

# Family Business Survey 2023

Netherlands Report  
February 2023

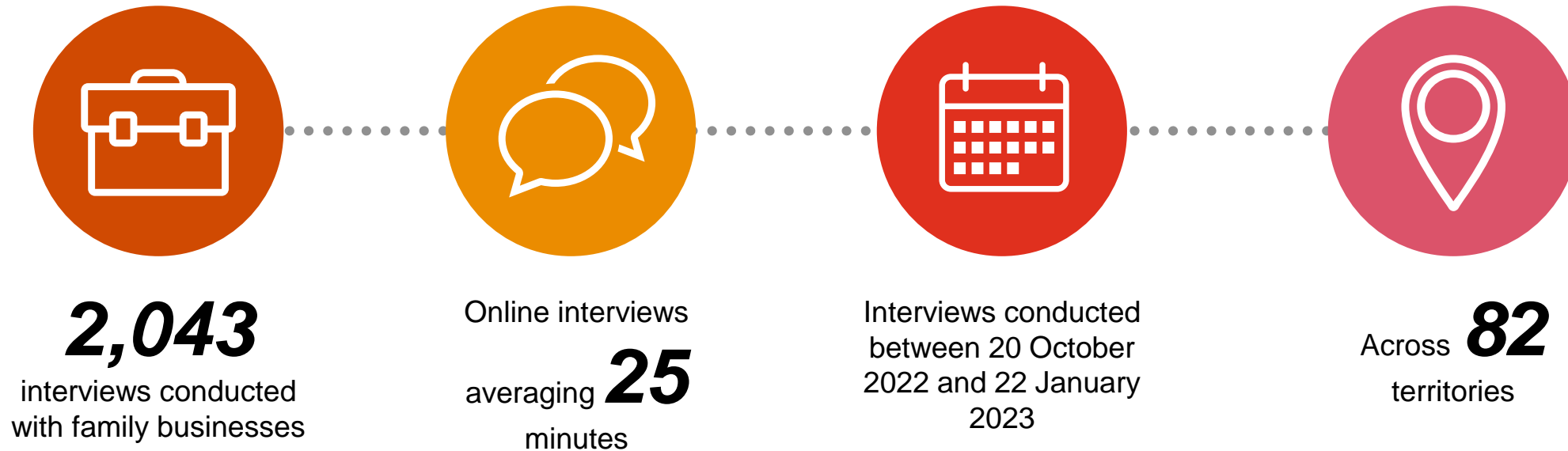


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# About the Family Business Survey

The Family Business Survey is a global market survey among key decision makers in family businesses within a number of PwC's key territories. The goal of the survey is to get an understanding of what family businesses are thinking on the key issues of the day.



**37**

interviews were conducted in Netherlands in this period

# 2,043 interviews conducted in 82 territories

## Europe

### Western Europe

Austria = 12  
Belgium = 3  
Cyprus = 7  
Denmark = 36  
Finland = 66  
France = 36  
Germany = 115  
Greece = 34  
Ireland = 38  
Italy = 61  
Luxembourg = 5  
Netherlands = 37  
Norway = 7

### Portugal = 51

Spain = 42  
Sweden = 60  
Switzerland = 45  
Turkey = 34  
UK = 30

### Eastern Europe

Albania = 4  
Bosnia & Herz. = 2  
Bulgaria = 7  
Croatia = 3  
Czech Rep = 6

Hungary = 4  
N Macedonia = 4  
Poland = 40  
Romania = 33  
Slovakia = 6  
Slovenia = 1

## Middle East

### Middle East = 46

(Bahrain, Egypt, Jordan, Kuwait, Lebanon, Oman, Qatar, Saudi Arabia, UAE)

## North America

Bahamas = 1  
BVI = 2  
Canada = 24  
USA = 83

## Latin America

Argentina = 3  
Brazil = 138  
Cayman = 1  
Colombia = 32  
Ecuador = 36  
Mexico = 38  
Peru = 8

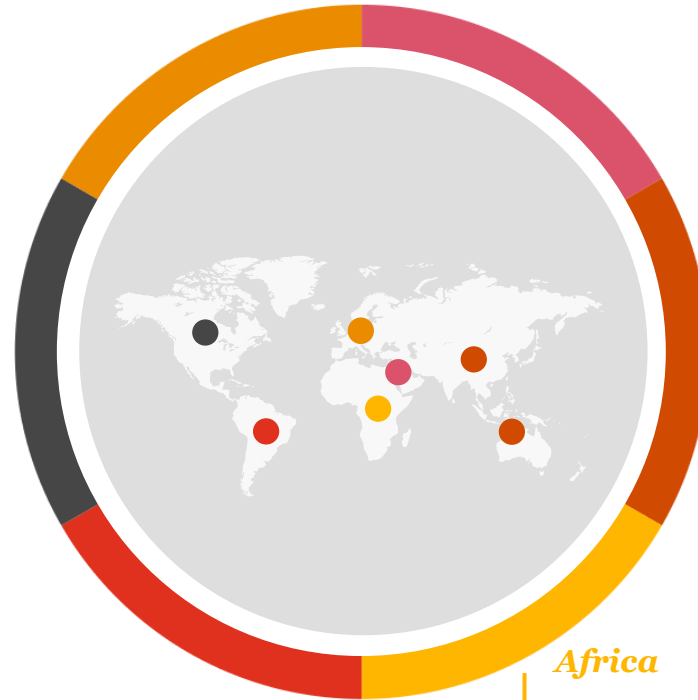
## Africa

Africa = 172  
Kenya = 33  
Nigeria = 33  
South Africa = 33  
Tanzania = 26  
Uganda = 30

## Asia and Pacific

Australia = 88  
Azerbaijan = 1  
Bangladesh = 39  
Mainland China = 38  
Hong Kong = 36  
India = 59  
Indonesia = 57  
Japan = 60  
Korea = 2  
Malaysia = 10  
Nepal = 4  
New Zealand = 52  
Pakistan = 2  
Papua New Guinea = 42  
Philippines = 3  
Singapore = 22  
Taiwan = 35  
Thailand = 44  
Vietnam = 36

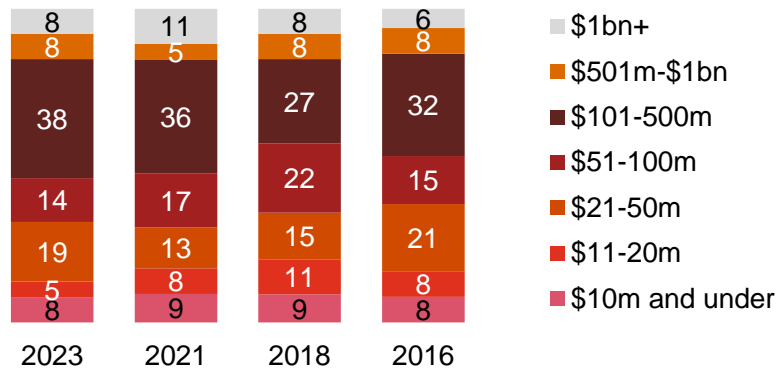
(Cameroon, Ethiopia, Ghana, Mauritius, Mozambique, Namibia, Sudan)



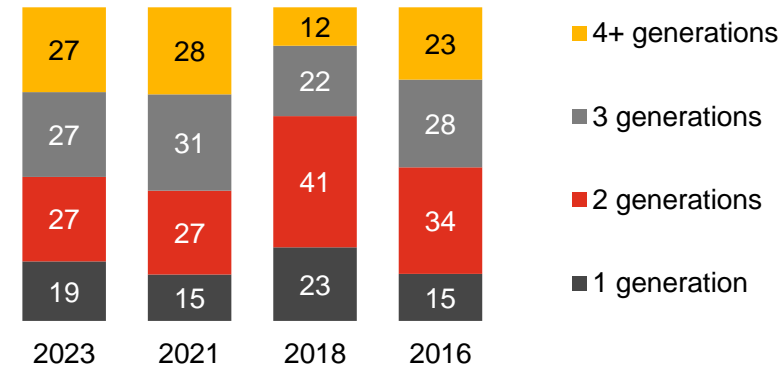
# Netherlands company profile – which companies have we interviewed?

%

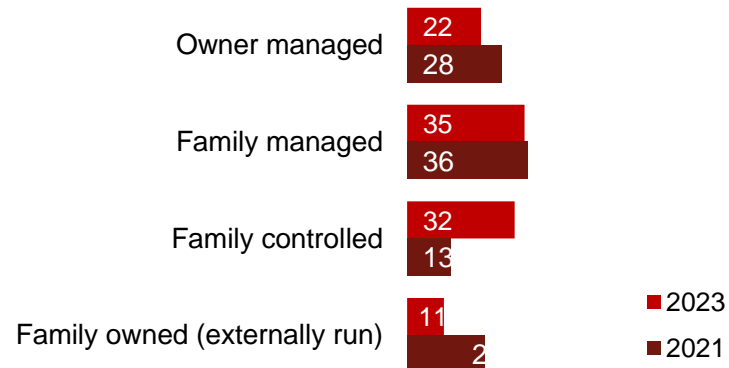
## Turnover (sales) (US\$)



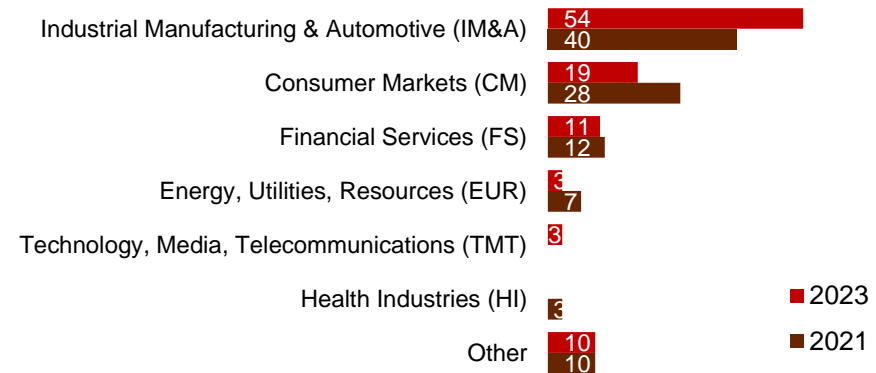
## Shareholder Majority



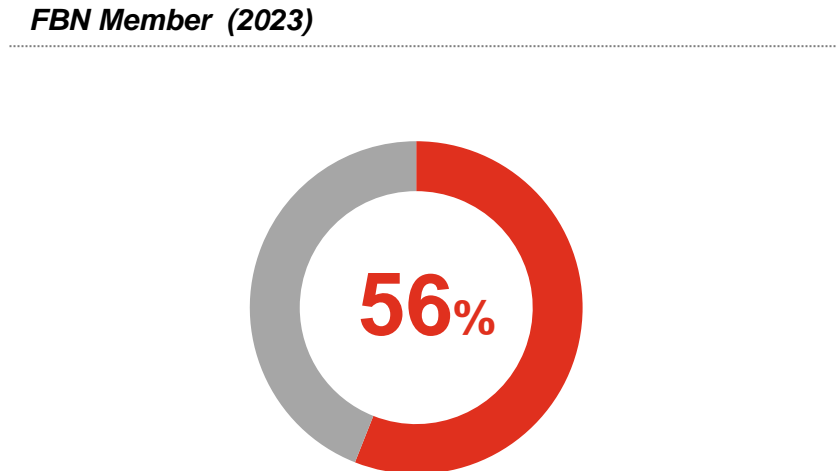
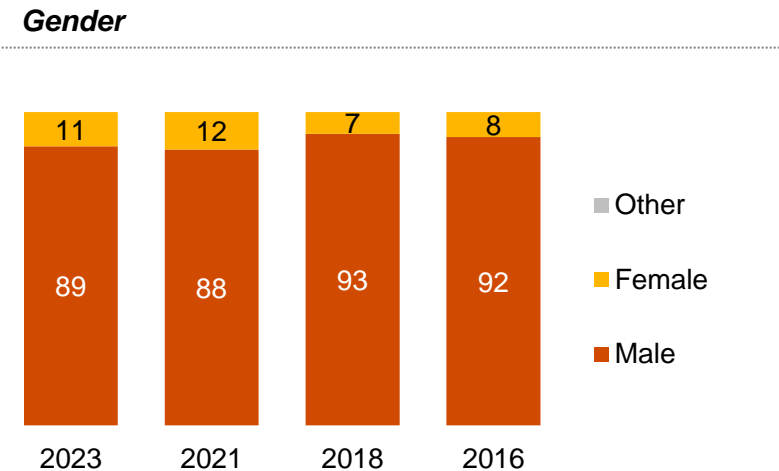
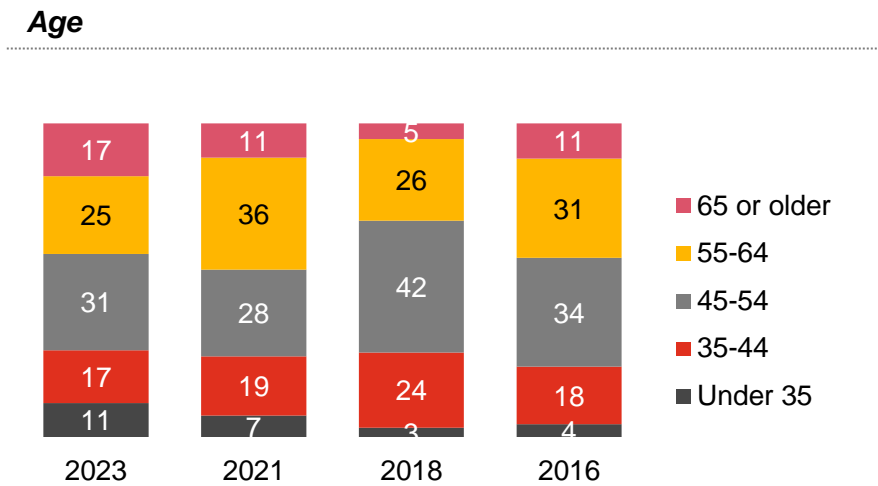
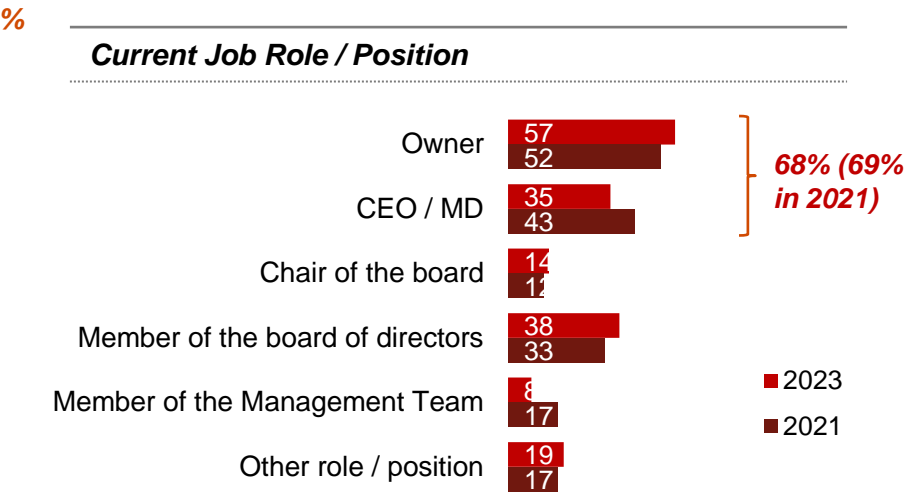
## Family's Role in the Business



## Sector



# Netherlands respondent profile – who have we spoken to?



# Headline findings for Netherlands

1

Dutch family businesses have seen strong performances over the last financial year with 84% experiencing growth and only 5% seeing a sales reduction. This compares with 49% experiencing growth and 12% reduction when asked the same question in 2021 (albeit affected by the pandemic). The Dutch situation is more positive than the global picture. Globally, 71% of family businesses grew while 8% shrunk.

Growth aims in Netherlands are ambitious over the next two years. 81% of Dutch family businesses expect to see growth for the next two years (compared with 77% globally).

2

Dutch family businesses are more likely than family businesses globally to think they are very advanced in a number of areas including their ability to adapt / make decisions quickly, having systems to gather customer feedback and having transparent communications. As with family business across the globe, most Dutch family businesses admit that issues related to ESG and diversity are not a current area of focus.

However, 32% of Dutch family businesses say that 'very much' focus, energy, investment and resource is currently put into innovation / R&D (vs. 20% globally).

32% and 54% of Dutch family businesses respectively have a person or team in place responsible for diversity & inclusion and ESG (vs. 34% and 43% globally).

3

86% of Dutch family businesses claim to have a clear company purpose (global average: 79%). Two thirds ensure it is written down and published online.

Many Dutch family businesses set goals and targets for customer satisfaction and growth (the latter lower than globally) but only a minority set goals and targets for diversity & inclusion and social impact.

The key priorities facing Dutch family businesses over the next two years are improving digital capabilities (much higher than the global average) and expanding into new markets. The key priority groups for Dutch FBs are shareholders and investors, followed by customers.

Like globally, Dutch boards tend to under represent women and those aged under 40.

# Headline findings for Netherlands

4

Most Dutch family businesses believe that it is essential to be trusted by customers, employees and family members. Additionally, Dutch FBs are more likely than globally to say they are fully trusted by customers, employees and family members. Being trusted by suppliers is seen as less essential.

Trust levels between family members are generally seen as high, with only one in ten admitting to lower levels of trust between family members. Communication between family members is very high, with 81% saying there is family alignment on company direction (vs. 59% globally).

5

Only 46% of Dutch family businesses feel they have strong digital capabilities. This compares slightly favourably with the global average where 42% feel they have strong digital capabilities.

More positively, 84% say they have a clear governance structure (vs. 65% globally).

6

Most Dutch family businesses engage in some form of social responsibility activities. In the main this tends to involve contribution to the local community or traditional forms of philanthropy.

69% of Dutch family businesses say there is an opportunity for family businesses like ours to lead the way in sustainable business practices (vs. 64% globally).

75% of Dutch family businesses see the value in paying their fair share of taxes as good corporate citizens (vs. 62% globally).

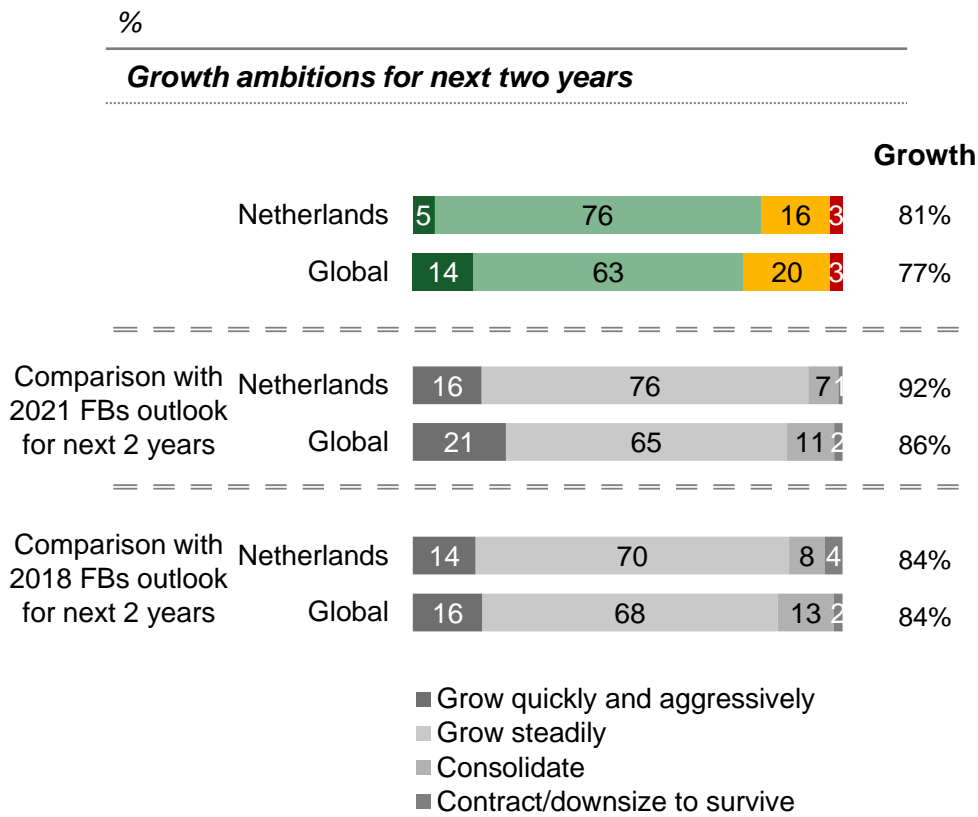
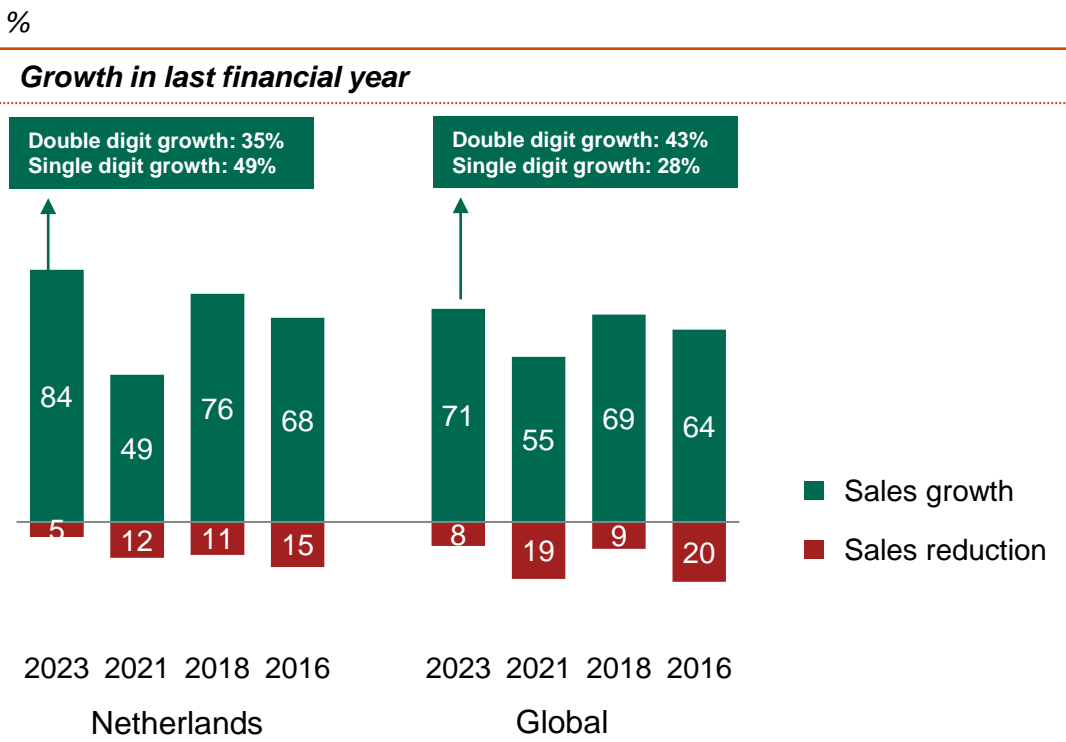


# 1

Organisation  
performance

# Growth in Netherlands has increased when compared with previous years and is higher than the global average

Growth aims in Netherlands over the next two years are more ambitious than the global average



Q7. Looking back over the last financial year would you say your sales have been:  
Q8. Which of the following best describes your company's ambitions for the next two years?

Base: All Netherlands respondents (2023 n = 37, 2020: n=75; 2018: n=74; 2016: n=71), all Global respondents (2023 n = 2,043, 2020: n=2,801; 2018: n=2,817-2,950; 2016: n=2,802)

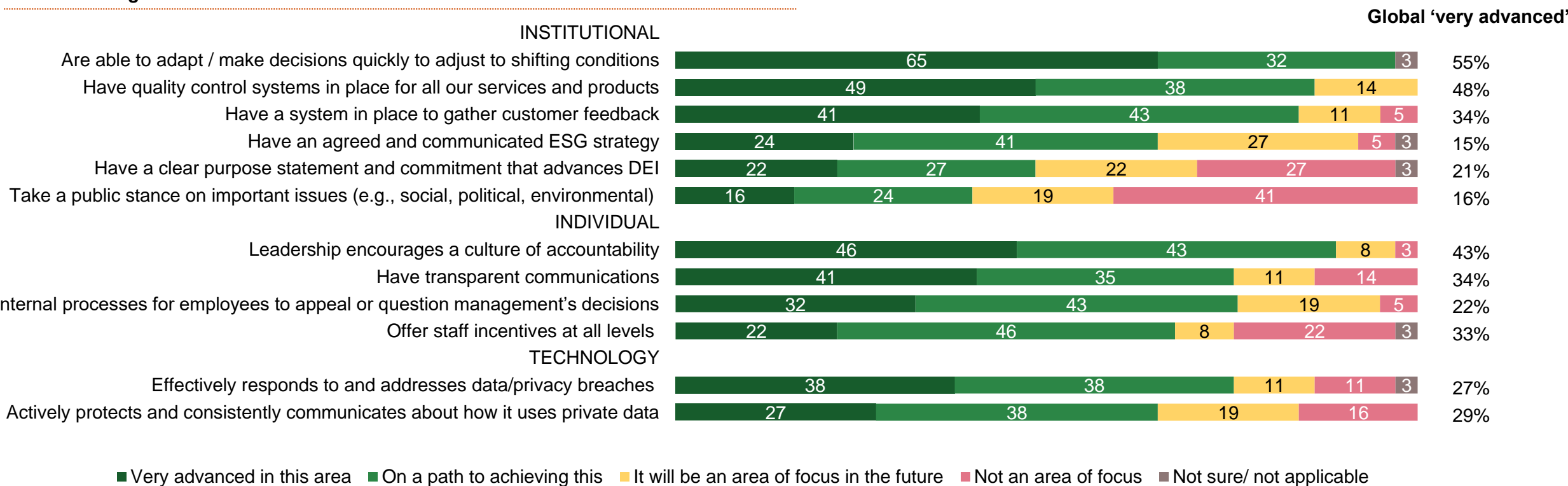
# 2

Focus and priorities

# Many admit that issues related to ESG and diversity are not a current area of focus

%

## Actions being taken - Netherlands



Q11. Which of the following best describes what actions your company is taking in these areas?

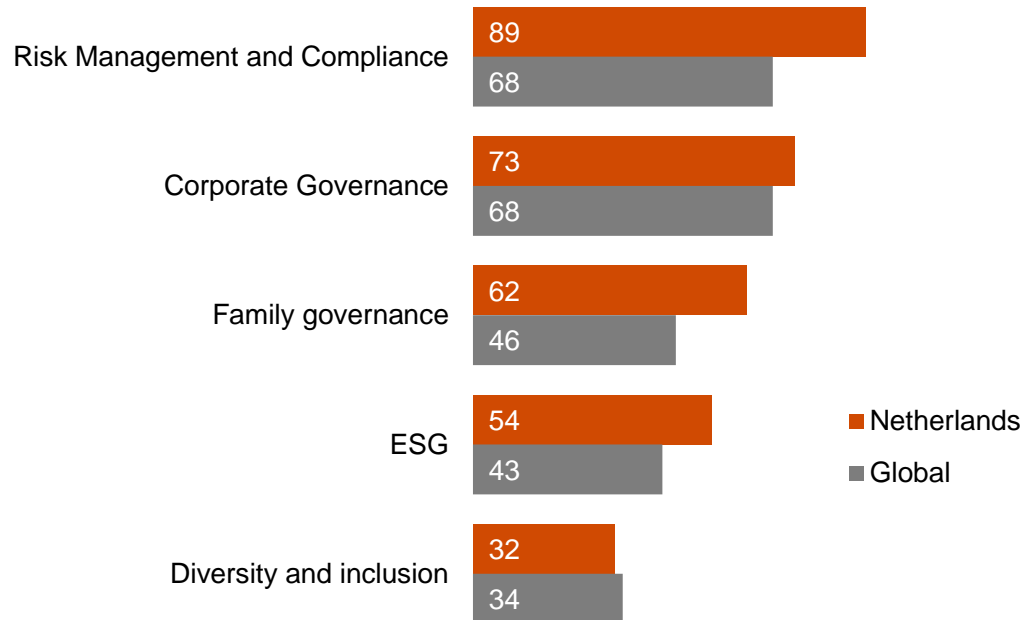
Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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# Around a third have a person or team responsible for diversity and inclusion, in line with the global average

%

**Proportion of FBs with person / team responsible for:**



%

**\* Who has responsibility (among those with a person/team responsible):**

CEO/MD/COO/CFO/CTO	Owner / family member	The Board	Head of Risk	Head of HR
67	12	18	15	9
49	19	20	28	9
52	30	36	7	6
27	65	19	2	3
49	23	20	11	14
28	19	14	4	53

Q12a. Do you have a person or team in your company directly responsible for each of the following?  
Q12b. (IF YES) Who has this responsibility

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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\* row blank if sample size < 30 respondents

# 86% claim to have a clear company purpose, with two thirds ensuring it is written down and published online

# 86%

**Netherlands FBs have a clear company purpose**

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

**Global: 79%**

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 Netherlands respondents (n=37); all Global respondents (n=2,043), all that have a company purpose (Netherlands respondents n=32), Global respondents (n=1,610)

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%

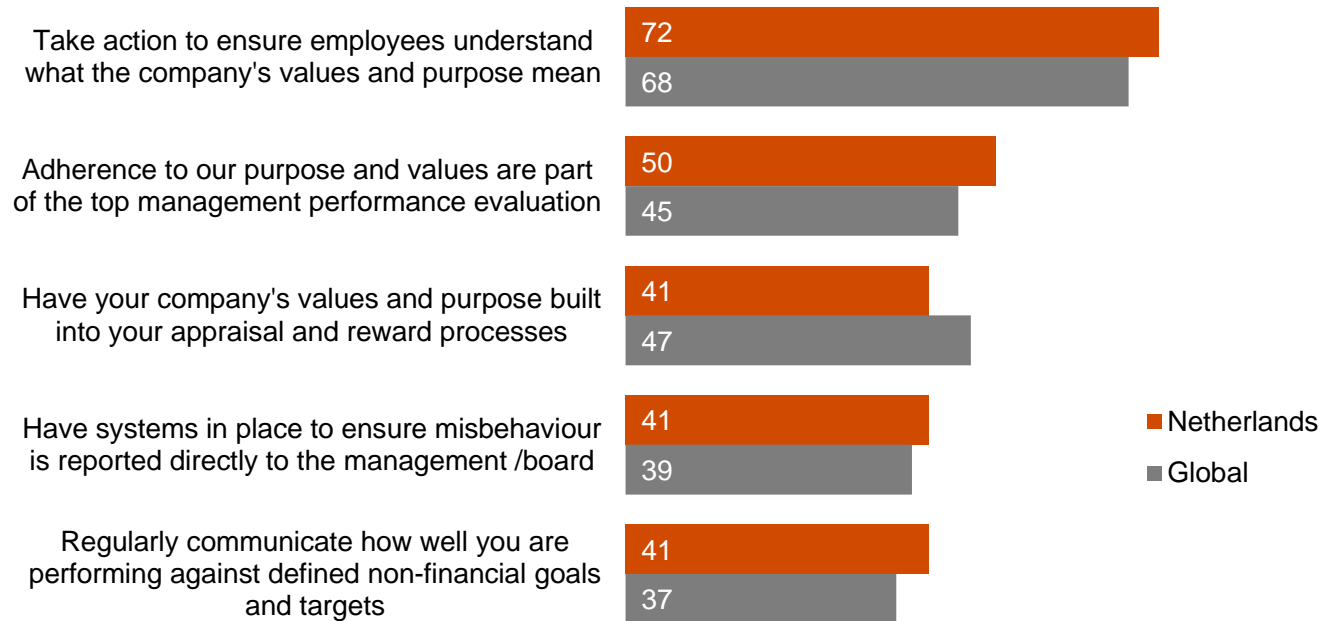
**Which statements are true of your company purpose? (among those who have a purpose)**



# Only 41% of those who claim to have a clear purpose regularly communicate about how well they are performing against defined non-financial goals and targets

%

***Actions taken to ensure your purpose and values are being acted on within the business on a day-to-day basis (among those who have a purpose)***



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 (Netherlands respondents n=32), Global respondents (n=1,610)

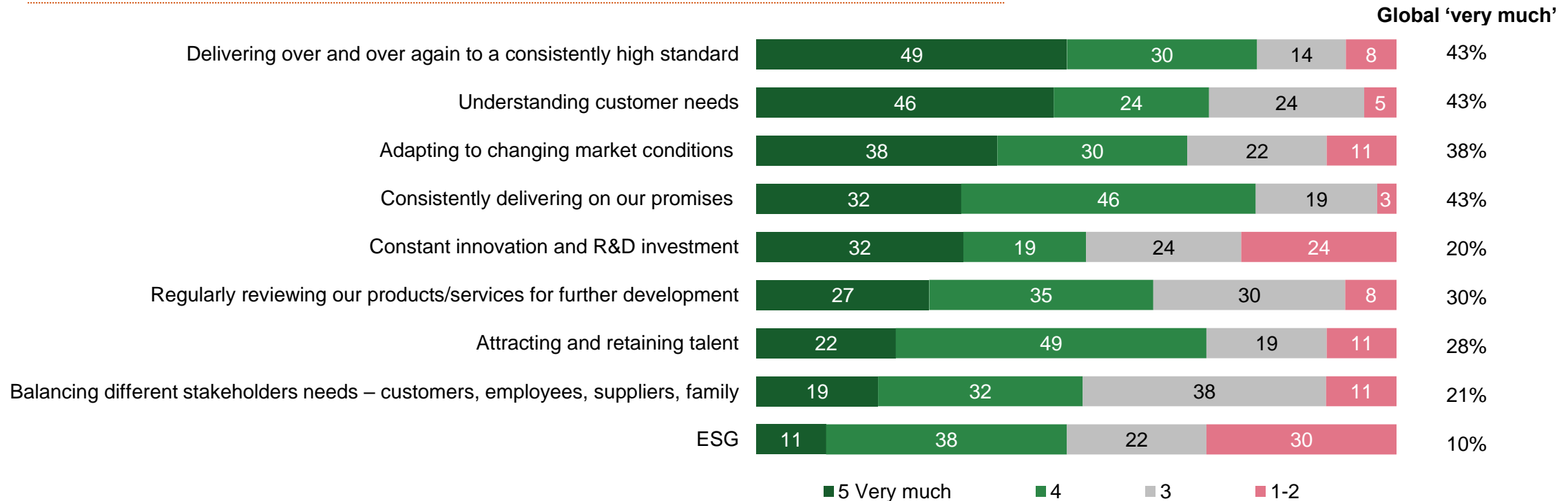
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# Many family businesses admit that little focus, energy, investment and resource is currently put into ESG

A third say they very much focus energy, investment and resource into innovation / RD, more than globally

%

*On scale of 1-5, amount of focus, energy, investment and resource put into... - Netherlands*



Q16 For each of the following, how much focus, energy, investment and resource do you put into it right now...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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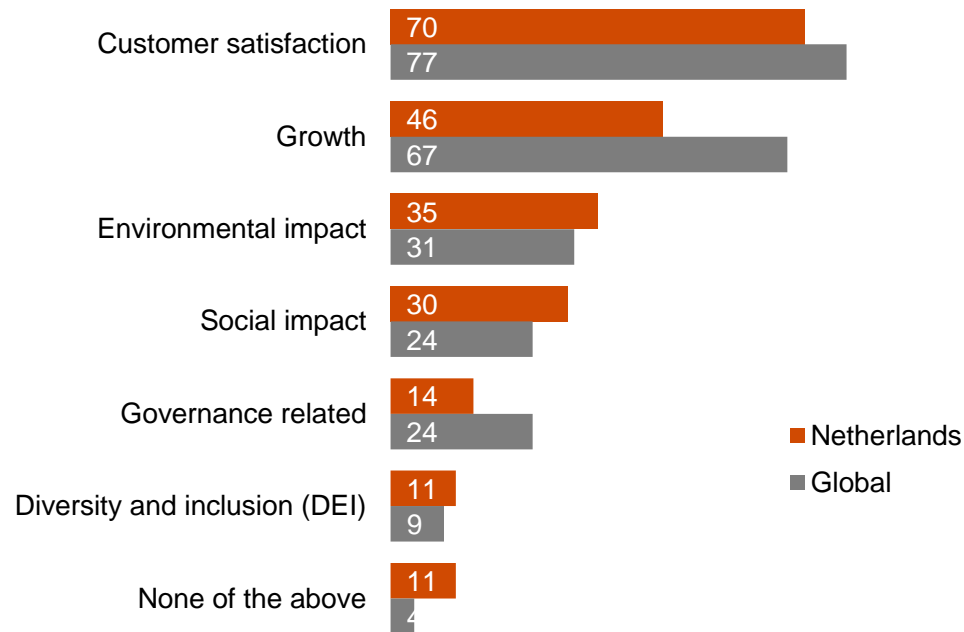


# Customer satisfaction and growth are the goals / targets most likely to be set

Less than half of Dutch FB set goals and targets for growth, well below average

%

**Goals and targets set as standard policy (in addition to revenues and profits)**



Q17. In addition to revenues and profits, which of the following goals and targets do you set as standard policy?...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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# Growth and profit are seen as key although most agree that profit should not be at the expense of customers or employees

## % Agreeing with statements



Q29. How strongly do you agree or disagree that...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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# Most businesses claim to measure progress against their goals and report on this internally

70%

**Netherlands FBs measure / monitor progress against goals**  
*(among those setting goals)*

**Global: 82%**

70%

**Monitor progress at least quarterly (Global: 65%)**

76%

**Give staff updates on progress of performance against goals (Global: 74%)**

18%

**Publish performance against goals more widely (Global: 29%)**

Q18. Do you measure and monitor progress against these goals and targets during the year? Q19. How often do you measure and monitor progress against these goals and targets? Q20. Do you give staff regular updates during the year on how the business is performing against these goals and targets? Q21. Do you publish your performance against your goals and targets more widely – for example, on your website or to other stakeholder groups (for example, investors)?...

Base: all setting goals: Netherlands respondents (n=33); Global respondents (n=1,970)

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# Issues related to the local community, diversity and the value chain tend not to be key priorities

%

## Key priorities over the next two years (Top 5) - Netherlands



Q22. Which, if any, of the following are the company's TOP FIVE priorities for the next two years?...

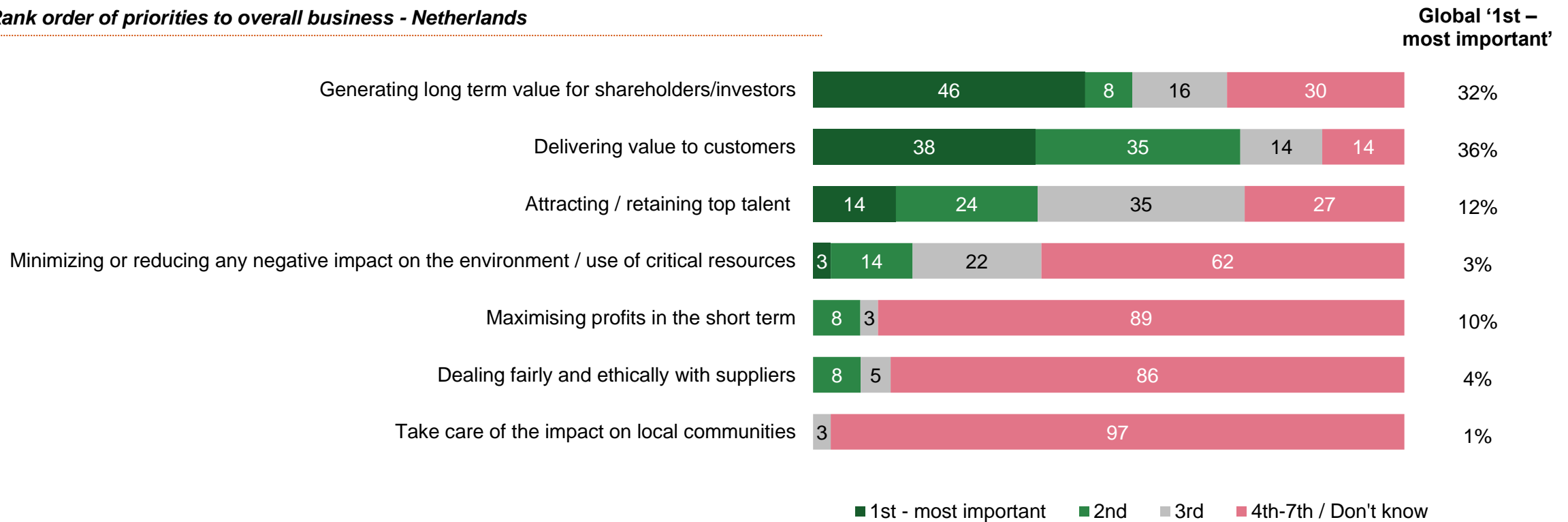
Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

# The key priorities for Dutch FBs are shareholders and investors, followed by customers

Globally, customers are prioritised over shareholders

%

## Rank order of priorities to overall business - Netherlands

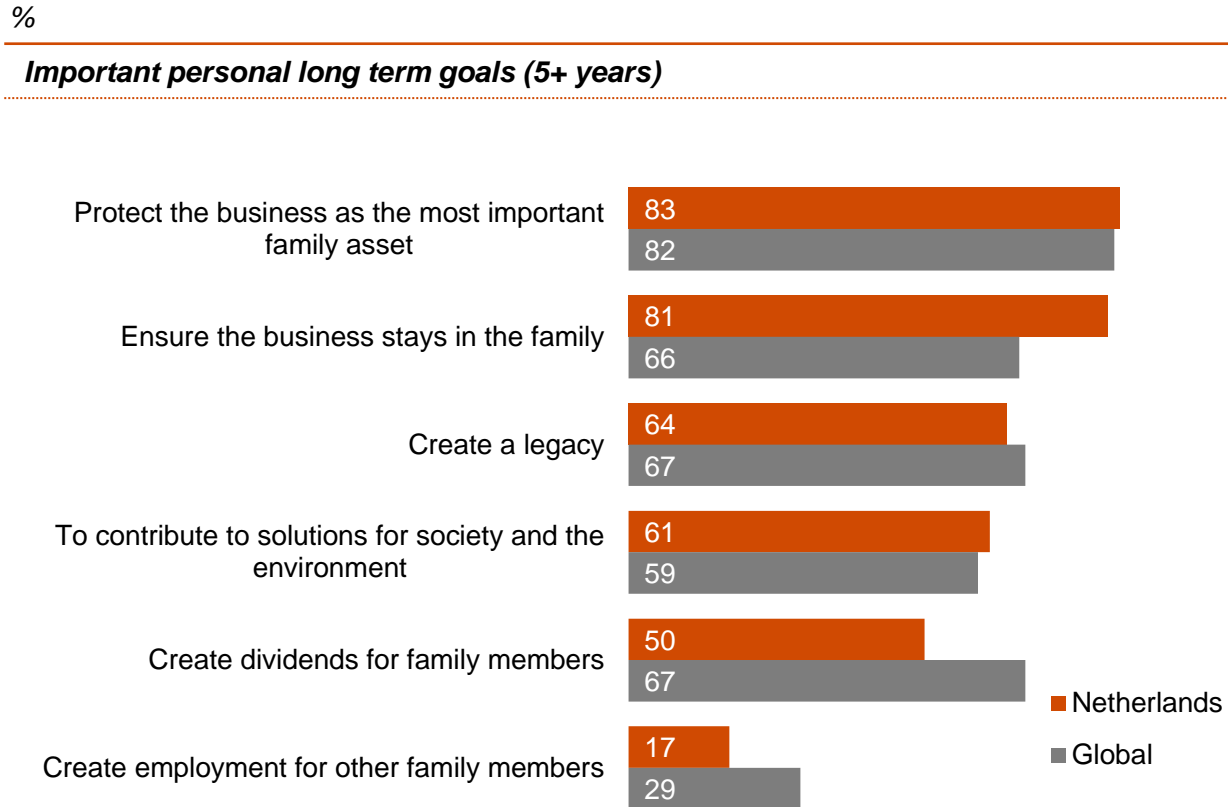


Q23. Could you put the following in rank order in terms of their priority to your business overall – in other words which do you give maximum focus, effort and priority, which comes next on the list and so on.. Give a 1 to the highest priority, a 2 to the second highest priority etc.

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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# Protecting the business as the most important family asset and ensuring the business stays in the family are the key long term personal goals in the Netherlands



Q37. How important are the following longer-term goals to you i.e. OVER THE NEXT FIVE YEARS OR LONGER?...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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# Boards are dominated by men and those aged 40+

# 4.2

Average number of people on the Board of Directors in Netherlands

Global: 5.2

# 54%

Have no women on the board (Global: 31%)

# 22%

Have only family members on the board (Global: 36%)

# 62%

Have no one aged under 40 on the board (Global: 57%)

# 22%

Have no-one from a different industry background on the board (Global: 26%)

Q24.How many people are there on the company's board of directors? Q25.And how many people on the company's board of directors .....

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

PwC Family Business Survey 2023

# 3

Trust and family  
cohesion



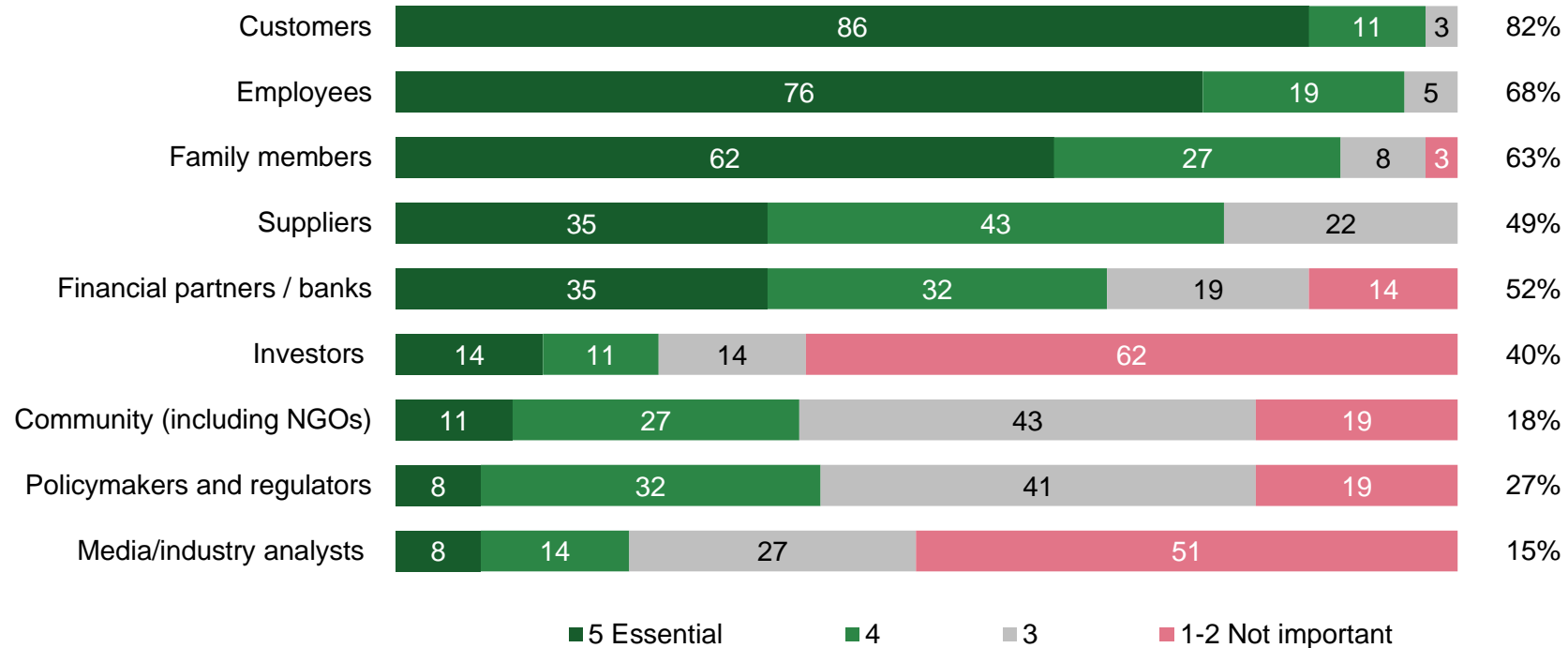
# When it comes to trust, the customer is still seen as king, followed by employees and family members

Only a third feel it is essential to be trusted by suppliers (lower than the global average)

%

## Importance of being trusted by the following stakeholder groups - Netherlands

Global '5 - Essential'



Q26. How important is it that your company is trusted by the following stakeholder groups?

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

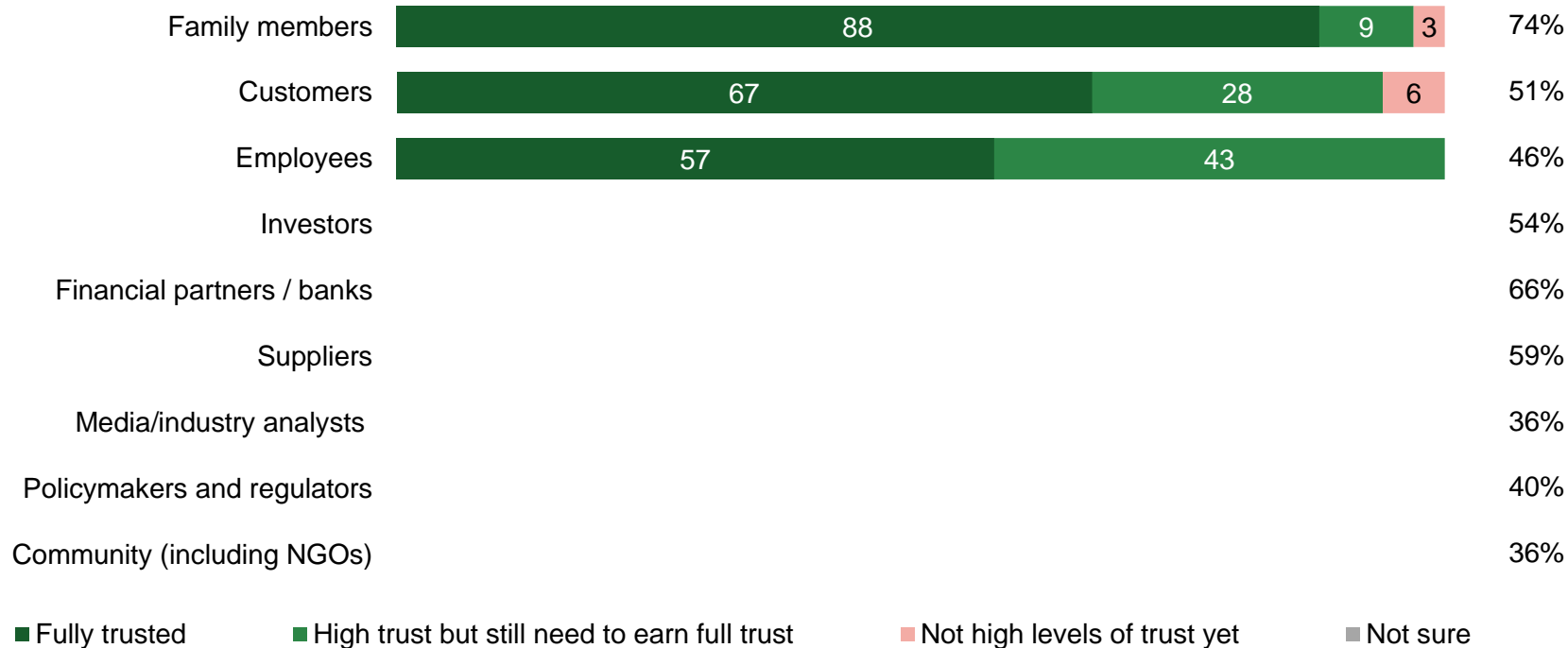
PwC Family Business Survey 2023

# Dutch FBs are more likely than globally to say they are fully trusted by customers, employees and family members

%

**\* Levels of trust following stakeholder groups have in your company  
(among stakeholder groups considered important) - Netherlands**

**Global 'Fully  
trusted'**



Q27a. Which of the statements below do you believe best describes the level of trust the following stakeholder groups have in your company?

\* bar blank if sample size < 30 respondents

Base: All Netherlands respondents (n=33-36); all Global respondents (n=810-1,931)

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# One in five family businesses say disagreements among family members is one of the biggest challenges to building trust with stakeholders

%

## **Biggest challenges to building trust with stakeholders (Top 3) - Netherlands**



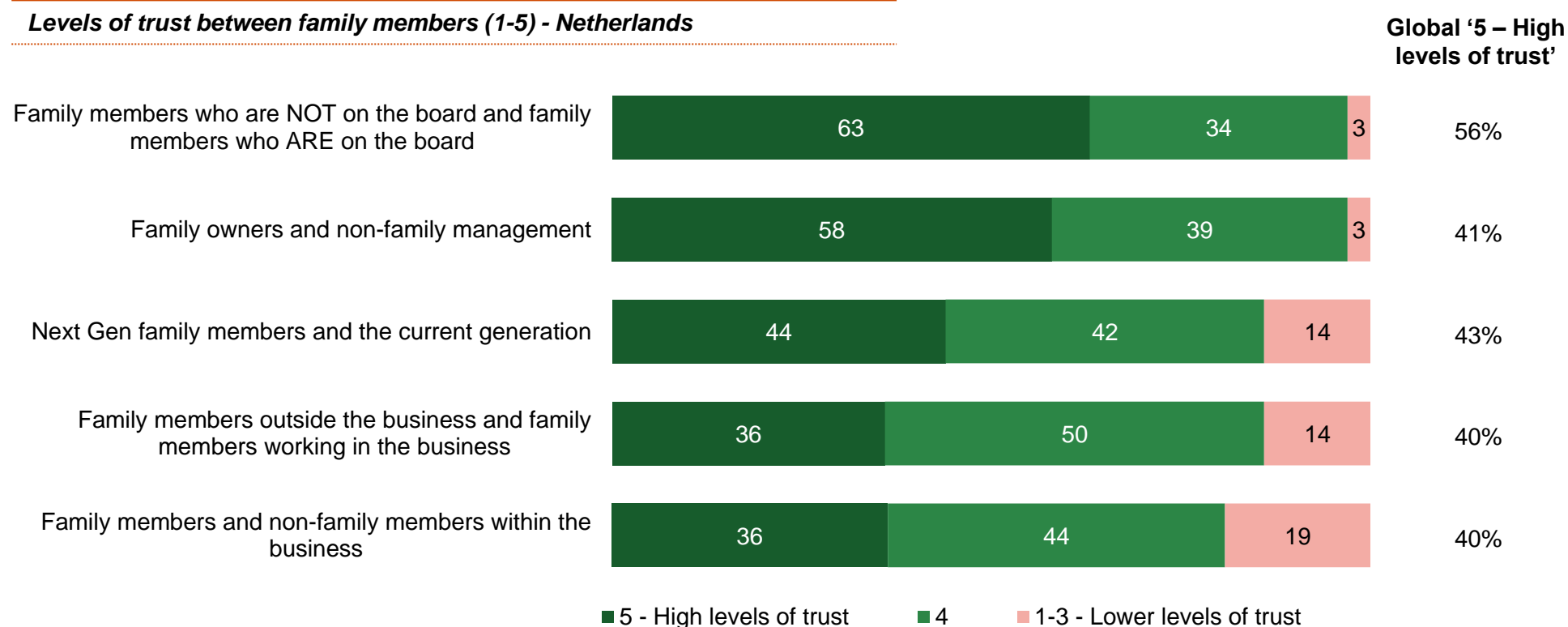
Q28. Now, thinking of your selections in the previous questions, which of the following are the biggest challenges for your company as you build trust with your stakeholders? Please select up to three responses.

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

# Only one in ten admit that trust is low between certain types of family members

%

## Levels of trust between family members (1-5) - Netherlands



Q27b. And how much trust would you say there is between Family members who are NOT on the board and family members who ARE on the board? Q36. How much trust would you say there is between:

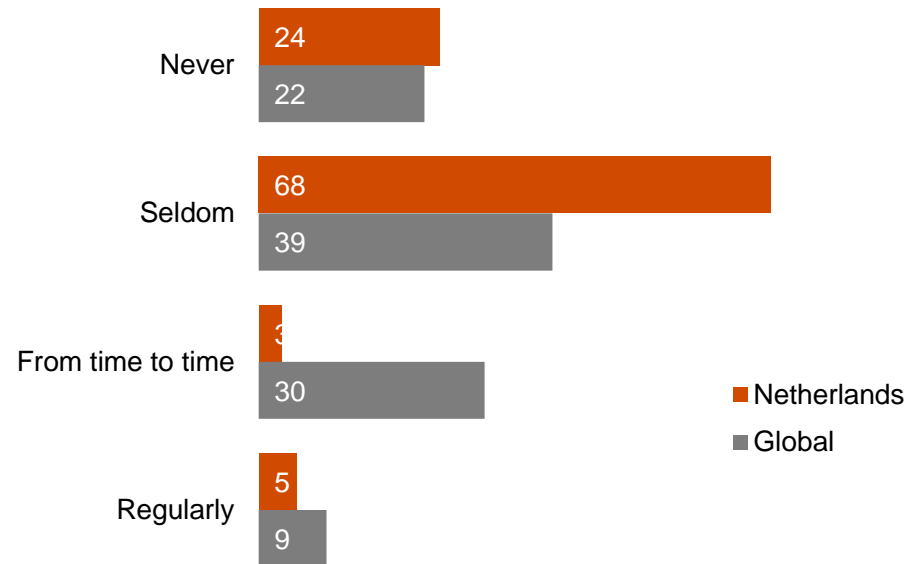
Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

PwC Family Business Survey 2023

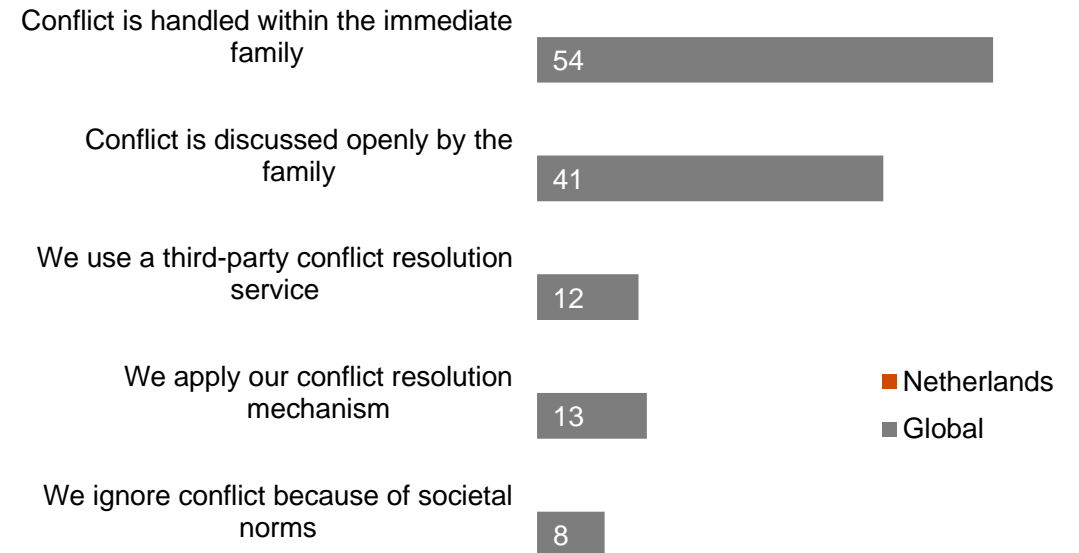
# Family conflict within the business tends to be irregular

%

**Does family conflict within the business occur?**



**How is this conflict handled? (among those experiencing it at least seldomly)**

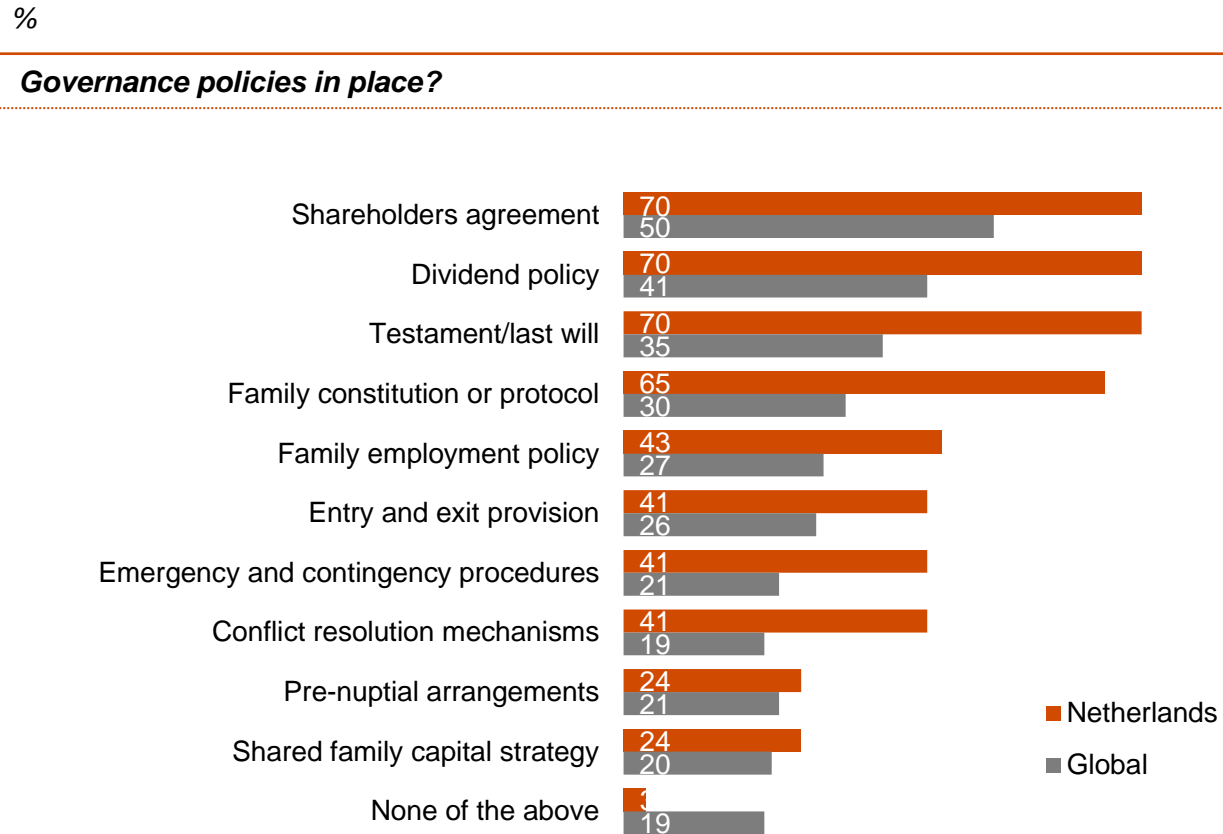


Q32. Would you say family conflict within the business is something that: Q33. Which of the following (if any) describe how family conflict is handled in your company?...

\* Country data not available because sample size <30

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043) ; all who experience conflict (Netherlands respondents (n=27); all Global respondents (n=1,594))

# 97% of Dutch FBs have some form of governance policy in place within the business (vs. 81% globally)

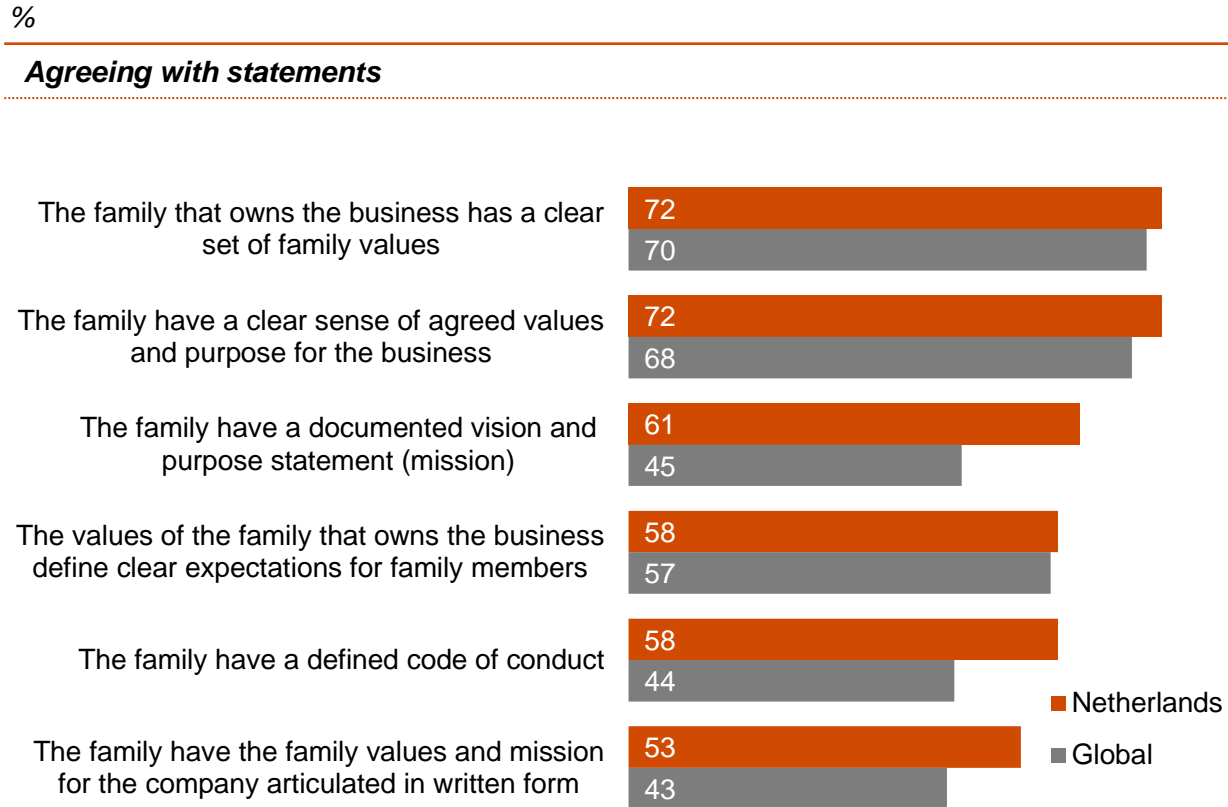


Q31. Which of the following policies and procedures, if any, do you have in place?

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

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# Nearly two thirds have a documented vision and mission, above the global average



Q34. How strongly do you agree or disagree that...

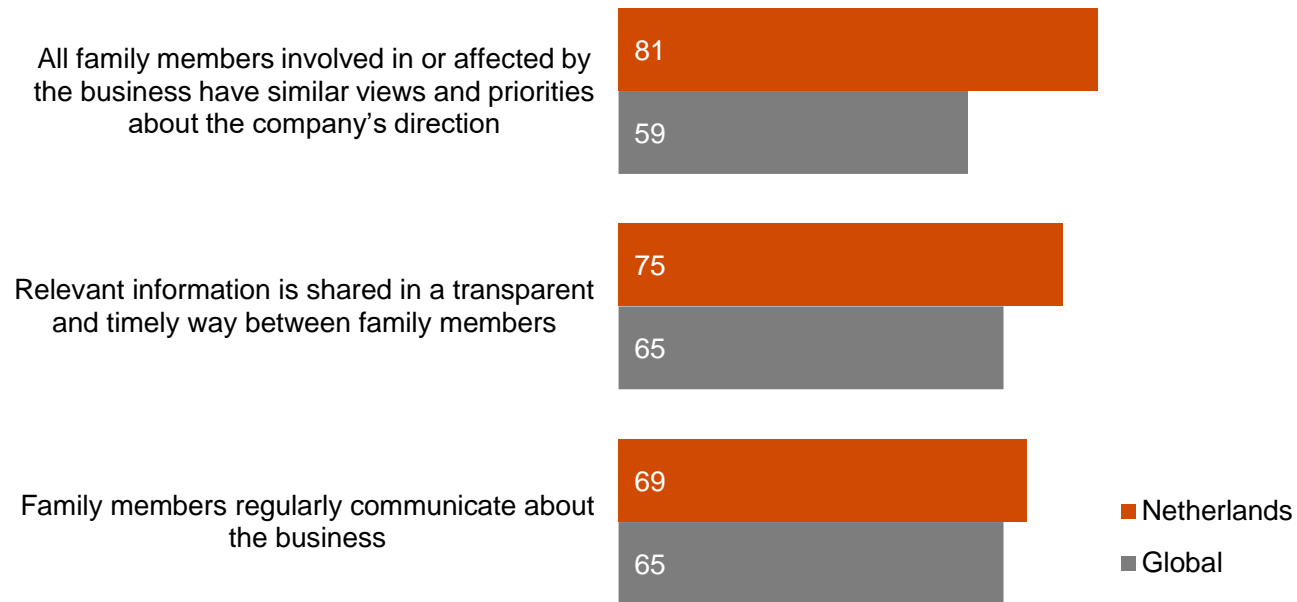
Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

PwC Family Business Survey 2023

# Communication between family members is high, with 81% saying there is family alignment on company direction (vs. 59% globally)

%

## Agreeing with statements



Q35. How strongly do you agree or disagree that...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

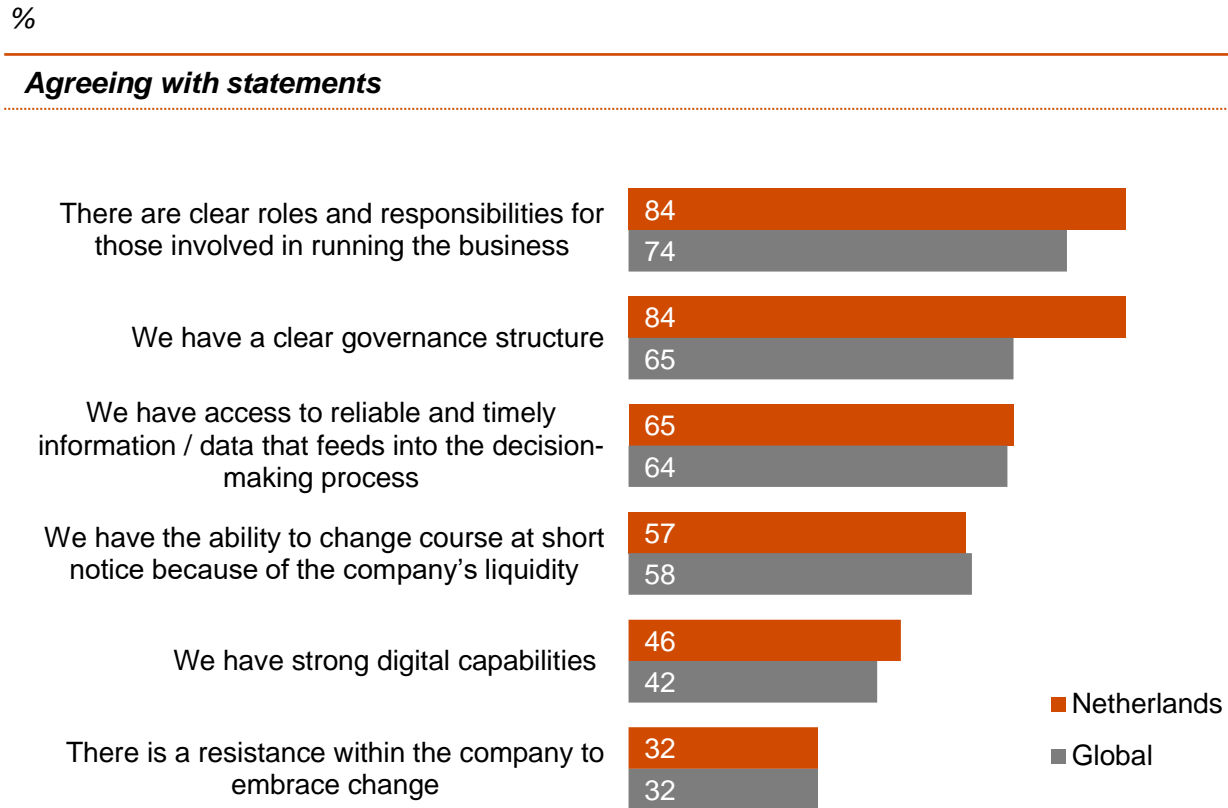
PwC Family Business Survey 2023



# 4

Adaptability and  
agility

# Most are positive about clarity of roles and feel that they embrace, not resist change. However, only 46% feel they have strong digital capabilities (similar to the global average)



Q30. How strongly do you agree or disagree that...

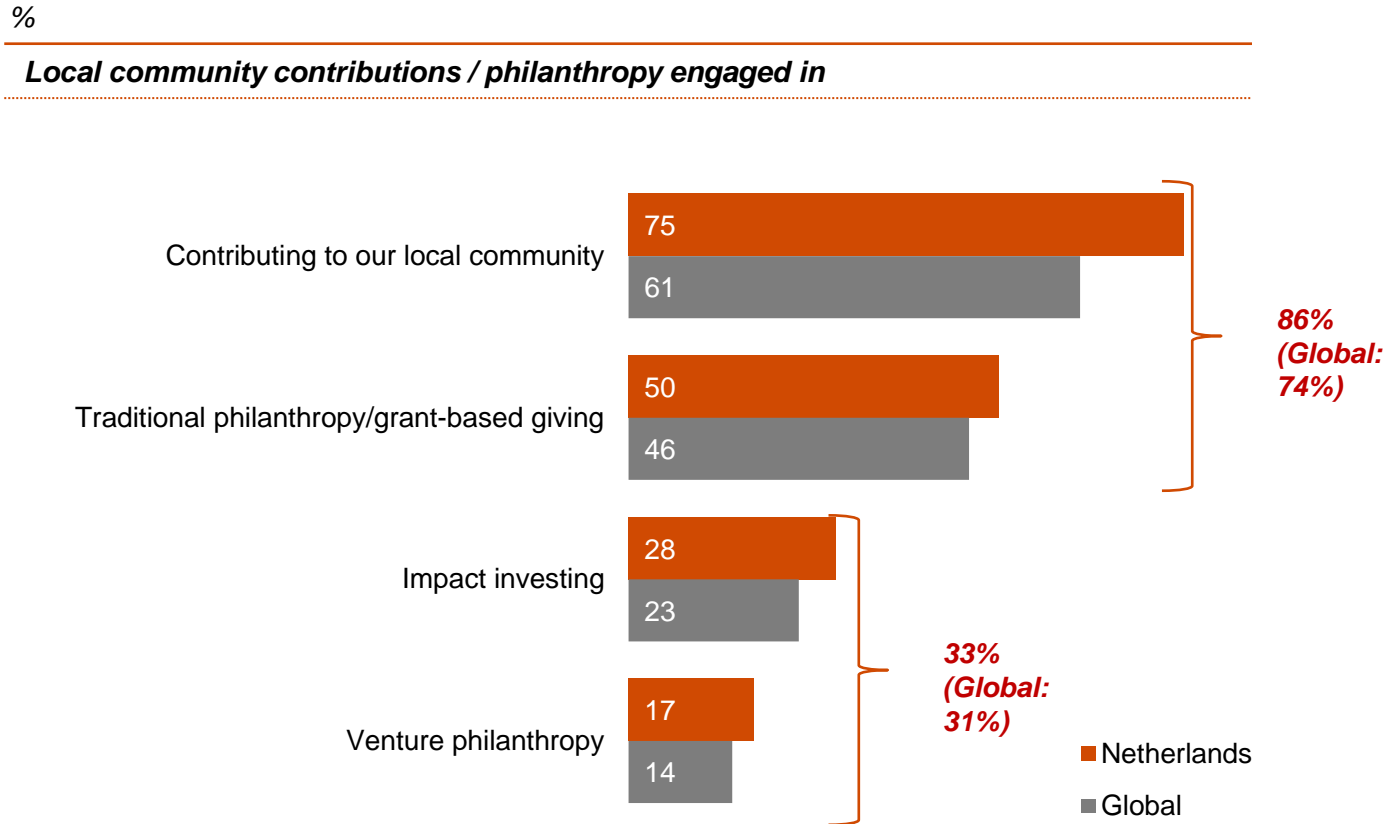
Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

PwC Family Business Survey 2023

# 5

Total impact

# Social responsibility activities tend to involve contribution to the local community or traditional forms of philanthropy



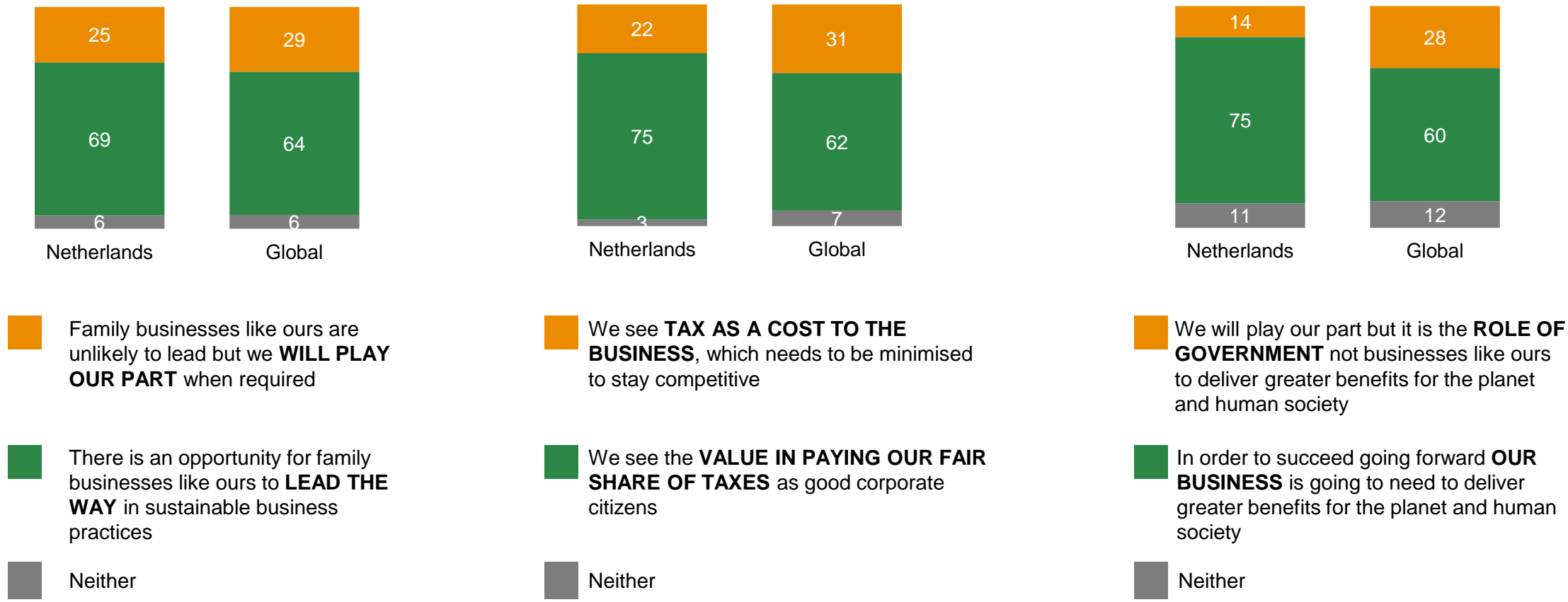
Q38. Which, if any, of the following does the business or the family owning the business engage in...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

PwC Family Business Survey 2023

# A majority of Dutch FBs see an opportunity to lead in sustainable business practices

%



Q40. Which of the statements below best describes the way you feel about the role of your family business today?...

Base: All Netherlands respondents (n=37); all Global respondents (n=2,043)

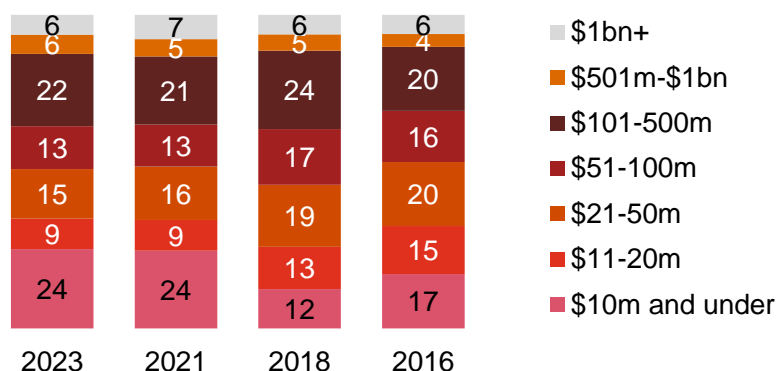
# 6

Appendix:  
Profile of family  
businesses globally

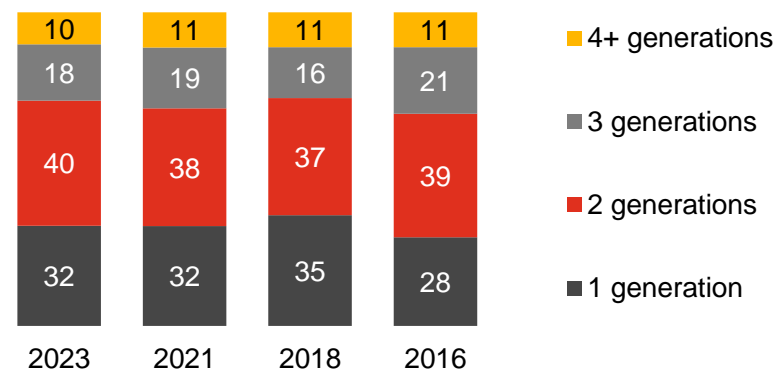
# Company profile – which companies have we interviewed?

%

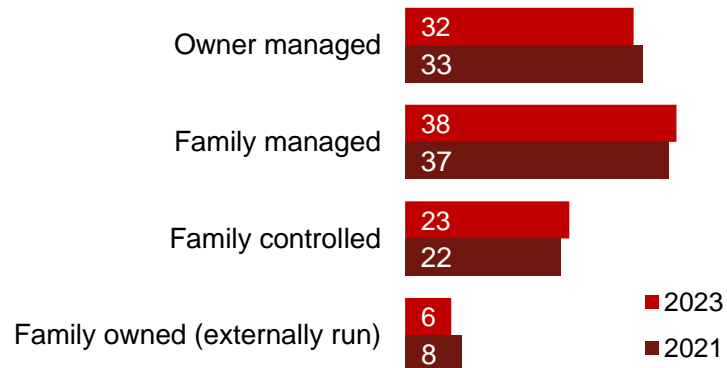
**Turnover (sales) (US\$)**



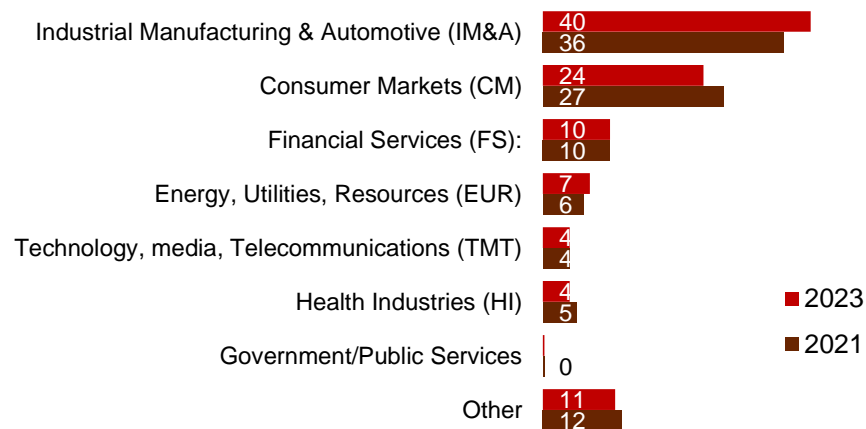
**Shareholder Majority**



**Family's Role in the Business**

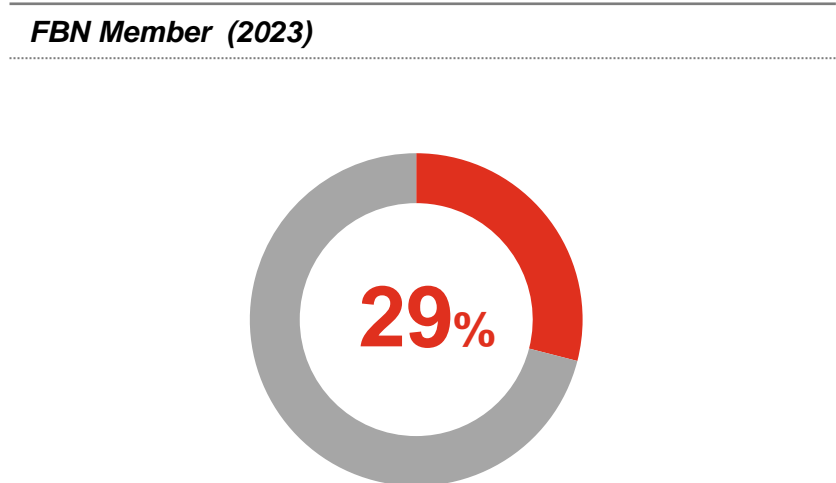
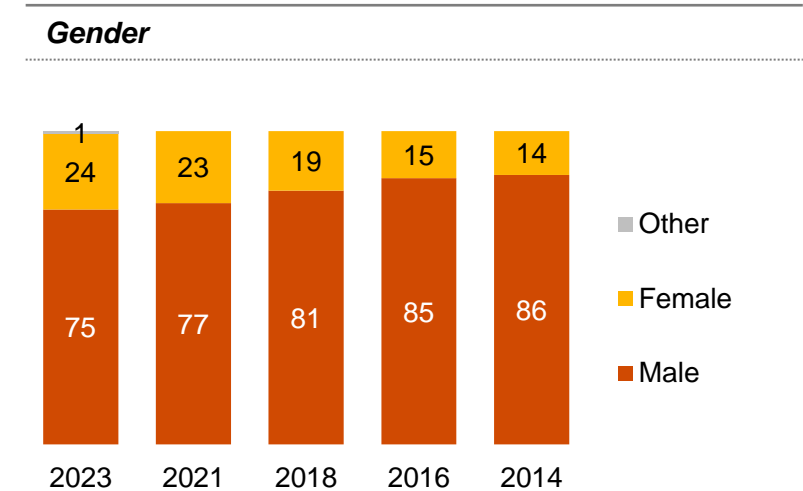
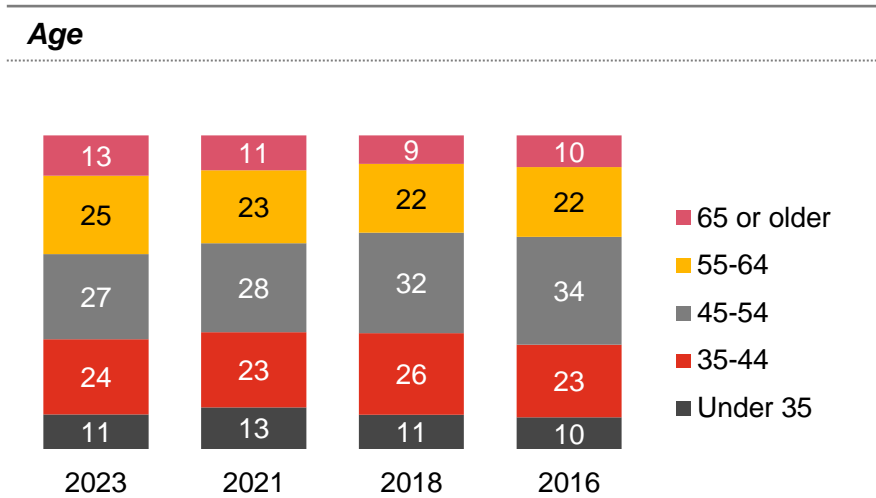
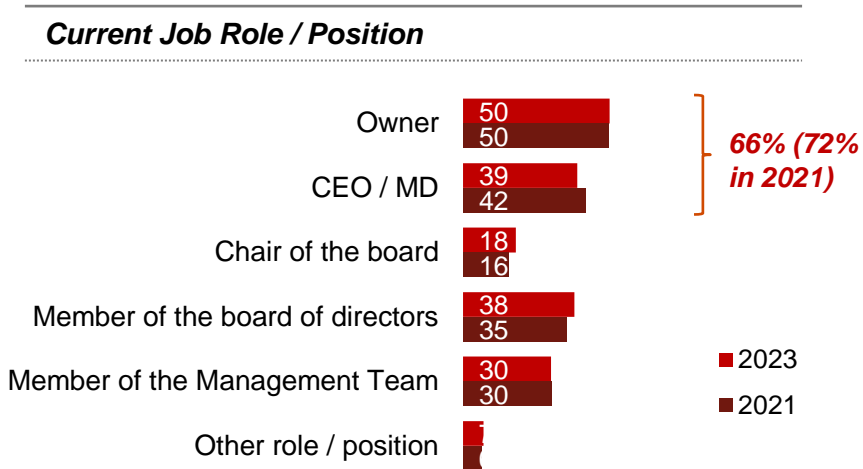


**Sector**



# Respondent profile – who have we spoken to?

%





# Got any questions?

*If you need more specific information please contact:  
Cydney Griffin (cydney.griffin@pwc.com)*

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