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**FINANCIAL
BROKER**

**A GUIDE
TO MULTI-
GENERATIONAL
PLANNING**

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A GUIDE TO MULTI- GENERATIONAL PLANNING

February 2026

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INTRODUCTION

Over the next 10-20 years, Ireland will experience a sizeable transfer of wealth from older to younger generations. This is consistent with global trends, where it is estimated that in excess of \$80 trillion will pass between now and 2045 in the US alone, mostly from Baby Boomers to Gen X and Millennials.

Today, inheritance and wealth-transfer planning are now seen as among the most complex areas of advice, and that younger heirs are more willing than previous generations to switch advisers and providers if their needs are not met.

For Irish Financial Brokers this is a both a strategic opportunity and a risk:

- **Opportunity:** to build deeper, multi-decade relationships with whole families; to advise on pensions, succession, tax, philanthropy and governance; and to move up the value chain from product advice to family stewardship.
- **Risk:** if the Broker relationship remains focused solely on today's "main" client (usually the older wealth-holder), the assets frequently leave with that generation. International studies suggest that a majority of heirs change adviser within a few years of inheriting, where no prior relationship exists.

In May 2025, Brokers Ireland hosted an international symposium for eight Broker network bodies from around the world under the theme of "The Value of Advice". A range of topics were discussed, one of which was multi-generational financial planning and the insights from the symposium were captured in a Whitepaper that can be viewed by [Financial Brokers here](#). The purpose of this guide is to further expand on the insights in relation to multi-generational planning.

This guide sets out:

1. The scale and shape of the "great wealth transfer" globally and in Ireland.
2. A clear definition of multi-generational financial planning and how it differs from traditional approaches.
3. A review of global practices in multi-generational planning.
4. The technical and behavioural foundations of a multi-generational service.
5. Practical guidance on marketing, implementation and overcoming challenges.
6. A ten-step roadmap for Brokers who want to build a repeatable proposition for Irish families.

ABOUT THE AUTHOR

Eamonn Twomey established StepChange, a marketing and strategy solutions business for Financial Brokers, in 2011.

Previously Eamonn worked in a variety of senior sales and marketing roles in the Broker channel in both the UK and Ireland with Irish Life and Friends First. He is a Qualified Financial Adviser and has a First-class Honours Masters in Business Administration (MBA) from the Smurfit School, University College Dublin.

StepChange works with Financial Brokers and product providers, addressing a broad range of commercial challenges in the areas of strategy and planning, marketing and business transformation. StepChange offers a unique combination of knowledge of the Financial Broker environment, which is overlaid with general strategy, sales and marketing expertise.



www.stepchange.ie

THE GREAT WEALTH TRANSFER

The global picture

Over the next 10-20 years, Ireland will experience a sizeable transfer of wealth from older to younger generations. Multiple data sources all point to rapidly rising household net wealth, concentrated in property, pensions and business assets.

Globally, Cerulli¹ projects \$84.4 trillion will pass between now and 2045 in the US alone, mostly from Baby Boomers to Gen X and Millennials. As wealth increasingly spans generations, the role of Financial Brokers is evolving. It's no longer just about managing a client's portfolio; it's about helping families steward wealth across decades and through complex life transitions. Multi-generational advice propositions have gained prominence in many markets, with varying degrees of uptake and success.

At the very top of the wealth pyramid, UBS's 2025 billionaire report² notes that a record number of individuals have become billionaires through inheritance, and projects at least \$5.9trn moving to billionaire heirs over the next 15 years. Although this is an ultra-high-net-worth segment, it underlines that the "wealth transfer era" is not theoretical - it is underway now.

However, the 2025 EY Global Wealth Research Report³ observes that younger heirs are more willing than previous generations to switch financial adviser / wealth manager if their needs are not met. This is echoed by the 2025 research by Charles Stanley⁴ in the UK, which finds that of those who said their children are involved in their financial planning and wealth management, just 25 per cent said their children will continue

to use the same financial adviser they use. This is sometimes because of the surviving family members having their own advisers or their own plans for the money. But equally often, it is a result of the deceased's financial adviser not building an effective bridge with the inheriting family members.

The great wealth transfer offers both significant opportunities and also threats to Financial Brokers.

The great Irish wealth transfer

This global dynamic is playing out locally in Ireland too. The net wealth of Irish households reached €1,288bn at the end of Q2 2025, increasing by €39.5bn since the previous quarter⁵. Housing remains the dominant component at €873bn, accounting for just over two thirds of the total net wealth of Irish households. This report also states that the wealthiest 10% of households hold roughly 49% of total net wealth, while the bottom half hold under 9%, indicating significant concentration among those likely to need structured intergenerational planning.

In relation to the intergenerational transfer of wealth, The Central Statistics Office released relevant research at the end of 2022, that is based on data at the end of 2020. It found that more than one third of Irish households have received at least one substantial inheritance or gift. 21% of households received money, 8% inherited their home, 7% inherited another dwelling, 7% land and a smaller minority received business, securities or valuables. Among the wealthiest 20% of households, more than 63% have received an

¹ <https://www.cerulli.com/press-releases/cerulli-anticipates-84-trillion-in-wealth-transfers-through-2045>

² <https://www.theguardian.com/news/2025/dec/04/record-numbers-becoming-billionaires-through-inheritance-ubs-report-finds>

³ https://www.ey.com/en_gl/insights/wealth-asset-management/how-intra-generational-transfers-disrupt-inter-generational-strategies

⁴ <https://www.ftadviser.com/content/62ca7223-6ff4-4715-8b64-ef2b13b12f4c>

⁵ <https://www.centralbank.ie/statistics/data-and-analysis/household-wealth>

⁶ <https://www.cso.ie/en/releasesandpublications/ep/p-itw/intergenerationaltransferofwealth2020/keyfindings/>

intergenerational transfer, with a median value of €189,700 versus €6,700 for recipients in the bottom 20%.

The Community Foundation for Ireland's *Legacies for Good*⁷ study suggests that intergenerational wealth transfer in Ireland is now around €9bn each year. Within this, they noted that charitable bequests have doubled as wealth has risen, albeit from a low base.

As we look out into the future, 2025 research⁸ estimates that "retired households" hold **c.€295bn** in assets likely to be passed on over the next two decades - around a quarter of Irish net household wealth. Retired people only make up 16% of the overall population. This clearly frames conditions as part of a "Great Wealth Transfer", emphasising the need for holistic inheritance planning, family governance and tax-efficient structuring

Taken together, the research shows that Ireland is a **wealthy** society, that wealth is highly concentrated, and that a sizeable share is held by older households who will pass assets on in the coming 10-20 years. For many recipients, the amounts to be inherited are substantial and there is a clear need for expert, impartial financial advice.

Opportunities and risks for Financial Brokers

Irish and global research on advice usage provides a clear, positive message for Financial Brokers of their important role in the Great Wealth Transfer and the growth opportunity it potentially will deliver for their businesses. Each edition of Brokers Ireland's *Value of Financial Advice* report has found that clients who use Brokers feel more confident and "in control" of their finances than those who do not - suggesting a strong platform of trust to build from.

This is echoed by extensive global research that identifies specific activities to be delivered by Financial Brokers in this important area. These include multi-generational family meetings, education for younger members and coordination across tax and legal advisers⁹. However, on the flip side, US and UK studies consistently find that a majority of heirs change their adviser after inheriting, if they have no pre-existing relationship with the incumbent firm.

For Irish Financial Brokers, this means there is a significant commercial upside in designing propositions that deliberately engage spouses, partners and adult children. However, they need to be equally aware that they have a retention risk - ignoring multi-generational planning today may mean watching carefully-built pension, investment and protection books migrate elsewhere tomorrow.

⁷ <https://www.communityfoundation.ie/wp-content/uploads/Legacies-for-Good.pdf>

⁸ <https://www.irishtimes.com/business/2025/04/01/retired-people-have-295bn-in-assets-to-pass-on-over-next-two-decades-says-goodbody/>

⁹ <https://www.seic.com/banks-wealth-managers/overview/our-insights/navigating-intergenerational-wealth-transfer>



What is multi-generational planning?

Multi-generational financial planning can be defined as a structured approach to assist a family to protect, grow and deploy its wealth, values and opportunities across two or more generations, rather than focusing solely on a single client or couple. It is no longer the exclusive domain of the ultra-wealthy. As demographic and wealth transfer trends converge, families across the economic spectrum are starting to recognise the importance of coordinated planning.

For Financial Brokers, this represents both an opportunity and a challenge. Success lies in developing structured processes that bring family members together, clarify shared goals, and provide a framework for long-term financial continuity.

The advisors who thrive in this space will be those who:

- Build deep relationships across generations
- Offer family-friendly engagement tools and language
- Facilitate conversations about values as well as money
- Develop scalable approaches that serve multiple generations efficiently
- Deliver different, relevant and engaging marketing campaigns to each specific generation
- Have age-appropriate advisors to help engagement with all family members.

As consumers become more attuned to the importance of intergenerational wealth, they will increasingly seek Financial Brokers who can navigate the complexity of families, not just finances. Remember, a key part of the role of the Financial Broker is *to prepare the family for the money, as much as preparing the money for the family.*

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Characteristics of multi-generational planning

Some of the characteristics of this approach include,

1. **A family-system perspective** - the “client” is the family unit (sometimes spanning 3-4 generations), not just the current wealth-holder.
2. **A longer time horizon** - planning looks beyond the current retirement or succession event to consider grandchildren and, for business-owning families, the continuation of a family enterprise or investment philosophy.
3. **The integration of technical and behavioural advice** - tax, pensions and investment structures are combined with governance, communication and education for younger members.
4. **Values-based approach** - many families wish to transmit a sense of purpose, work ethic or philanthropy alongside money. This may be captured in a family mission statement.

How multi-generational planning differs from traditional advice

Traditional financial planning in Ireland and elsewhere usually centres on an individual or couple’s retirement and protection needs. As a result, it uses relatively short time horizons - to and through retirement. Traditional financial planning also treats inheritance as a *terminal event* handled by a will and tax planning, effectively completing the financial guidance delivered to a client.

By contrast, a multi-generational approach:

- **Expands the scope** - to include family business succession, property strategy, gifting while alive, philanthropy and education funding.
- **Changes the engagement model** - building structured contact with spouses/partners and adult children (e.g. joint annual reviews, “family finance” sessions).
- **Reframes the value of the Financial Broker** - from product intermediation to long-term stewardship, and with the Financial Broker delivering a coordination role across a team of professional advisers (law, tax, accounting).



MULTI- GENERATIONAL PLANNING AROUND THE WORLD

In most markets, there is a growing awareness of the need for multi-generational planning, particularly as the transfer of wealth from baby boomers to younger generations accelerates. However, implementation varies significantly across the different markets. The current status of the multi-generational planning market in each country was discussed at length at the Brokers Ireland “*Value of Advice*” symposium in Dublin in May 2025.

This section captures the symposium findings, and this has been further supplemented with further desk research of interest to Irish Financial Brokers.

The Value of Advice Symposium

The attendees at the symposium learned that the United States has probably the most developed multi-generational advice market, with it being most common among ultra-high-net-worth (UHNW) clients. Advisors working with these families implement structured plans, often including family meetings, wealth education, succession planning, and philanthropy. While adoption in the mass-affluent segment is slower, there’s growing interest as younger clients begin participating in family financial decisions. As part of this, there is a definite recognition of the need for all families of wealth to prepare their children for the money that they’re going to inherit, equally and as diligently as they prepare the money for the children. Effective wealth transfer is hugely valuable, while vigilance to avoid risks and pitfalls is equally crucial.

Australia also reports a strong cultural acceptance of family-centric planning. Financial Advisers are trusted to ensure the intergenerational transfer of wealth with the most experienced Financial Advisers providing ongoing advice to members in a family group across generations. This “family office” model is one example of specialisation in the profession. Financial Advice is sought out by most Australians at significant life and money events such as marriage or divorce, the birth of children, death and inheritances or retirement. It is

at these significant life stages that a trusted Financial Adviser can provide guidance and advice to multiple members of a family.

In the South African context, financial advisers are increasingly recognising the importance of multi-generational advice propositions. This shift is being driven by demographic evolution, distinct generational behaviours, and differentiated communication expectations. Advisers are implementing multi-generational strategies, using some or all the following,

- **Family-based financial planning:** Advisers are positioning themselves as long-term partners to families by offering intergenerational wealth strategies including succession planning, trusts, estate planning, and onboarding of heirs. The role of the adviser is in bringing the various generations together to discuss family wealth. Engagement of the younger generations is a big challenge for advisers today.
- **Technology-enabled advice:** Advisers are integrating digital platforms, mobile-friendly tools, and fintech innovation to attract younger investors, particularly Millennials and Gen Z, who demand simplicity, speed, and control in their engagement experience.
- **Purpose-aligned planning:** ESG investing and values-based portfolios are gaining traction, especially among younger clients seeking to align their capital with sustainability and social impact. However, they typically don't seek out traditional fund structures.
- **Education and mentorship:** Advisers are introducing structured financial literacy and mentoring programs for younger family members (especially Gen Z), ensuring continuity of advice and cultivating early loyalty.
- **Exposure to unconventional disruption opportunities:** Younger generations are more receptive to emerging investment themes and disruptive innovation. Advisers are exploring new conversations around disruptive investment opportunities such as Decentralized Finance (DeFi) and investment opportunities in the energy space.

The Netherlands takes a more individualised approach to advice, reflecting strong privacy norms and a structured pension system. While each piece of advice is typically tailored to the individual, broader family matters are considered when relevant. This means that multigenerational thinking is present but possibly not institutionalised at this point.

The Bank of Mum and Dad is a growing feature in several markets, namely in Ireland, the UK, Australia and New Zealand. Indeed, in Australia, it is now estimated to be the 5th biggest lender in house purchases. While most parents who can do so are delighted to give their children a helping hand to get on to the property ladder, it is not without risks. Parents need to ensure they don't put their own financial sustainability on the line and indeed need to ensure fairness among siblings, or resentment and in worse cases family disputes can occur. Seeking financial advice can avoid these situations, as a calm, clear-headed and unbiased independent viewpoint can anticipate and prevent problems arising down the road. Having clearly documented agreements between family members is critical too, to prevent disputes down the road.

While New Zealand's financial advice industry is still developing, similar opportunities are emerging there. As more Kiwis encounter significant life and money events - such as marriage, divorce, childbirth, bereavement, inheritance, or retirement - they are beginning to see the value of ongoing, trusted financial guidance.

New Zealanders are culturally grounded in whānau and community values, making this model highly relevant. Advisers who embrace intergenerational planning and build lasting relationships with families, can play a pivotal role in managing and preserving wealth across generations.

As the profession matures, the expectation is that more advisers in New Zealand will evolve into family advisers, offering not just one-off advice, but lifelong support and financial leadership across the family lifecycle.

In New Zealand the bank of Mum and Dad and the various approaches, each with its risks and benefits is navigated with the help of good financial advisers. Bank approaches can vary, with some offering joint loans for deposit amounts, with others only offering limited guarantees.

In Ireland, Financial Brokers are becoming more involved in planning for family wealth transfer, with some actively engaging clients' children to ensure tax efficiency, financial continuity and preparedness. There is recognition that wealth preservation involves more than financial returns - it requires education and participation across generations. There is an opportunity for many Financial Broker firms to really embrace multigenerational advice as a growth strategy.

Additional themes from around the world

A number of additional themes emerged from the desk-based research carried out into multi-generational planning around the world.

Family financial planning is now more mainstream

A number of global white papers - e.g. Intelliflo's *Bridging the Multi-Generational Wealth Gap*¹⁰ and SEI's *Navigating the Intergenerational Wealth Transfer* - capture how wealth managers are adapting within this family focused financial world. Some common trends are emerging in this space.

- **Family-wide onboarding:** Advice firms are creating "family trees" in CRM systems and capturing objectives for each generation.
- **Family meetings:** A core element of multi-generational propositions is family meetings - structured annual or biennial meetings where the adviser facilitates a family discussion of goals, responsibilities and plans for major assets.
- **Digital access for younger heirs:** Advice firms are building portals and apps with age-appropriate content and delegated access so adult children can see relevant parts of the family plan.
- **Specialisation:** Some firms build dedicated "next-gen" teams focusing on Gen X / Millennial heirs who may have different risk attitudes, ESG preferences and digital expectations. The demand for this emerged in global research carried out by EY on generational differences in portfolio control, risk and inflation concerns.

Family offices and Ultra High Net Worth (UHNW) families

Family office research sheds light on what the most sophisticated families do to preserve wealth and harmony. Research from USA reveals an established business model for family offices. These typically provide an integrated suite of investment, tax, estate planning, risk management and administrative services tailored to generational

wealth¹². Governance tools such as mission statements, family constitutions and family councils are widely used to document shared values, decision-making processes, roles and conflict-resolution mechanisms.

A consistent theme in relation to multi-generational planning is repeated in this UHNW world – the importance of relevant communication. Global practitioners emphasise early, age-appropriate education and philanthropy as ways to engage younger generations positively with family wealth¹³.

While most Irish Financial Broker clients will not establish full family offices, many of these tools (e.g. light-touch family meeting frameworks or charters) are adaptable to the mass-affluent and business-owner segments.

Family business succession

Family business is a key strand of multi-generational planning and is one area where structured and detailed research has been carried out in Ireland. The DCU National Centre for Family Business *Succession Report 2024*¹⁴ and Goodbody/AIB's *Business Exit Planning and Succession in Ireland*¹⁵ examine the challenges of family business succession in detail. Among many interesting findings, these reports demonstrate the importance of early and long-term succession planning to ensure a seamless transition to the next generation. They also identify the importance of building clarity both for now and in the future of,

- **Ownership** - Who owns and will own the shares in the business.
- **Management** - Who runs the business day-to-day and who will do so in the future.
- **Family governance** - Who decides on big-picture issues and how will this process work.

While these family business decisions are usually delivered under the guidance of a family business's accountants and corporate finance advisers, they also intersect with the personal finance guidance delivered by Financial Brokers in areas such as,

¹⁰ https://pages.intelliflo.com/rs/963-XZK-787/images/us-wp-intelliflo-redblack_multi_generational_wealth_gap.pdf

¹¹ https://www.ey.com/en_uk/newsroom/2025/05/ey-s-latest-global-wealth-research-report

¹² <https://hbwealth.com/insights-and-news/helpful-resources/understanding-family-offices/>

¹³ <https://www.bpm.com/insights/generational-wealth-transfer/>

¹⁴ https://www.dcu.ie/sites/default/files/national_centre_for_family_business_editor/2024-04/dcu-ncfb-succesion-report-2024.pdf

¹⁵ https://www.goodbody.ie/wp-content/uploads/Goodbody-and-AIB-Capital-Markets_Business-Exit-Planning-and-Succession-Report_2023.pdf

- Pension and wealth extraction planning
- Shareholder protection and key-person cover.
- Planning around the timing and structure of transfers to the next generation.

Financial Brokers have a key role to play alongside the business advisers as succession is being planned and implemented.



Family business is a key strand of multi-generational planning and is one area where structured and detailed research has been carried out in Ireland.

THE FOUNDATION BLOCKS OF A MULTI- GENERATIONAL APPROACH

Lessons from the Dublin Symposium

The headline message that emerged from the symposium in Dublin is that where multi-generational advice succeeds, it is rooted in deep, enduring client relationships. It is a trust process built up over many years, thoughtfully delivered, and managed with a laser focus on deepening relationships with clients and their families.

In the United States, UHNW advisors build multi-generational bridges through structured family governance. This includes creating family mission statements, involving younger generations in decision-making, and fostering intergenerational dialogue. Clients value this approach not only for wealth preservation but also for family cohesion. This increases trust levels.

It was suggested that building inter-family harmony needs to become a key skill for advisers to differentiate themselves in the inter-generational space - it needs to become "muscle memory". Encouraging and helping to build trust within families is crucial.

The importance of including both spouses in conversations and recognising different levels of engagement between spouses is critical. Conversations need to be broadened to include and engage both. Language is key with a less engaged spouse - soften it by talking about wishes and fears, more than goals and wealth. Better

answers will likely ensue than from less engaged people. Also, assets are just as likely to move when a bereaved spouse has a feeling of having been ignored in the past by an adviser.

Another example was aired at the symposium of an adviser dealing with parents who wanted to share information with their children only. The parents were guided to include the spouses of their children too, on the basis that they were the trusted confidants of their children. To exclude them would just cause mistrust. Empathy with different perspectives is key. This is a skill that can be learned - it's worth it.

The value of building this trust and family harmony is that it becomes the glue between the adviser, the family and their wealth. If asked, families will most likely cite taxes or fears of the next generation blowing the money as their biggest wealth transfer challenge. However, harmonious family discussions about wealth enable families to think more strategically about money and overcome these challenges.

In Australia, clients often view their advisor as a long-term family partner. This has created opportunities for advisors to be present not just during wealth accumulation, but also during wealth transfer events such as inheritances, intergenerational business transitions, or significant life milestones. Advisors often help facilitate sensitive conversations and build trust between generations.

The foundations of a multi-generational planning approach for Financial Brokers

Building on the insights gained at the Dublin symposium and through further research, the core foundations of a multi-generational planning approach are as follows.

Family governance and good communication are key

This was the key insight gained from the symposium. Further international evidence shows that a lack of strong governance and clear communication, as opposed to technical financial planning, are the main reason multi-generational wealth plans fail¹⁶.

Practical tools that Financial Brokers can introduce (possibly in partnership with a solicitor or other professional facilitator) include:

- **Family meetings** - annual or ad-hoc sessions with parents, adult children (and sometimes grandchildren) to:
 - Share high-level information about the family balance sheet.
 - Explain the purpose behind key structures (pensions, trusts, life policies).
 - Capture the aspirations of the next generation.
 - Discuss motivations and concerns about “giving while living”¹⁷.
- **Family charters / constitutions** - light-touch documents that articulate values, decision-making principles, attitudes to work, entrepreneurship and philanthropy.
- **Education pathways** - guiding younger family members to budgeting, investing and tax-basics resources. For larger families, this might include organising “next-gen” learning sessions.

Irish tax and estate planning context (high-level only)

While not positioning yourself as either a tax or legal expert, Financial Brokers need to be able to communicate an appropriate level of general tax and estate planning knowledge to build trust and add value with clients. These clients need to understand that Financial Brokers operate within the Irish tax and legal framework, while recognising that detailed tax or legal advice should be sought from appropriately qualified professionals. Financial Brokers should play a key role in prompting clients when to seek appropriate 3rd party advice and indeed may facilitate this through introductions to their own professional network.

Some of the areas where it is advantageous for Financial Brokers to have a strong “working knowledge” include,

- **Capital Acquisitions Tax (CAT):** Helping clients understand the various CAT groups, thresholds, gift exemptions and applicable tax rates¹⁸.
- **Succession rights:** Helping clients understand the basics of succession rights in Ireland, and communicating the importance of a will and a structured planning approach¹⁹.
- **Estate administration and probate:** Helping clients understand the basics of what happens to a person’s wealth on death, and the basic process of this money from the ownership of the deceased to the surviving beneficiaries.

For Financial Brokers, communicating these areas should be straightforward, as they are an important element of the Qualified Financial Adviser (QFA) qualification. Understanding these elements at a high level is essential when guiding families, and then knowing when to bring in relevant specialists.

Another very useful resource is the Financial Broker **“Personal Succession Planning Guide”** that is [available here](#).

¹⁶ <https://www.forbes.com/sites/paulwestall/2023/05/23/how-do-family-offices-sustain-generational-wealth/>

¹⁷ <https://www.ssga.com/us/en/intermediary/resources/practice-management/giving-while-living-bridging-the-gap-in-modern-wealth-transfer>

¹⁸ <https://www.revenue.ie/en/gains-gifts-and-inheritance/cat-thresholds-rates-and-aggregation-rules/index.aspx>

¹⁹ <https://www.gov.ie/en/department-of-justice-home-affairs-and-migration/publications/succession-rights-in-ireland/>

Core financial planning services

A robust multi-generational financial process for Irish families will typically address:

1. **Cashflow and retirement** - Ensuring the “first-generation” wealth-holders are secure in all scenarios including care cost planning, before consideration is given to making gifts or structuring inheritances. It might include consideration of when (if ever) to gift specific properties or other assets.
2. **Pensions** - Including ARFs, PRSAs, Mastertrusts and occupational pension schemes. This may entail evaluating the balance between further funding of pensions for parents, versus facilitating gifting and/or savings for adult children.
3. **Investments** - Ensuring both personal and corporate investment strategies are aligned with the family’s time horizons and risk tolerances. This may entail creating several investment “buckets”, with different strategies for the assets targeted for each generation.
4. **Protection** - This may include life cover for estate liquidity (e.g. Section 72 policies), shareholder protection and key-person cover for family businesses.
5. **Specific assets** - These could include the wealth-holder’s family home, investment properties and land.
6. **Business value realisation** - If the business is remaining in the family, ensuring the wealth-holder achieves their required wealth extraction from the business, along with the transfer of the business to children in the most equitable and tax efficient way possible.

Working with other professionals

All research into multi-generational financial planning identifies that financial advisers who successfully steward wealth across generations collaborate closely with other professionals. Establishing a network of peer professionals is critical to success in this area. Your network may include,

- **Solicitors** - for wills, powers of attorney, trusts, shareholder agreements and family law issues.
- **Tax consultants / accountants** - for tax efficient wealth transfer, business-relief claims, CGT/CAT planning, company-share valuations and any cross-border issues.
- **Philanthropy and charity specialists** - where families wish to create donor-advised funds, foundations or legacy structures.

For Irish Financial Brokers, the first key step is to identify and build a trusted network of professionals, and agree referral/engagement protocols with each of them. As you engage then with families in the area of multi-generational planning, it is important to communicate your role as the co-ordinator of the financial plan, bringing on board (but not providing yourself) the required legal or tax opinions.

Throughout all of this, it is important to ensure full compliance with the Central Bank expectations on consumer protection and governance²⁰. This may include documenting how those external inputs feed into suitability statements and best-interest assessments.

²⁰ <https://www.centralbank.ie/docs/default-source/regulation/consumer-protection/other-codes-of-conduct/consumer-protection-code-review/securing-customers-interests-guidance.pdf>



Case Study: John Tuohy - CEO, Acuvest

Acuvest is a well-established independent investment advice and financial planning business that works closely with HNW and UHNW individuals and their families.

Within their financial planning process, multi-generational planning often features. This case study outlines Acuvest's philosophy, process, and practical techniques, with a view to highlighting their own best-practice principles.

Philosophy first: defining the purpose of money

At the heart of Acuvest's financial planning approach is a powerful question: *what is the purpose of your money?* Rather than focusing first on tax thresholds, structures, or products, the Acuvest team of advisers work with their clients - often parents in their 50s, 60s, or 70s - to articulate their values and what they want their wealth to achieve for themselves and for their family.

In most cases, the answer is not abstract "wealth transfer" but very human goals: enabling experiences, supporting children at pivotal life stages, or providing peace of mind that loved ones are secure. By anchoring planning to purpose, Acuvest ensures that all subsequent technical decisions remain aligned with family values, rather than driven solely by financial optimisation.

A key insight that informs this philosophy is timing. Acuvest consistently finds that support provided when children are in their 30s or 40s – often while raising families, buying homes, or building careers, can be far more impactful than inheritances received decades later. Early, intentional gifting is therefore framed not as loss of control, but as proactive stewardship.

Protecting the parents: liquidity as a core principle

Acuvest's primary duty in generational planning remains to the parents. A non-negotiable principle is that any gifting or wealth transfer must preserve the parents' financial flexibility and long-term security. Detailed cash-flow modelling is used to assess and test sustainability before any commitments are made.

Importantly, this often leads to alternatives to large capital gifts. For example, rather than transferring a significant lump sum, parents may commit to acting as a financial backstop for their adult children. This may be in the form of covering a future mortgage shortfall or providing contingent support if needed. This approach allows parents to help meaningfully while retaining control and optionality.

Where significant wealth is involved, Acuvest distinguishes between incremental support and what it terms “life-changing” capital - that is, substantial gifts with the potential to materially alter life choices. At this level, advisers encourage families to consider the profound behavioural and life-choice implications, such as supporting decisions around entrepreneurship or career changes, and to plan deliberately for these outcomes.

The adviser as quarterback

A defining feature of Acuvest’s model is the role of the adviser as project manager - or “quarterback” of the multi-generational planning process among a team of specialist professionals. Rather than attempting to deliver all technical elements within the firm, the Acuvest adviser co-ordinates and works alongside specialist tax and legal professionals who advise on and implement one-off structures.

This model recognises two realities. First, intergenerational planning often involves infrequent but highly complex decisions. Second, clients value clarity, leadership, and accountability more than technical ownership. The adviser’s value lies in framing decisions, sequencing actions, and ensuring that all professionals are aligned to the family’s purpose.

Communication as risk management

Acuvest treats family communication not as a “soft” issue but as a key element of overall planning risk management. The firm strongly encourages parents to communicate their intentions directly to all adult children, rather than relying on assumptions or future explanations / interpretations when the wealth holder is deceased.

This is particularly important where illiquid assets are involved. Farms, family homes, and private businesses are identified as the most common sources of inter-sibling conflict. Acuvest addresses this by supporting families in designing transparent frameworks. These might include for example family partnerships for farms, clearly defined buy-out mechanisms for homes, or agreed pathways for business succession.

Where siblings hold differing investment views, Acuvest may recommend a “core and carve-out” approach: a shared core portfolio aligned to agreed objectives, alongside a small discretionary allocation that each individual can manage independently. This preserves harmony without stifling individual preferences.

Business impact and next generation engagement

From a practice-management perspective, Acuvest views multi-generational planning as central to building long-term, enduring client relationships. Parents frequently fund initial planning sessions for their adult children, allowing advisers to build trust with the next generation in a structured, education-led and non-transactional way.

Over time, this approach strengthens retention, deepens relationships, and generates referrals within and beyond the family network. Importantly, it positions the adviser as a long-term partner to the family, not just as an investment intermediary.

Key Takeaways

Acuvest’s experience demonstrates that effective multi-generational planning is less about technical brilliance and more about philosophy, structure, and leadership. By defining the purpose of money early, protecting parental security, managing communication proactively, and embracing the adviser’s role as coordinator, Acuvest seeks to deliver meaningful outcomes for families while building durable, multi-generational relationships.

MARKETING AND BUILDING A MULTI- GENERATIONAL APPROACH

For most Financial Brokers businesses in Ireland, multi-generational financial planning will apply only to a specific cohort of clients, within a business that is targeting multiple other client segments. As a result, marketing a multi-generational proposition may require a bespoke approach, but should be completely aligned and contained within an overall marketing strategy.

To help you develop your overall marketing strategy, Financial Brokers have access to a range of useful guides [that can be viewed here](#). There are separate guides to developing your business strategy, your marketing approach and your customer proposition. Each of these will support you in creating a winning overall marketing approach, and within this, a creative approach to building more multi-generational client relationships.

This guide now identifies four important areas to be considered as you build your multi-generational marketing approach.

1. Define your target market and review your existing clientbase

In an Irish context, target segments for a multi-generational proposition will likely include the likes of the following.

- **Retired or near-retired couples** with significant property, pensions and deposit wealth. These are often asset rich but with moderate incomes.
- **Business-owner families** who expect to sell or transition their company in the next 5-15 years.
- **Professional households** (e.g. dual-income professionals) with rising incomes and elderly parents, facing both “upward” and “downward” support challenges.

For most Financial Brokers, these client groups will feature within your existing clientbase. The first step is to interrogate your own base, and identify

those existing clients to be targeted with a multi-generational planning approach, before moving on to targeting new clients in this space.

It is important to note that some of these clients simply aren't aware of the need for and the benefits of multi-generational financial planning. They may believe that their wealth is not large enough to justify structured planning. Financial Brokers must help clients understand it's not just about what they have today, but what's at risk in terms of increased taxes or inefficient wealth transfer when they ignore this important planning area²¹.

2. Design your proposition and messaging

Drawing on the international marketing insights as referenced earlier in this guide, developing and documenting your multi-generational planning proposition is an important next step. Within this, good practices will include,

- Using **plain language** - "helping your family manage money well across generations" rather than technical jargon.
- Emphasising **peace of mind and reduced family conflict**, not just tax savings.
- Underscoring your own **impartiality and value-adding, trusted behaviour**.
- Highlighting several **practical deliverables** such as:
 - A written family wealth summary.
 - A coordinated will and beneficiary review.
 - A structured "family meeting" once a year or at key life events.

3. Develop your multi-generational content

In today's world of marketing, delivering a consistent stream of thoughtful content that is relevant to your target market plays a central role. This requires careful planning. In this section, we review how this is being approached across the globe and then focus in on some potential, immediate next steps for Irish Financial Brokers to implement.

Global marketing approaches

At the Dublin symposium, marketing a multi-generational approach was discussed at some length. Within this, we heard that engaging appropriately with different generations is important in creating enduring relationships. Examples cited included that while Baby Boomers (people born between the end of the Second World War and the early 1960s) may want formal, steady updates and a relationship-based service, Gen Z's (those born roughly between 1997 and 2012) want visual, mobile-first, snackable content with high entertainment value. The other in-between generations (Generation X & Millennials) will require approaches appropriate to them. It is important to speak differently to different generations, using methods and content that is appropriate to each of them. Behavioural finance and coaching are key - they enable advisers to engage across generations.

For each generation, using platform-specific tactics are important, such as long-form webinars, podcasts, or retirement newsletters for Boomers and Gen X. On the other hand, short-form video (Instagram Reels, YouTube Shorts, TikTok) and infographics are likely to land better with Millennials and Gen Z.

For each group, it is important to blend financial education with lifestyle storytelling, making concepts like compounding interest, trust structures, or investing feel practical and relatable.



²¹ <https://www.lifehealth.com/guiding-families-through-the-great-wealth-transfer/>

Social media influencers

Within this, the role of social media influencers needs to be considered, particularly with younger clients and to engage the children of older clients. This is an opportunity to align your advice proposition with the media consumption and trust habits of diverse age cohorts. There is a strategic role for marketing and content teams - whether in-house, agency-based, or freelance - who can help deliver advice propositions in a format and voice that resonates with each generational audience by:

To integrate influencer concepts into advice practices, global research suggest that firms can deliver strategies such as,

1. “Adviser + Influencer” co-creation campaigns

- Pair an adviser with a relatable influencer to discuss intergenerational wealth transfer, trusts, or legacy planning using family-style storytelling.
- Highlight real-world scenarios: “How I taught my daughter to invest X1,000 at 21.”

2. Lifestyle meets advice content

- Develop Instagram or TikTok series such as:
 - “Finance Fridays with [Firm Name]”
 - “Money Moves for Moms & Millennials”
 - “Trust Fund or Tuition Fund? Let’s Talk.”

3. Engagement toolkits for clients

- Create social-ready content packs (quotes, reels, GIFs, calculators) clients can share with family, helping spark intergenerational conversations.

4. Host Gen-focused financial summits online

- Livestream discussions on topics like “Your Parents’ Retirement Plan: What You Should Know” or “Digital Assets and Estate Planning”.

5. Succession & heir onboarding programs

- Invite clients’ children into structured financial onboarding programs, optionally using influencer-led content to break the ice and build early trust.

We see influencers playing an ever-increasing role in the Irish personal finance space, whether it be advisers themselves or partnerships with relevant and credible voices from outside the sector. Of course, like any marketing channel, accuracy of the message and compliance with all regulatory responsibilities must be central to all influencer activities.

Immediate content ideas for Irish Financial Brokers

To simplify this area, here are a selection of practical ideas for an Irish Financial Broker firm to get started quickly:

- **Educational content:**
 - Blogs and webinars on topics such as “Living inheritances versus inheritances at death”, or “Talking to your adult children about money”.
 - Use Irish data points as referenced earlier in this guide - e.g. CSO, Community Foundation, Central Bank and Revenue figures - to ground the conversation.
- **Client events:**
 - Invite existing clients and their adult children to an evening session on multi-generational planning.
 - Co-host with a solicitor or tax adviser to demonstrate your collaborative model.
- **Digital engagement:**
 - Offer video meetings and online portals that make it easy for geographically dispersed family members (e.g. children in London, Australia) to participate.
 - Provide “next-gen” specific content on budgeting, investing basics and Irish tax.

4. Build the required team

If multi-generational financial planning is an important area of focus for your Financial Broker business, it is important to consider the profile of the adviser dealing with each generation. While the wealth holder (your client) may be of a similar age and outlook to yourself, you should consider if the child of that client is really going to engage with you. To address this, proactive Financial Broker businesses are hiring younger advisers and working in teams with inter-generational families.

Multi-generational advice is most impactful where trust is deep and the Financial Broker is seen as a partner, not just a service provider. Building this trust requires time, consistency, and engagement with more than one family member. This may be best achieved with a team of age-appropriate advisers.

Case Study: Cleona Kinahan - Managing Director, O'Leary Financial Planning

Based in Galway and as one of Ireland's premier authorities on wealth management, insurance structuring and retirement pension strategies, O'Leary FP is dedicated to maximising the lifestyle and retirement income of their clients. Estate Planning & Intergenerational Asset Transfer is prominent as one of their key advice areas.

Having already built an extensive client base, a key strategic theme for O'Learys is to broaden and deepen their existing relationships. Their goal is to continue lifelong relationships with their clients that extend post-retirement and that ultimately lead to relationships with the next generation. As their relationships deepen, they are experiencing greater engagement with the spouses of clients, and this is now continuing through to the children of clients.

O'Learys have carefully segmented their client base and have created imaginative personas for each group of clients. In relation to multi-generational planning, the relevant personas are the Legacy Builders (parents) and the Young Starters (children). This has helped them to build appropriate services and engaging marketing messages for each segment.

Once it is clear that they have enough money for their own long-term needs, O'Learys talk to their Legacy Builder clients about the benefits and value of "gifting with a warm heart (while alive), as opposed to with a cold heart (when deceased)". This has resulted in a significant and growing business in the strategic utilisation of the Small Gift Exemption by clients, using an assigned policy structure. Trusts are used quite infrequently - more often with vulnerable clients, and to assist them in this area, O'Learys engage an experienced Trust Practitioner. They also engage a Tax Consultant as required for multi-generational planning.

As the beneficiaries of these policies move into adulthood, they personally receive the review letters each year and this often triggers broader financial discussions with O'Learys, further cementing the opportunity for the development of long-term relationships with the next generation.

O'Learys also discuss with their Legacy Builders the importance of a will, clarity of executors and the utilisation of the Decision Support Services and use of an Enduring Power of Attorney. Cleona believes that there are still areas where greater knowledge and clarity may be beneficial for all Financial Brokers and planners, in areas such as life interests and also the use of loan structures.

To further support their clients, O’Learys have developed an excellent Personal and Financial Affairs Organiser document, that enables older clients to maintain a centralised record of important details and data, to help and guide their bereaved family upon their death.

O’Learys currently have a team of eight people and are fortunate that they have an age profile that enables them to engage both with their Young Starters and also their Legacy Builder clients. However, Cleona also recognises that in the years to come, it may be beneficial to appoint a young adviser with the necessary skills to look after the younger clients.

As a result of the careful and valuable work carried out in segmenting their client base, O’Learys have been able to craft engaging, bespoke and relevant content for each of their client segments. They have specific website pages for each cohort, and while a client newsletter is issued regularly to all client groups, this is supplemented by further segment-appropriate messages. An example of this is educational content for Young Starters on topics

such as the basics of investing, managing biases and protecting your income.

Multi-generational financial planning will continue to be a core service as part of the overall proposition offered by O’Leary Financial Planning.

Key Takeaways

Once it is clear that they have enough money for their own long-term needs, the team at O’Learys talk to their Legacy Builder clients about the benefits and value of “gifting with a warm heart (while alive), as opposed to with a cold heart (when deceased)”. This has resulted in a significant and growing business in the strategic utilisation of the Small Gift Exemption by clients, using an assigned policy structure.



As a result of the careful and valuable work carried out in segmenting their client base, O’Learys have been able to craft engaging, bespoke and relevant content for each of their client segments.

KEY CHALLENGES OF ROLLING OUT A MULTI-GENERATIONAL PLANNING APPROACH

While many advisors see the value in multi-generational planning, implementing it across a wide client base remains challenging.

We have seen from our Irish case studies of Financial Broker businesses that are already delivering multi-generational planning services, these are done as another element of a holistic and comprehensive financial planning approach. As John Tuohy of Acuvest noted, *“multi-generational financial planning is not a standalone product or service. It becomes a natural discussion as we help our clients identify and articulate Their Purpose of Money”*.

However, as we learned at the symposium in Dublin, once Financial Brokers start delving into this area, some unique risks and challenges emerge. Generally across the globe, some of the challenges include advisors noting that multi-generational advice is often difficult to implement in a standardised way. Privacy concerns - primarily with parents not wanting to disclose their wealth to the next generation, differing financial objectives between generations, and the administrative burden of managing multiple client profiles can all be barriers. However, where intergenerational planning is embraced, it provides a clear value proposition.



Associated risks

Some of the risks associated with multi-generational advice around the globe were noted as follows,

Risk Area	Description
Misalignment of Goals	Generational wealth members may have conflicting financial objectives.
Communication Breakdown	Using a one-size-fits-all communication style can alienate parts of the family.
Technology Expectations	Failure to offer digital-first engagement for younger clients reduces relevance.
Succession Risk	Not building relationships with heirs, risks losing the business post-inheritance.
Fee Sensitivity	Millennials and Gen Z are cost-conscious; AUM-based fees may face resistance.
Product Mismatch	Older generations may prefer annuities or lower risk strategies; younger ones may want higher risk approaches.
Stereotyping Risk	Assuming generational preferences without personalisation leads to disengagement.

In relation to the risk of Fee Sensitivity as set out above, in the UK it was noted that multi-generational advice is seen as difficult to implement due to issues arising from cross subsidisation (it must not be significant long term) across the generations - albeit firms try to work around this issue. This may be in the form of helping young adult children to “get started”, while then progressively moving them towards a more normalised, full charging basis.

Practical challenges such as time, cost, privacy, and capacity limit broader implementation. Successful adoption often depends on Financial Brokers adapting their value proposition so that it supports deeper, family-oriented and appropriate engagements.

Further challenges

Research informs us that the above risks need to be considered by Financial Brokers, along with consideration being given to the following challenges too,

1. Family dynamics - Different generations, blended families, estranged relatives, different financial

values and expectations can make goal setting and communication tricky. Financial Brokers need to tread very carefully in these areas, letting clients take the lead while providing objective support, often supported by other professional partners.

- 2. Data protection and privacy** - Balancing your primary client’s privacy with the desire for open family communication to achieve optimal results, written consents and clear information-sharing protocols are essential.
- 3. Time and capacity** - Family-wide work can be more time-consuming than individual planning. Firms need to price appropriately and ensure individual advisers are trained and capable of facilitating these discussions, not just giving technical advice.
- 4. Complexity of tax and legal issues** - Irish CAT/succession rules, cross-border residence and domicile questions and technical questions around trusts and family partnerships introduce complexity that are best managed with specialist 3rd parties.

Case Study: Donal Milmo- Penny, Partner - SMP Financial

Overview

SMP Financial is an Irish financial planning firm that has adopted a deliberately pragmatic and commercially grounded approach to multi-generational financial planning. For SMP, while multi-generational planning is centrally about achieving superior client outcomes, it is also a strategic response to succession risk within its own client base. With many clients older than the firm's principals, SMP views multi-generational engagement as essential to retaining assets and relationships across generations.

Through this case study, SMP Financial sets out their objectives, service model, and execution in this space, while also highlighting lessons for other Financial Brokers seeking to embed generational planning into their practices, without compromising commercial sustainability.

Strategic objective: retaining assets across generations

SMP's primary goal in multi-generational financial planning is clear: retain client assets across generations by delivering a service that families genuinely value. Rather than relying on product inertia or default retention, SMP focuses on building trust and relevance with clients' adult children before wealth transitions occur.

The firm recognises that multi-generational planning mitigates adviser succession risk. By developing relationships with heirs early, SMP reduces the likelihood that assets will leave the firm following death or intergenerational transfers.

However, SMP is explicit that this work must be approached carefully. Past lead-generation efforts around inheritance planning attracted high demand but proved commercially challenging, with prospective clients seeking complex advice for disproportionately low fees. As a result, SMP now concentrates its efforts on existing clients, and ensures that engagement is driven by the wealth holder, not the beneficiaries.

Service model: technical rigor combined with human insight

SMP operates a hybrid service model that blends technical financial planning with the softer skills required to manage family dynamics.

The firm positions itself as a generalist planner, coordinating with tax and legal specialists where complexity or risk warrants it.

Core multi-generational services include:

- Estate and wealth transfer planning
- Trusts and family partnership structures
- Business succession planning
- Family meetings with adult children
- Financial education for the next generation

A central feature of SMP's model is financial education for adult children. While this is often a financial loss leader in the short term, SMP views it as a powerful long-term retention tool. Clients place high value on their children becoming financially literate and independent, and this service often cements SMP's role as the family's trusted adviser.

“Bank of mum and dad”: structured early gifting

SMP strongly supports early wealth transfer, often referred to as the “Bank of Mum and Dad”, but only where the parent’s long-term security is beyond question. The firm follows a structured process:

1. Secure the Parent

Conservative cash-flow modelling is used to ensure the parent can comfortably afford the gift, including a contingency “balloon” for potential later-life care costs.

2. Assess Beneficiary Purpose

SMP examines why the child needs the funds, housing, pension provision, or business support, and whether the timing is appropriate.

3. Optimise Tax Efficiency

Available thresholds, reliefs, and structuring options are used to minimise unnecessary tax leakage.

4. Consider Behavioural Risk

The child’s financial maturity and responsibility are factored into the final recommendation.

This disciplined approach ensures that generosity does not compromise independence, and that gifting supports long-term stability rather than short-term consumption.

Family Meetings and Managing Dynamics

SMP recognises that family meetings are often the most challenging aspect of multi-generational planning. Adult children can be reluctant to engage in conversations that touch on mortality or inheritance, and trust must be built gradually. SMP describes this as a “slow burn” process that can take years to evolve. Meetings sometimes begin separately with adult children, particularly with a very elderly parent, while maintaining a clear and primary duty to the wealth holder. The parent’s needs and wishes always take precedence, particularly where investment preferences or risk appetites differ across generations. These meetings require careful documentation to be retained on the client file.

Importantly, SMP views planning as a mechanism for resolving, rather than avoiding, family conflict. Clear structures, objective advice, and professional facilitation often reduce tensions by replacing assumptions with facts. Where issues extend beyond SMP’s competence, the firm is explicit about its limits and brings in appropriate specialists rather than risking damage to family relationships.

Commercial structure and communication

From a payment perspective, SMP prefers product-level commission where implementation is required, avoiding the credit risk associated with fee collection. Fees are reserved for pure advisory engagements where no product solution is involved.

Internally, the firm follows a structured but flexible process: informal discussions lead to a formal planning note outlining issues and potential solutions, followed by implementation where agreed. Externally, communication and promotion are deliberately targeted at the wealth holder, ensuring that multi-generational plans are always anchored in the parent’s intentions.

Key Takeaways

SMP Financial demonstrates that effective multi-generational planning can be both client-centric and commercially realistic. By prioritising the wealth holder, combining technical expertise with emotional intelligence, and using education as a strategic retention tool, Financial Brokers can protect their practices while delivering meaningful outcomes for families.

10 STEPS TO BUILDING A MULTI-GENERATIONAL PROPOSITION

The following roadmap brings together Irish and international best practice into concrete steps for Financial Brokers:

1. Define your scope and ideal client profile

Decide whether you will focus initially on e.g. retired couples with property and pension wealth, business owners approaching exit, or another niche.

2. Audit your existing client base for “wealth-transfer hotspots”

- Identify clients aged 60+, business owners, and those with significant property holdings or investment portfolios.
- Overlay this with data on family structure (children, grandchildren, dependants).

3. Design a standard multi-generational advice process

- Map a process from discovery to implementation covering:
 - Family tree and stakeholder mapping.
 - Goal-setting across generations.
 - Coordinated will/beneficiary reviews.
 - CAT/succession issue identification and referral to specialists.
 - Regular family-review meetings.

4. Develop high-level technical frameworks

- Create internal guides on:
 - CAT thresholds and common reliefs.
 - Pensions and ARFs as intergenerational tools.
 - Property and business-transfer considerations.
- Back these up with clear referral pathways to tax and legal specialists.

5. Build a professional collaboration network

- Formalise relationships with a small group of solicitors, tax advisers, trust specialists and accountants who understand family-business and inheritance work.
- Agree how joint cases will be managed, including fee transparency and client communication.
- Clarify your own role as the catalyst for pulling the process together and your role in co-ordinating the ongoing management of the family’s financial affairs.

6. Create client-facing tools and documents

- Family balance-sheet templates.
 - Simple family-meeting agendas.
 - A short “family charter” or “statement of intent” template that families can adapt to capture agreed objectives / values / principles.
-

7. Train advisers in facilitation and next-generational engagement

- Provide training to individual advisers on navigating family dynamics, behavioural finance and communication.
- Provide continuous insights to advisers on the emerging themes globally in multi-generational planning.
- Ensure individual advisers are maintaining their technical competence to deliver basic guidance in the multi-generational financial planning space, while also knowing when it is appropriate to bring in other professional partners.

8. Adapt your pricing and service model

- Consider “family retainers” or tiered service levels that explicitly cover work with spouses and adult children. This may be paid by the parents / wealth holders in the early years, until the adult children transition to becoming full and profitable clients in their own right.
- Ensure that fees are transparent and clearly understood by all parties.

9. Launch with a focused campaign

- Pilot the proposition with 1-5 existing clients who clearly face upcoming wealth-transfer decisions.
- Develop a full marketing plan (as outlined earlier) to include ongoing content, seminars, webinars and one-to-one outreach to invite these clients (and their adult children) into the new process.

10. Measure outcomes and refine

- Track metrics such as:
 - Number of multi-generational relationships established.
 - Assets retained post-inheritance or business sale.
 - Client-satisfaction scores by generation.
- Use feedback to adjust your process, documents and collaboration model.



SUMMARY

Ireland is now firmly in the era of the great wealth transfer. The data shows substantial wealth held by older households, rising inheritance flows and strong expectations among younger adults that they will receive inheritances - even as tax, legal and family dynamics become more complex.

Multi-generational financial planning gives Financial Brokers a structured way to:

- Protect older clients' security and dignity, while effecting a thoughtful and tax efficient transfer of wealth to the next generation.
- Equip younger generations with the knowledge and support to use inheritances wisely.
- Coordinate the work of legal and tax professionals so families get joined-up advice.
- Demonstrate to the Central Bank, and to clients, that the firm is serious about long-term, best-interest stewardship.

Firms that invest now in building multi-generational capabilities are more likely to retain assets, deepen relationships and differentiate in an increasingly competitive and regulated marketplace. Those that do not risk seeing the fruits of years of good advice walk quietly out the door with the next generation.

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