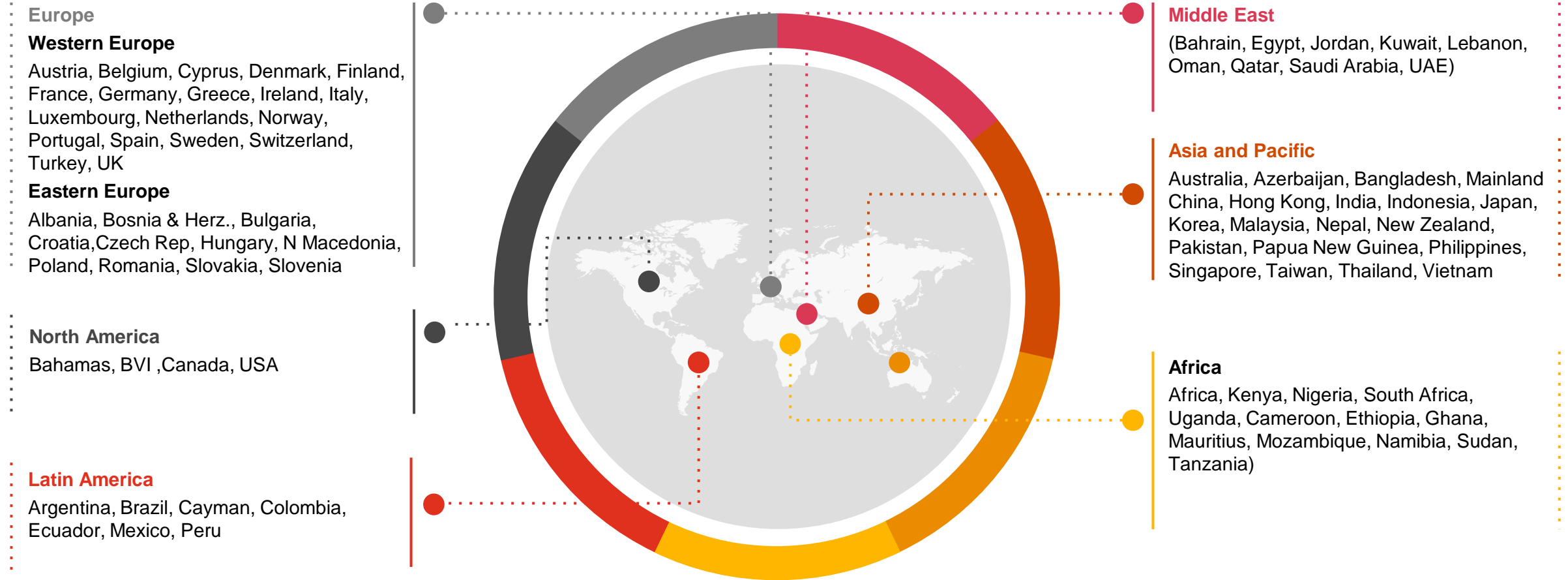
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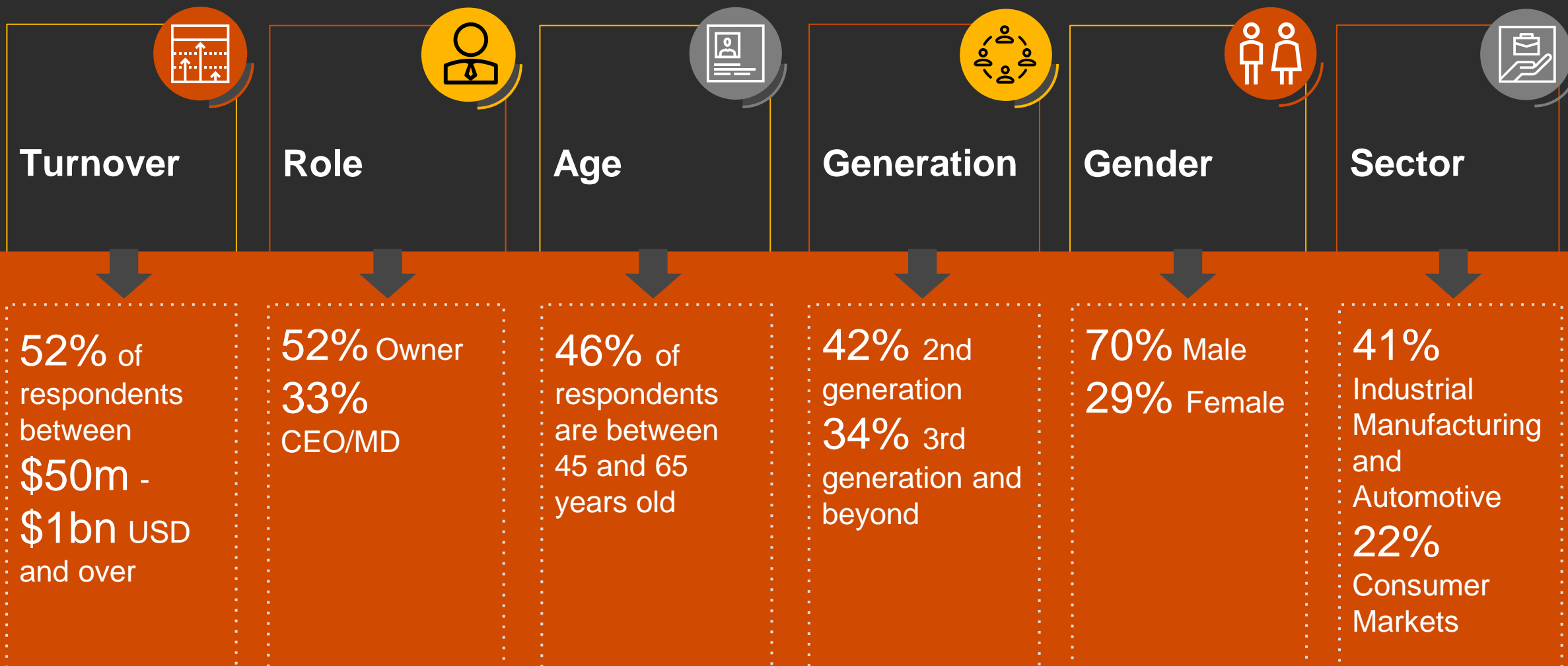


588 interviews were conducted with FBN members in this period

# 2,043 interviews conducted in 82 territories

29% of interviews were conducted with FBN members







Growth has gone back, *if not surpassed*,  
pre-pandemic levels

**Non-FBN members**

44% reported double digit growth

27% reported single digit growth

**FBN Members**

43% reported double digit growth

30% reported single digit growth

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Growth ambitions are high for the next  
two years

**Non-FBN members**

61% aim for steady growth

14% aim for aggressive and fast growth

**FBN Members**

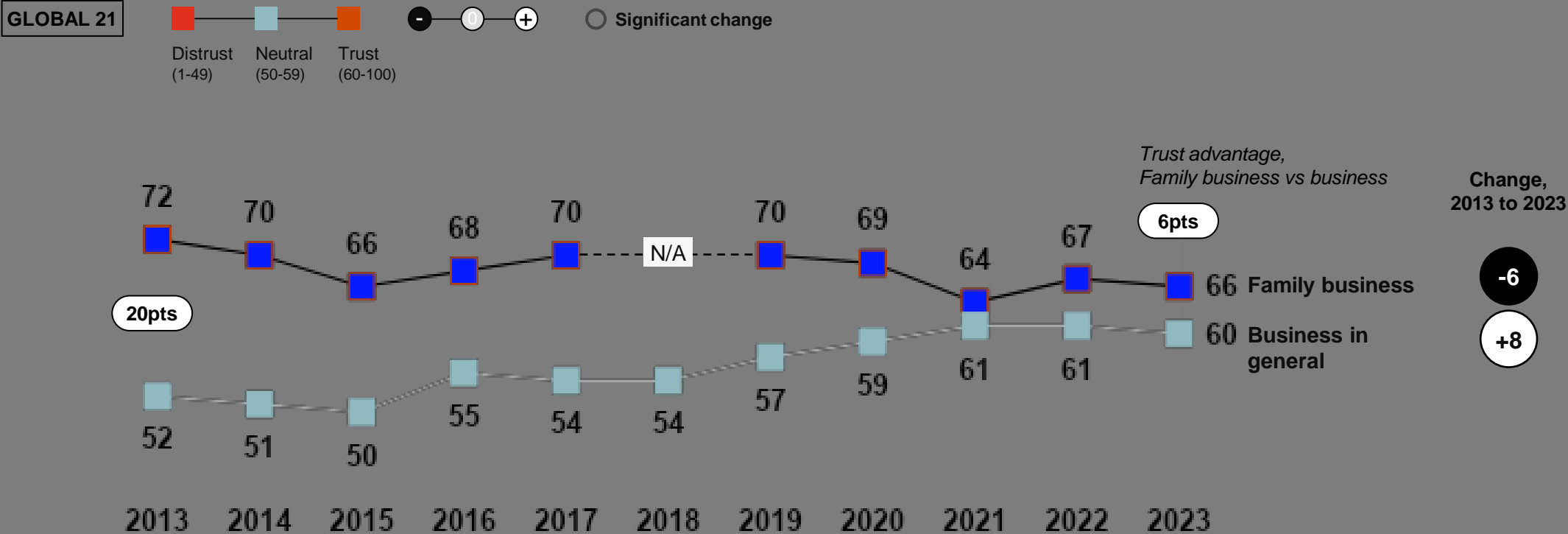
68% aim for steady growth

14% aim for aggressive and fast growth



# Family Business Trust Advantage Erodes

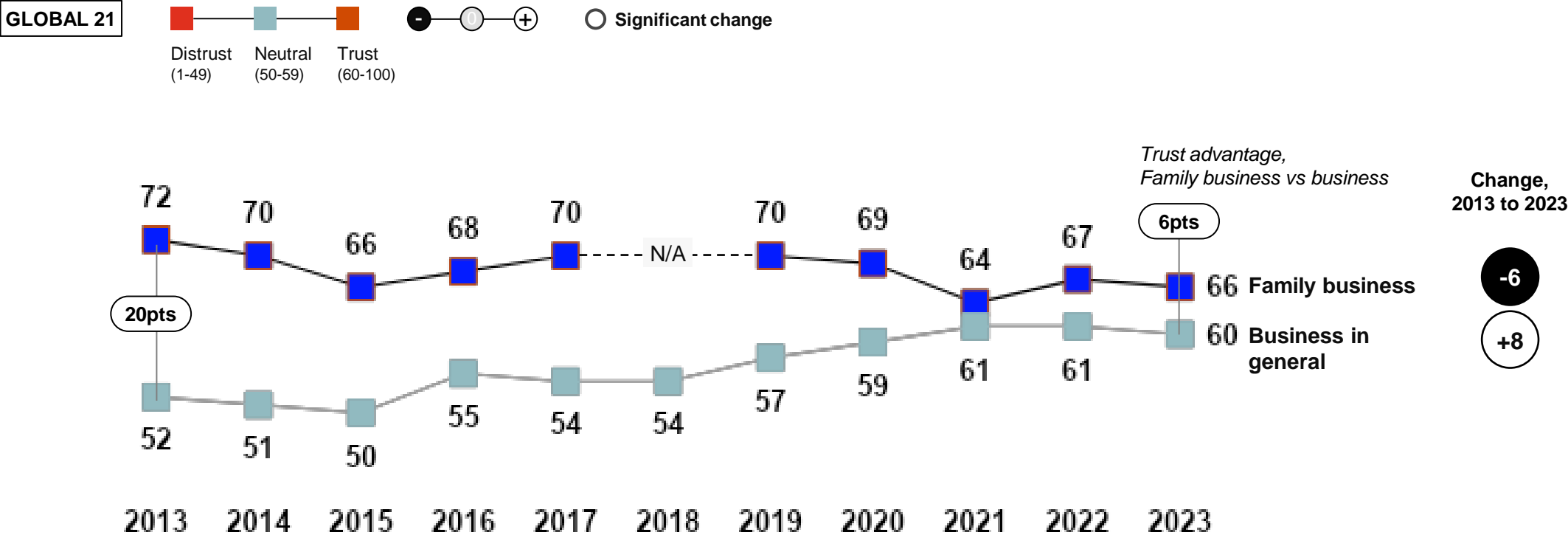
Percent trust



2023 Edelman Trust Barometer. TRU\_ORG. [FAMILY-OWNED BUSINESSES] Thinking about different types of businesses, please indicate how much you trust each type of business to do what is right. 9-point scale; top 4 box, trust. Question asked of half of the sample. TRU\_INS. [BUSINESS IN GENERAL] Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 21-mkt avg. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.

# Family Business Trust Advantage Erodes

Percent trust



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March 2023

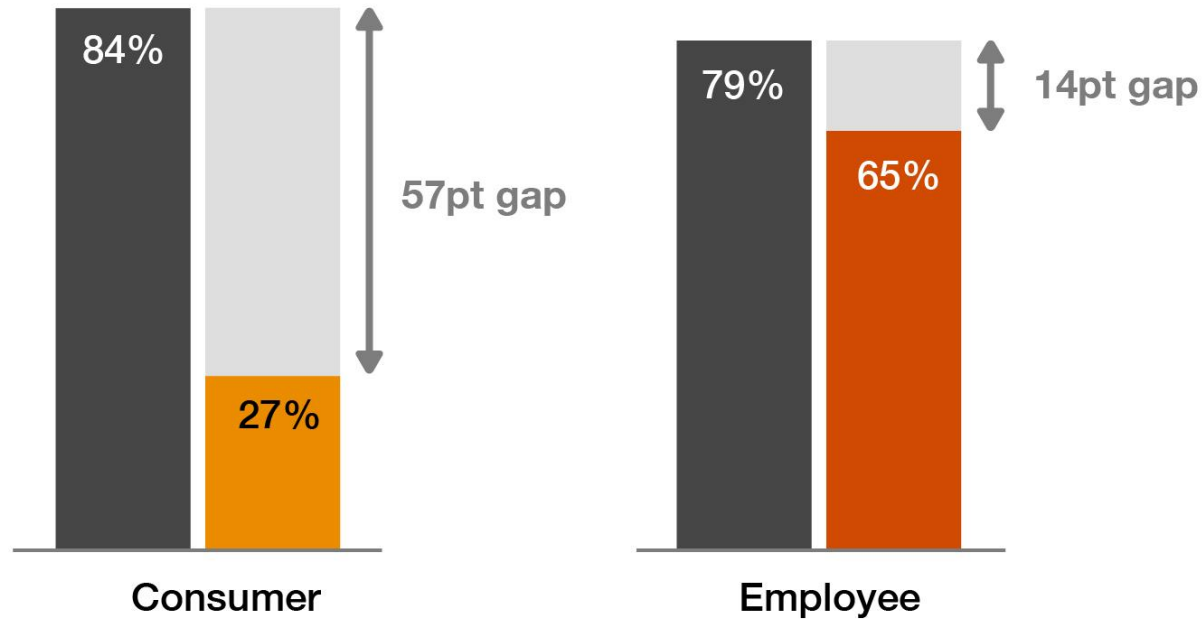
# PwC's 2023 Trust Survey

PwC's 2023 Trust Survey surveyed **500** business executives, **2,508** consumers and **2,012** employees in the United States. It was fielded February 17-23, 2023.



## Business execs overestimate how much they're trusted

● Consumer % 'highly trust' ● Employee % 'highly trust' ● Business exec % 'highly trusted'



Qs: On a scale of 1-10, how much do you think your customers trust your company? On a scale of 1-10, how much do you trust companies in the following industries? On a scale of 1-10, how much do you think your employees trust your company? On a scale of 1-10, how much do you trust your employer? ('Highly trust' and 'highly trusted' are defined as responses 8-10.)

Source: PwC 2023 Trust Survey, March 2023.

Base: Business executives 500; Employees 2,012; Consumers 2,508

# The correlation between customer trust and profitability is surprisingly strong.

After industry conditions, levels of consumer trust are the next biggest determinant of performance variance.

31%

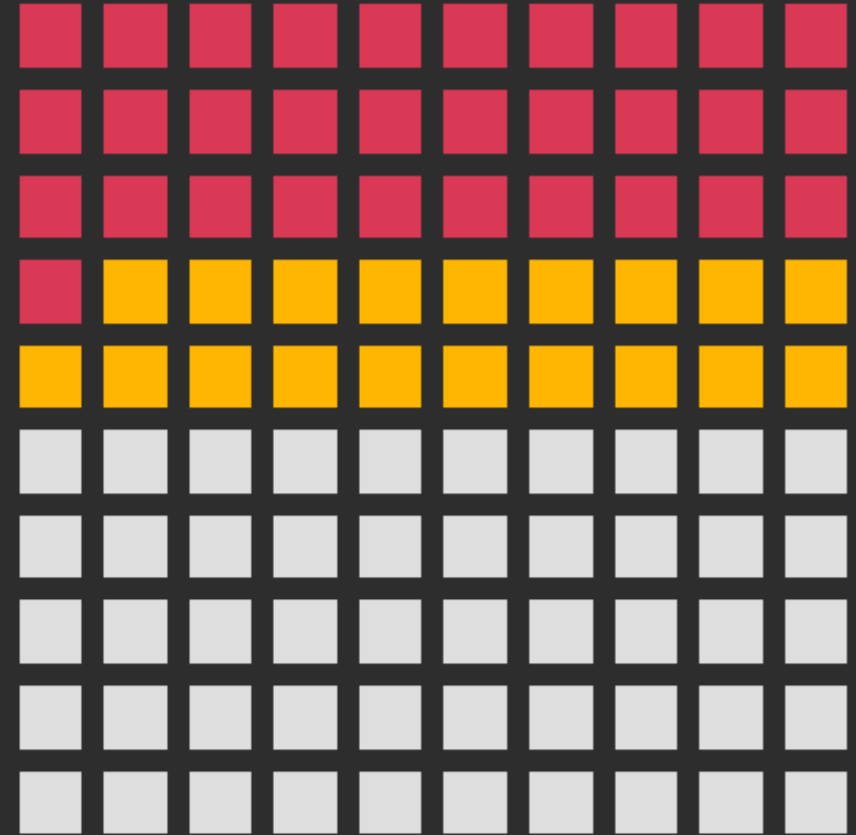
Trust

19%

Company size

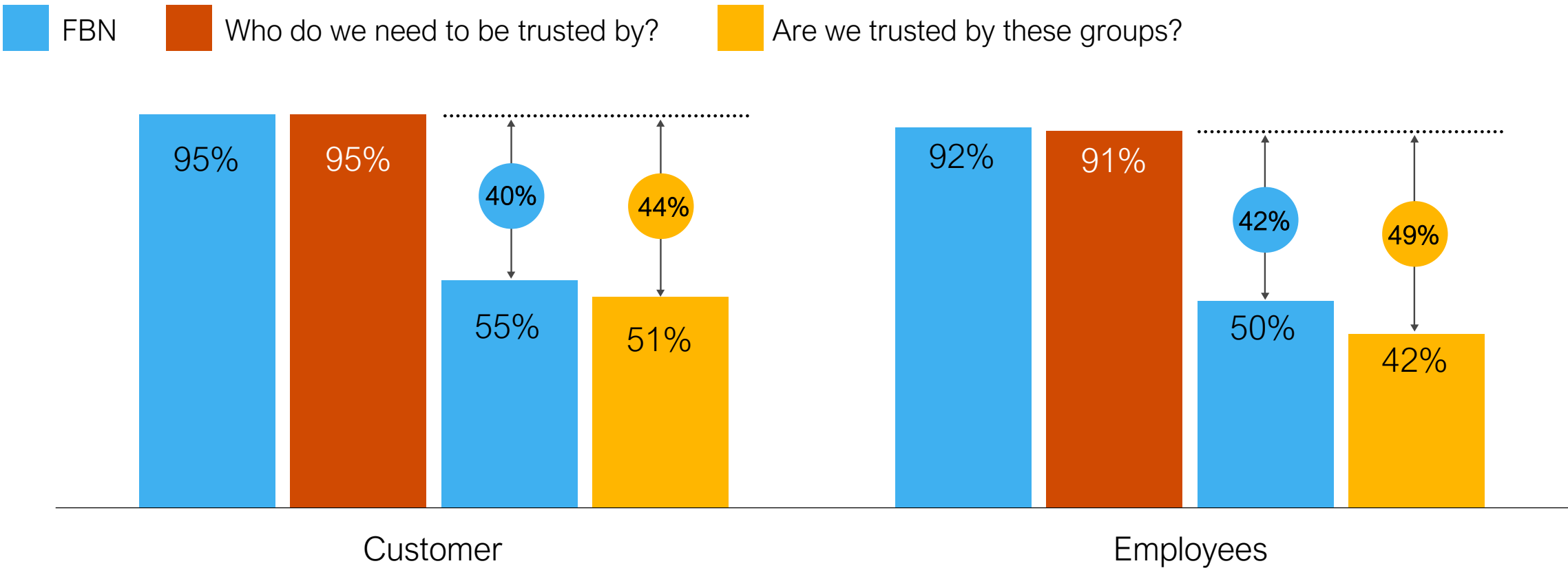
50%

Industry



# Mind the trust gap

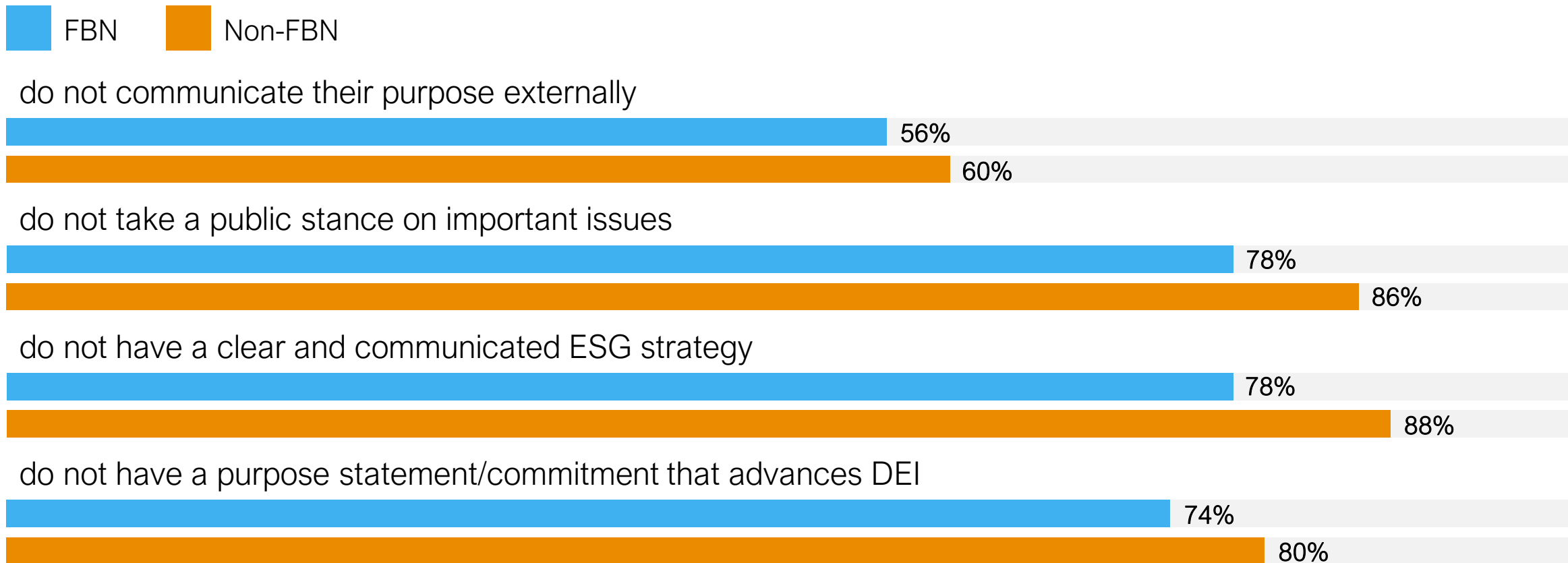
Many family businesses say they're not trusted by two crucial stakeholder groups...



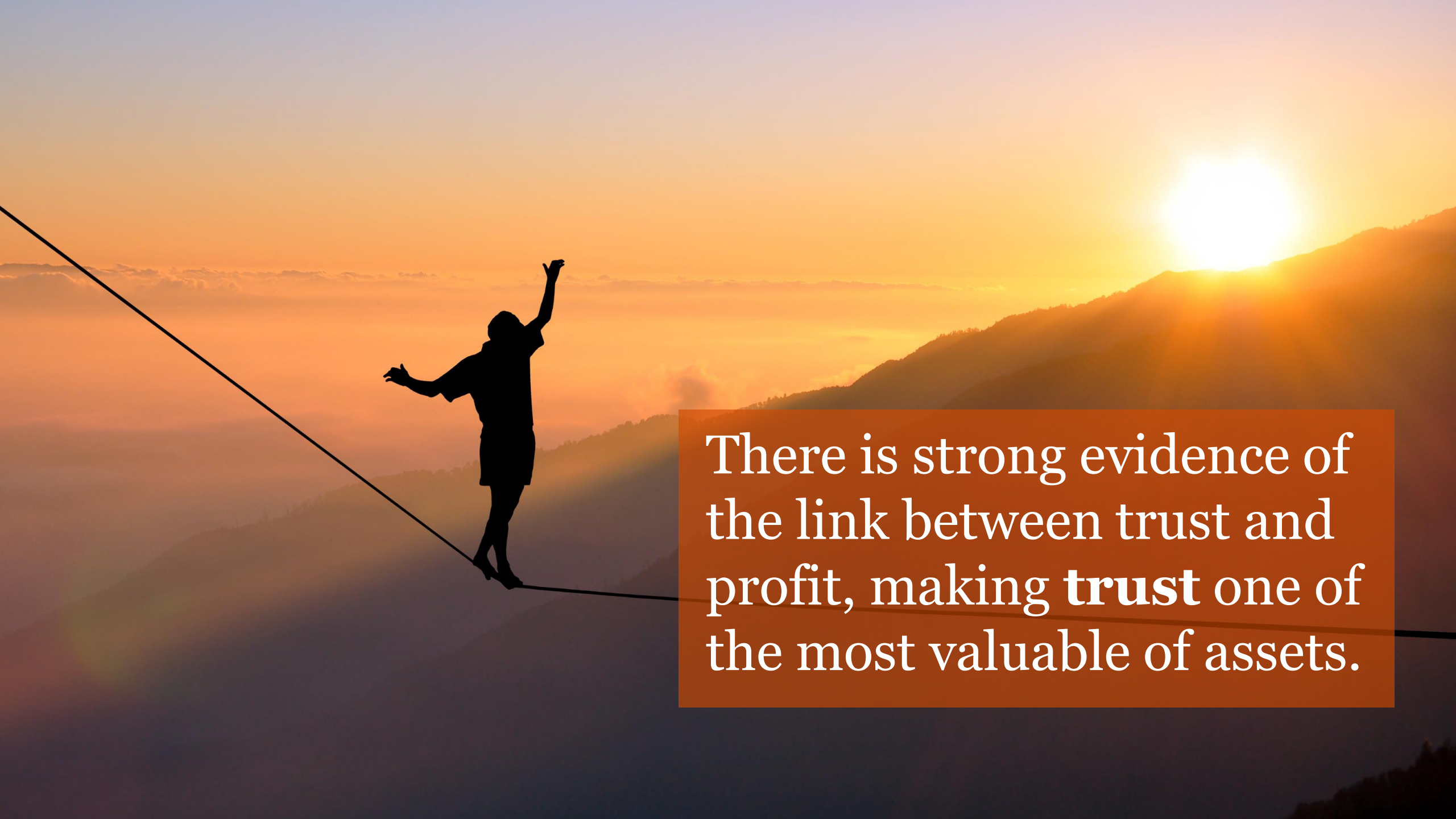
\*Q: How important is it that your company is trusted by these stakeholder groups? (Showing 'essential' and 'very important')  
\*\*Q: Which of these statements do you believe best describes the level of trust the following stakeholder groups have in your company? (Showing 'fully trusted')  
Source: PwC's 2023 Family Business Survey/PwC analysis

# Mind the trust gap

**...and many businesses aren't taking the actions required to build that trust**







There is strong evidence of the link between trust and profit, making **trust** one of the most valuable of assets.

# Today's panellists



**Francisca Nacht**  
Co-Chair of the Board at Mills &  
Co-President FBN Denmark



**Farhad Forbes**  
Chairman FBN International &  
Co-Chairman Forbes Marshall



**Martha Stice**  
Chair FBN USA



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# Transform to build trust

Family businesses need to adopt new priorities to secure their legacy.



# 80% of FBN member businesses claim to have a clear company purpose, but many do not take the required action to ensure it is effective e.g. write it down, communicate it externally

80%

FBN FBs have a clear company purpose

*i.e. one that can be summed up / articulated in one sentence*

Non-FBN: 77%

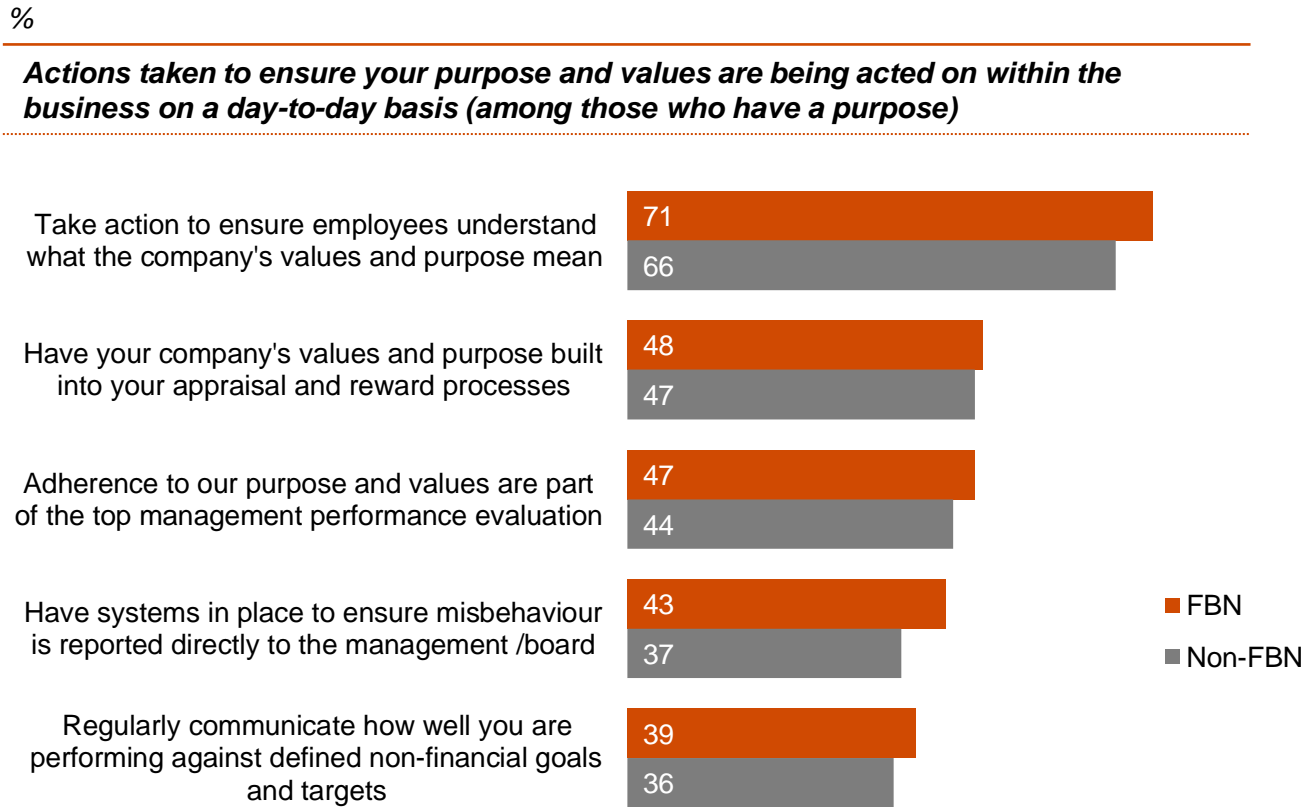


Q13. Do you have a clear company purpose i.e. one that you could sum up or articulate in one sentence?

Q14. Which of these statements are true of your company's purpose:

Base: All FBN respondents (n=588); all Non-FBN respondents (n=1,280), all that have a company purpose (FBN respondents n=473), Non-FBN respondents (n=986)

# Only 39% of FBN member businesses who claim to have a clear purpose regularly communicate about how well they are performing against defined non-financial goals and targets



Q15. Which of the following actions, if any, do you take to ensure that your purpose and values are being acted on within the business on a day-to-day basis?  
Base: all that have a company purpose (FBN respondents n=473), Non-FBN respondents (n=986)

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# New ways family businesses can transform to build trust



Create two-way  
communication with  
all stakeholders.

Be transparent.

Speak out on social  
issues.

A photograph of two hikers in red gear climbing a dark, craggy rock face. The scene is set against a dramatic sky at sunset or sunrise, with golden light breaking through scattered clouds. The hiker in the foreground is reaching up, while the second hiker is slightly behind and higher up the cliff.

[pwc.com/familybusinesssurvey](https://pwc.com/familybusinesssurvey)

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