

NEUBERGER
Wealth



Aspire

Spring 2026

Looking Through the Storm

We believe resilient fundamentals should survive market turbulence, setting up potential opportunities driven by careful security selection and an eye toward risk.

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Flexibility and Consistency

Navigating the current market environment may require a delicate balance.

In investing, a key challenge is often combining adaptation to current market conditions and adherence to strategic discipline. The past few months (and indeed the past year) have seen periods of extreme turbulence in financial markets, requiring the flexibility to assess current positioning, perspective in light of long-term goals, and the fortitude to wait things out.

As noted by Shannon Saccocia, Chief Investment Officer—Wealth (see page 3), AI-driven fears of a “SaaSocalypse” drove an early 2026 rotation away from software and services stocks, only to be followed by the historic conflict in the Middle East, which triggered a sharp increase in energy prices and reassessment of inflation and growth prospects. Without minimizing the seriousness of recent events, Shannon believes that stronger nominal growth, slower inflation and improved earnings could await—setting up a potential stock pickers’ market over the coming months.

Now, as ever, it is important to assess opportunities as they arise. This applies to global diversification, and although Europe currently faces headwinds, we remain enthusiastic about Japan, where the country’s political

shifts and corporate reforms could help drive earnings potential over the long term. Kei Okamura, Senior Portfolio Manager—Japan Equities, explains these dynamics starting on page 16.

A key aspect of our job as advisors is to help clients capitalize on investment and planning strategies that fit their unique circumstances. In this quarter’s issue, we explore a few timely topics with key subject matter experts within Neuberger Wealth. Chris Bokosky, Private Markets Strategist, assesses various private markets structures and how they can align with asset class exposures and liquidity needs (see page 8); Elizabeth Sommer, Chief Trust Counsel, explains the ins and outs of Trump Accounts, which offer a new way to build retirement savings for young people (page 20); and Karin McNair, Head of Wealth and Estate Planning, looks at the continued benefits of Spousal Lifetime Access Trusts (SLATs) in the wake of last year’s federal tax reform (page 24). To round things out, Julia Chu, Head of Philanthropy and Family Governance Advisory, examines the growing influence of women in philanthropy and how to maximize that impact (page 27).

“You will note that this edition of *Aspire* reflects our updated logo and visual identity. The progression aligns with recent updates made by our parent firm and is meant to create a more cohesive experience wherever you interact with us.”

Recent Developments

An emphasis on flexibility and consistency also applies to our drive to enhance our service suite—adapting with the markets and the growing complexity in wealth management, while remaining true to our founding principles. In February, Neuberger announced that it had been selected as the new home for MIO Partners, McKinsey’s dedicated global wealth management and investment advisory business serving McKinsey partners, colleagues and alumni. This partnership showcases Neuberger’s deep commitment to both broadening the investment platform and providing sophisticated, personalized advice to individuals and families. We are excited about the journey ahead and believe the powerful combination of our aligned cultures and robust investment and advisory capabilities has the potential to drive exceptional outcomes for our clients over the long term.

Finally, you will note that this edition of *Aspire* reflects our updated logo and visual identity. The progression aligns with recent updates made by our parent firm and is meant to create a more cohesive experience wherever you interact with us. We hope the subtle design “refresh” helps you get more out of our materials, and we welcome your feedback as we explore digital features that would deliver *Aspire* directly to your mobile devices (see page 31).

As always, please do not hesitate to reach out to your Wealth team with questions about the markets, your planning needs, or anything else that may be on your mind.

Aspire to... **Invest**



Market Outlook

Looking Through the Storm

We believe resilient fundamentals should survive market turbulence, setting up potential opportunities driven by careful security selection and an eye toward risk.

Shannon L. Saccocia, CFA

Chief Investment Officer—Wealth

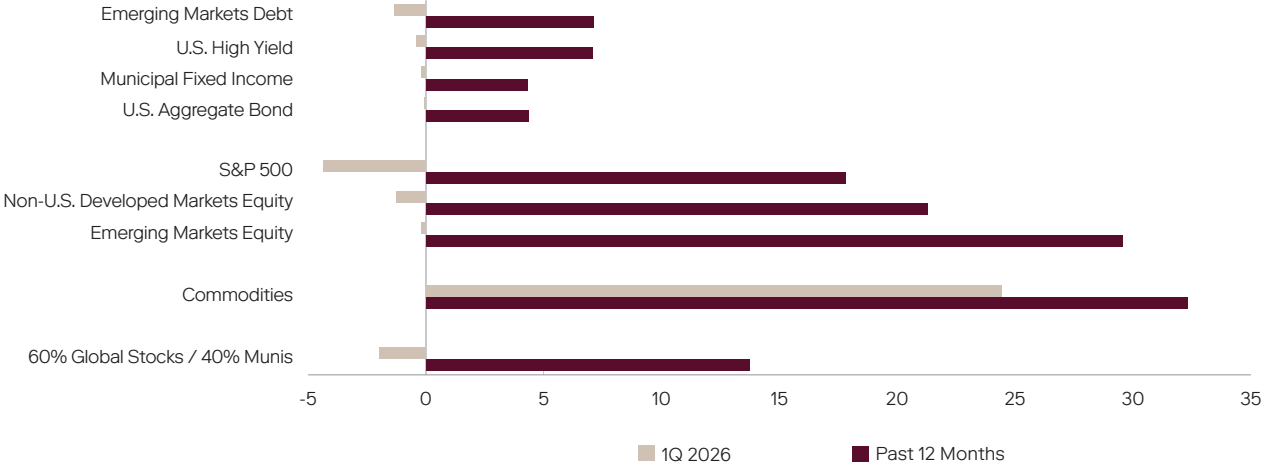


Events over the past few months have unfolded in dramatic fashion, and the distance covered from where markets began the year and where they stand today is evidence of a rapidly changing environment. January delivered on the promise of a broadening market, with equities rallying, small caps leading, and bond markets reflecting the opportunities outside of the U.S. February complicated that narrative, as the accelerating reach of “agentic” artificial intelligence cast a long shadow over companies—technology and otherwise—whose valuations had not yet reflected the threat of disintermediation. And then March arrived, bringing with it a geopolitical shock that rapidly repriced inflation expectations, pushed yields sharply higher across the globe, and cast doubt on the path for global monetary policy.

Breaking it down further, performance dynamics reflected the crosscurrents we have been navigating. Commodities were the standout, up 24.4% for the first quarter, a direct reflection of the energy price spike in March—and an area that we favored coming into the year. Equities, by contrast, were down across the board: The S&P 500 fell 4.3% for the quarter and non-U.S. developed market stocks were off 1.2%, while emerging markets equities held up somewhat better at -0.2%. All three remain meaningfully positive on a one-year basis at 17.8%, 21.3% and 29.6%, respectively, through quarter-end. Fixed income returns were positive coming into March, but the subsequent crisis-related jump in yields hurt investors who were positioned for stable to lower yields, particularly at the short end of the curve.

Middle East Conflict Disrupts a Strong Performance Trend

Total Return (%)



Source: Bloomberg. Data as of March 31, 2026. Indexes are as follows: S&P 500, MSCI ACWI (global stocks), Bloomberg Municipal Bond Index, Bloomberg U.S. High Yield 2 Issuer Cap, Bloomberg EM USD Aggregate, Bloomberg U.S. Aggregate, MSCI Emerging Markets, MSCI ACWI ex-U.S. (non-U.S. large and midcap stocks), Bloomberg Commodity. Nothing herein constitutes a prediction or projection of future events or future market behavior. Historical trends do not imply, forecast or guarantee future results. Due to a variety of factors, actual events or market behavior may differ significantly from any views expressed. Investing entails risks, including possible loss of principal. **Past performance is not indicative of future results.**

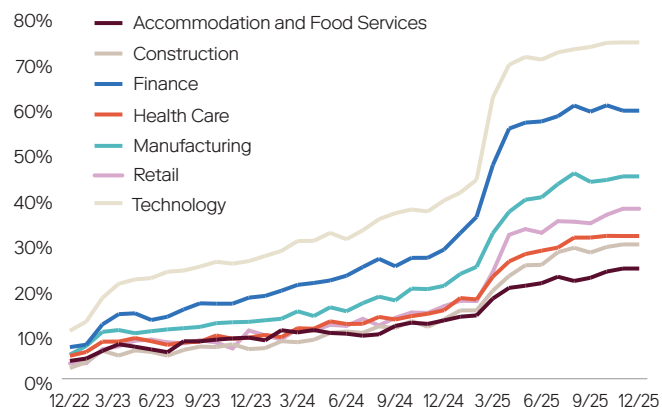
AI: Creative Disruptor or Death Knell?

Coming into 2026, our views on the potential transformation of the economic and market landscape were constructive. In our [Solving for 2026](#) outlook, we cited the opportunities in the accelerating AI capex cycle and the probability that spending would migrate from mega-cap tech to other parts of the economy. We acknowledged the potential threat of lofty valuations, suggesting that investors could become less willing to accept the massive spending that increasingly cannibalized cash flows.

This concern proved valid, as the “hyperscalers” felt pressure on both sides of their balance sheets. The demand for greater accountability and a clearer timeline toward monetization was apparent in the investor response to the spending guidance of these large tech names. With \$411 billion spent in 2025 (and an estimated \$653 billion in 2026) by Amazon, Microsoft, Google, Meta and Oracle,¹ investors are likely to continue to push for evidence of broad AI adoption to justify these outlays.

AI Seems Far From Saturation Levels

Adoption Rates by Sector



Source: FactSet, Ramp AI Index and the Visual Capitalist, as of December 2025.

Another undercurrent of the AI theme, however, has proven even more impactful for markets so far this year. The outperformance of semiconductors over software in 2025 was a well-telegraphed market narrative; and a potential reversal (or at least compression) of the return difference between the two industries ties in nicely with our view that AI integration for both tech and non-tech companies could help drive markets in 2026. However, with the release of several new agentic AI tools by Anthropic, the landscape changed seemingly

overnight. In what was dubbed the “SaaSpocalypse,” software stocks moved sharply lower as investors questioned the sustainability of the software-as-a-service (SaaS) model, and in particular, the safety of the recurring cash flows generated by subscription and per-seat revenue models.

Extending its impact, the dark cloud of disintermediation pressured equity prices for everything from enterprise software to trucking and logistics providers. In addition, the emergence of private credit concerns that began in 2025 quickly accelerated as investors adopted a “shoot first, ask questions later” approach to software and services exposure. This resulted in a sharp increase in investor redemption requests from those Business Development Companies that are heavily weighted to the sector, and pressured publicly listed asset managers offering these products.

In theory, should agentic AI prove to be as disruptive as some fear, continued capital expenditures to support implementation across the economy could once again be welcomed by investors. However, the reality may sit somewhere in the murky middle: The hyperscalers could face pressure to turn their free spending into cash flows, while companies facing disintermediation will need to better articulate how they can remain competitive—likely through integration of AI solutions of their own.

Conflict and Crosscurrents

While AI-related volatility was unpleasant for investors, the pain was generally concentrated in the technology, communication services and financial sectors in the first two months of the year. With the February 28 launch of Operation Epic Fury, however, the market narrative immediately changed. U.S. and Israeli airstrikes to command centers, nuclear sites, missile infrastructure and industrial facilities prompted the Iranians to launch attacks on U.S. bases and economically important sites in the Gulf region; they also effectively closed the Strait of Hormuz.

While some initially thought the conflict would only last for a few days, it has continued for close to two months, with a fragile ceasefire in place at the time of this writing. The immediate impact of the conflict has been an increase in energy prices, which is consistent with past crisis periods. However, the rapid repricing of inflation expectations this time has been notable and most evident in bond markets.

Heading into 2026, bond markets had largely anticipated a stable to modestly easier policy path across the major central banks (excluding Japan), but that consensus unraveled as energy prices surged. Central banks have historically looked

¹ Source: FactSet, Ramp AI Index, and the Visual Capitalist, as of December 31, 2025.

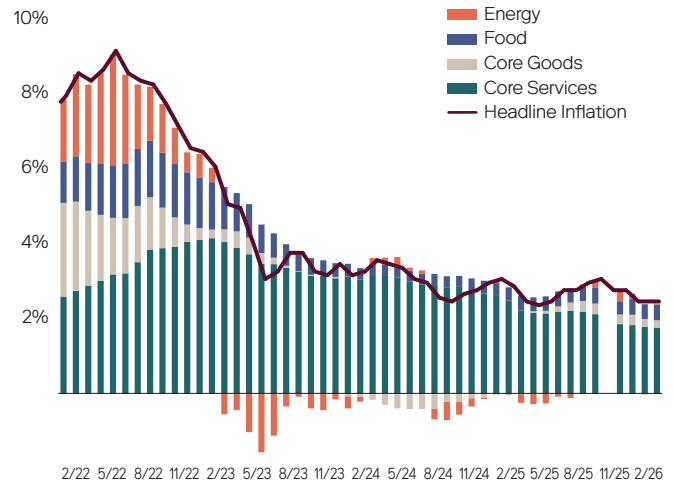
through geopolitically driven energy shocks in setting policy, but the combination of slow progress toward long-term inflation targets and acute energy insecurity across Europe, China and Japan gave markets reason to reprice aggressively, driving yields meaningfully higher before pulling back in hopes of peaceful resolution.

Even the U.S. rate picture changed, despite better access to energy supplies. As of publication, the market no longer expects the two to three cuts that were broadly anticipated at the end of February. Unlike the European Central Bank, which has adopted a more hawkish tone in recent weeks, the Federal Reserve has the dual mandate of low inflation and maximum employment, and the labor market, while still technically resilient, has exhibited signs of weakness in recent months. Job openings have narrowed and hiring rates have moderated, even as initial jobless claims have yet to exhibit a firmly higher trend. This has weighed on consumer confidence, and history tells us that when workers begin to worry about employment stability, they pull back on discretionary spending well before any actual deterioration in payrolls. Higher energy prices compound that behavior. As such, the Fed is watching this dynamic carefully, as a simultaneous hit to consumer sentiment from energy prices and labor market anxiety could increase the probability of a growth undershoot, and could push the Fed back to a more accommodative posture faster than markets currently anticipate.

Importantly, the threat of a central bank policy mistake notwithstanding, we believe that the probability of a sustained inflationary spike and a meaningful deceleration in economic growth is low. First, we believe that a more permanent agreement to renew access to the Strait of Hormuz is likely. The waterway is crucial to many nations, including China, which accesses much of its energy there. Therefore, the Chinese government could become more active in seeking a diplomatic solution to Strait oversight. Second, the backdrop for supply prior to March was favorable as global oil and product inventory levels were largely healthy, enabling refiners to pull from these inventories to source crude. As such, we think oil prices could remain in the \$100 per barrel range during this period without prompting a meaningful increase in general inflation levels.

Energy Could Add to Inflationary Pressure— Up to a Point

Contribution to CPI (YoY%)



Source: Bloomberg. Data as of February 2026. Nothing herein constitutes a prediction or projection of future events or future market behavior. Historical trends do not imply, forecast or guarantee future results. Due to a variety of factors, actual events or market behavior may differ significantly from any views expressed. **Past performance is not indicative of future results.**

Even if the crisis proves more durable than expected, it's worth noting that AI could act as a deflationary offset to higher energy prices, while slowing wage growth due to low hiring could also prove a counterbalance. As such, we think global bond markets have overshot the fundamentals, especially at the short end of the yield curve, and see potential opportunity in that disconnect. In our view, the path to lower yields could take two possible paths from here: Either the conflict de-escalates and energy prices retrace their steps or sustained price pressure erodes demand and does the Fed's work for it. In either scenario, the case for lower yields appears more compelling than the market is giving it credit for.

Anchoring Our Views

While no one has a crystal ball, we believe that our expectations for stronger nominal growth, slower inflation and improved earnings across a range of companies remain appropriate, although selectivity within equities could be paramount. The broad-based selling we observed in March created indiscriminate pressure across sectors and geographies, and, in our view, that kind of volatility often produces opportunity for disciplined investors. Companies with strong pricing power, low energy input costs and domestically anchored revenue streams are better insulated from the current macro headwinds and, we believe, represent a more compelling risk/reward balance than they did coming into the year—even in sectors such as technology, which had enjoyed strong year-over-year gains.

In addition, we believe the dynamics of the fixed income market have changed quickly and dramatically, affording us the opportunity to lean into areas that we previously viewed as fairly to overly valued. While admittedly not positioned for a sharp deterioration in the economic outlook, we will continue to adjust our expectations as the Middle East conflict evolves. Should energy prices remain elevated through the summer, we would likely look to reposition portfolios for a less accommodative monetary policy environment. That said, our long-term strategic asset allocations take into account periods of volatility like the one we are experiencing now, and we encourage continued discipline in maintaining those allocations even as markets fluctuate.

See disclosures at the end of this publication, which are an important part of this article.

Highlights 2Q 2026

FROM THE ASSET ALLOCATION COMMITTEE

Shannon is a member of the Neuberger Asset Allocation Committee, whose views are presented below.

Looking through near-term disruption in the Middle East, the Committee retains its broadly constructive medium-term outlook on growth and risk assets even as the conflict raises the cost and complexity of expressing it.

Equities

We continue to favor global stocks—including emerging markets and U.S. small and midcaps—and have upgraded U.S. large caps to overweight, reflecting the opportunity created by underperformance, lower valuations and strengthening earnings estimates. Japan remains appealing, but European equities may be vulnerable to energy constraints, rising fiscal pressures and deteriorating growth prospects.

Fixed Income

Amid a dynamic macro environment and diverging global rate expectations, we have upgraded our view of U.S. government bonds, particularly at the front-end of the yield curve; and now see U.S. investment grade (IG) as an overweight, given more enticing valuations. We are maintaining overweights in non-U.S. developed market and IG corporate bonds, but have reduced emerging markets debt to at-target on the back of recent outperformance.

Alternatives

Private equity has moved from an overweight to at-target, consistent with our view for private debt. The move reflects a tactical recalibration given the rising cost of holding illiquid equities in an environment of wide outcomes, and AI-driven disruption risk in legacy software and services portfolios. Commodities remain an overweight, reflecting the structural repricing of energy markets, which we believe offer both a return opportunity and a measure of portfolio insulation.

All views are over the next 12 months unless otherwise stated. See disclosures at the end of this publication, which include additional information regarding the Asset Allocation Committee and the views expressed.





Aspire to... **Optimize**

Mapping the Evergreens: Finding Direction in Private Markets Innovation

Evergreen fund structures are opening private markets to a broader range of investors. In our view, understanding how to match the right vehicle to the right asset class and strategy could be the key to building a truly effective private markets portfolio.

Chris Bokosky, CFA, CAIA
Private Markets Strategist

As individual investors increasingly gain access to private markets strategies through product and vehicle innovation, we believe it's important to consider the nuances of recently developed fund structures: What are their benefits and tradeoffs? How do they align with the unique characteristics of various asset classes and strategies? And how do we think about using these fund structures in a total portfolio context? Here, we explore the various “evergreen” fund types, and how they fit into diversified private markets portfolios.

The Rise of the Evergreens

Once the domain of institutional investors and ultra-high-net worth families, private markets have gradually opened up to a broader range of clients as product and vehicle innovation has progressed.

We have long believed that, where appropriate, private markets can deliver diversified sources of returns to enhance outcomes for investors’ portfolios. The challenge historically was not the value of the asset class, but rather the limitations of the traditional limited partnership fund structure: stringent investor qualifications, high minimums, long lockups (sometimes lasting a decade or more), complex cash-flow planning and onerous tax reporting.

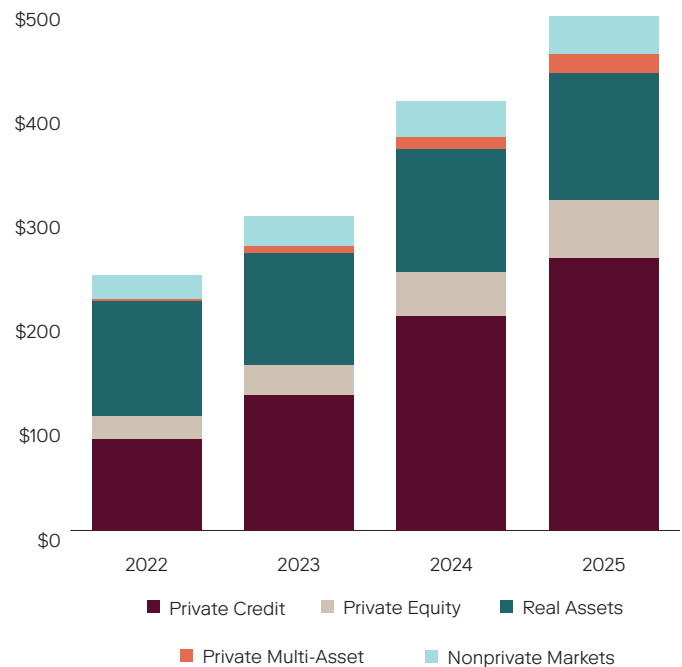
Over the last several years, however, we’ve experienced a significant rise in evergreen fund structures that seek to mitigate some of these burdens. Specifically, evergreen funds accept ongoing investments (rather than just in an offering at the opening of a fund) and provide potential for periodic withdrawals, though often not guaranteed, in contrast to the more severe lockups of traditional funds. Many have lower minimums and less onerous investor requirements. The changes have drawn a generally positive response from investors, leading to meaningful growth for evergreen funds as the market continues to refine and adapt these structures (see “Advantages and Trade-Offs” on facing page).

Despite the commonalities, it’s easy to oversimplify the evergreen landscape. Thinking about the funds too broadly tends to gloss over the nuances within the evolving category, which encompasses both newer structures such as private evergreens, tender offer funds and interval funds, and “recycled” entities including non-traded Business Development Companies (BDCs) and Real Estate Investment Trusts or REITs (see the table on page 12 for a breakdown).

Keep in mind that these are holding entities, not actual investments, so their distinctions relate to characteristics like subscription frequency (when the investor commits to the manager), available liquidity, investment minimums, investor qualification requirements and more. While these elements are part of the overall appeal of evergreens, what can matter more is how closely they fit with the various private market asset classes and strategies that are available.

Growing Investor Interest in Evergreen Funds

Assets Under Management (\$ Billions)



Source: Pitchbook, 4Q2025 U.S. Evergreen Fund Landscape Summary.

Evergreen Structures: Advantages and Trade-Offs

Advantages

Operational simplicity. Evergreen funds generally involve a single subscription and one capital call, with the flexibility to increase the subscription amount over time if desired. Tax reporting is generally simpler than for traditional funds.

Capital efficiency. Investor commitments can be deployed immediately into a diversified portfolio of private investments, enhancing potential for compounding returns from day one. Cash inflows from company realizations are often reinvested efficiently.

Lower investor requirements and minimums. Evergreens are open to a larger cohort of investors, and lower investment minimums enable more effective diversification across asset classes and strategies.

Potential for periodic withdrawals. It's easier to withdraw capital during periods of relative calm, although there may be “gating” mechanisms that limit redemptions during bouts of market stress and increased demand for liquidity from investors. Gating helps to alleviate liquidity mismatches, where pressure for withdrawals might otherwise force managers to sell at inopportune prices (see “liquidity mismatch” below).

Transparency. More frequent reporting makes it easier to evaluate manager track records and underlying exposures.

Trade-Offs

Liquidity mismatch. Even with their advantages, it's important to understand what evergreen structures cannot do: transform inherently illiquid private assets into liquid investments simply by wrapping them in a more accessible vehicle. This distinction proved consequential during the 2022 real estate sell-off and, more recently, amid this year's private credit dislocation, where mismatches occurred between redemption requests and the funds' liquidity. While some have criticized the liquidity gates employed to hold back those dollars, such mechanisms can serve as a needed protective feature to shield all investors—those seeking to exit and those staying invested—from losses that can result from forcing the sale of illiquid assets at depressed prices.

Cash drag. Evergreen funds typically hold cash and publicly traded securities to meet potential redemption requests. Holding more cash can dampen return potential, while liquid public securities generally do not benefit from the expected illiquidity premium associated with private investments. In general, the more frequently liquidity is offered, the greater the need to maintain cash and other liquid holdings.

Sourcing. As evergreen vehicles grow, managers may face the challenge of sourcing attractive investments at scale while maintaining underwriting discipline.

Side-by-Side: Private Markets Fund Structures

	Less Liquid ←—————→ More Liquid				
	Traditional Limited Partnerships	Evergreen Funds			
	'Closed-End Drawdown'	Private Evergreen	Tender Offer	BDC / REIT (Non-traded)	Interval Fund
General	Classic private markets structure, long-term orientation, liquidity lock-ups	Ongoing subscriptions and redemptions while preserving flexible format of traditional LP	Periodically invites investors to redeem at NAV; SEC-registered	Focused on private credit or real estate; periodic repurchases, wider investor eligibility, simpler taxes; SEC-registered	Most accessible evergreen, best suited to shorter-duration, income-oriented investments; SEC-registered
Subscription Frequency	Capital committed upfront, called over several years	Quarterly or monthly	Monthly	Monthly	Daily
Valuation Frequency	Quarterly	Quarterly or monthly	Monthly	Monthly	Daily
Redemption Terms	Long lock-ups followed by periodic distributions	Periodic, subject to gates	Quarterly, subject to a limit and board discretion	Monthly or quarterly, subject to a limit and board discretion	Required quarterly, subject to a limit
Typical Minimum Investment	\$250,000+	\$250,000+	\$25,000+	\$2,500+	\$1,000+
Investor Eligibility	Qualified purchaser	Qualified purchaser	Accredited investor or qualified client	By state	Accredited investor or below
Tax Reporting	K-1	K-1	1099	1099	1099
Leverage and Diversification Limits	No	No	Yes	Yes	Yes
Most Suitable Asset Class	Long-duration asset classes (private equity, opportunistic real estate, infrastructure)	All, with bias toward income	All	Private credit or real estate	Short duration, income-focused (private credit)

Source: Neuberger. For illustrative and discussion purposes only. A SEC-registered fund is subject to regulatory oversight, and must comply with requirements set by the U.S. Securities and Exchange Commission. Generally speaking, a qualified purchaser has at least \$5 million in investments, an accredited investor has a net worth of at least \$1 million or an annual income of at least \$200,000, and a qualified client has a net worth of at least \$2.2 million or assets under management of over \$1.1 million. Further criteria may apply; consult your Wealth team for details.

Matching Asset Class to Vehicle

At a high level, the appropriateness of a given vehicle may depend on the characteristics of an underlying investment strategy, in particular, the consistency and timing of cash flows, the holding period and the ease with which assets can be sold or refinanced. The key for investors, then, is to make sure that asset class and fund type align effectively.

Private Markets Liquidity Continuum

Cash Flows	Less Liquid	More Liquid
Less Predictable	PE Buyout/Venture Typical vehicles: <ul style="list-style-type: none"> • Traditional drawdown LP funds • Tender offer funds 	Public-Private Hybrid Typical vehicles: <ul style="list-style-type: none"> • Registered funds with small private allocations
More Predictable	Real Assets (Core Real Estate/ Infrastructure) Typical vehicles: <ul style="list-style-type: none"> • Non-traded REITs • Tender offer funds 	Private Credit/Asset-Based Finance Typical vehicles: <ul style="list-style-type: none"> • Interval funds • BDCs

Source: Neuberger.

Private credit. As a form of debt, private credit tends to have better-defined maturities and consistent income potential than equity strategies, allowing for increased liquidity at the fund level. As such, private credit may be well suited for inclusion in interval funds, the most liquid fund structure, which are legally required to offer periodic share repurchases and whose holdings can now be entirely devoted to the asset class.

Another choice for private credit is a non-traded BDC, which are funds that lend to middle-market companies. They must offer owners periodic opportunities to sell shares back to the fund. The industry standard is for quarterly repurchase offers of up to 5% of net asset value (NAV), although terms may vary by fund. Indeed, the timing and size of each offer is determined by the fund's independent board, providing investors with a degree of regular liquidity while preserving the fund's ability to hold longer-term assets.

Private equity (PE). PE strategies (including buyouts, growth equity, venture capital, co-invest and secondaries) are typically less suited to highly liquid structures due to long holding periods and irregular exit timing; longer-dated structures such as "tender-offer funds" and old fashioned "closed-end drawdown" funds may work better.

With a tender-offer fund, the board may periodically invite investors to sell back a portion of their shares at NAV, typically on a quarterly or semiannual basis, although it has no obligation to do so. Unlike interval funds, they also don't have to maintain a minimum level of liquid assets, either. This allows for bigger allocations to private equity, but may make these vehicles a less reliable source of cash when needed. Ultimately, this reduced liquidity is better aligned with the long-term nature of the asset class.

Closed-end drawdown funds (clearly not "evergreen" but useful for comparison) are the classic structure for private equity. Here, investors commit capital upfront that is "called" over time as investments are made. Capital is returned, along with earnings, as portfolio companies are sold.

Some managers have launched hybrid strategies combining public and private equity within interval funds. However, because interval funds carry fixed repurchase obligations, most of their assets are usually in public markets. Similarly, mutual funds and ETFs can only allocate up to 15% in illiquid private assets given their need to provide daily liquidity. Although right for some investors, they may be less effective for investors looking to meaningfully bolster private equity, private credit or real asset exposure.

Real assets. Real estate and infrastructure carry their own unique attributes that can affect their fit with various fund structures. Generally speaking, real estate and infrastructure investments include large, illiquid, long-lived assets, which can make it difficult to sell them for near-term liquidity.

However, “core” real estate and infrastructure investments typically have more stable values and a cash component that can mitigate, though not eliminate, illiquidity risk. For these investments, non-traded REITs can be an appropriate vehicle, typically offering quarterly share repurchase programs similar to tender offer funds. It is worth distinguishing these from publicly traded REITs, which are exchange-listed securities with full daily liquidity and are more analogous to public equities than to private real estate vehicles.

Value-add or opportunistic real asset strategies often hold assets undergoing repositioning or development, with limited near-term cash flows. They therefore may be less suited to fund structures with fixed repurchase obligations, such as interval funds, and more appropriate for tender-offer funds and traditional drawdown structures.

Aligning Strategy With Vehicle

Looking beyond the asset class level, not all strategies are equally suited to evergreen fund structures that require continuous deployment of capital as investors contribute to the fund. In our view, what matters is strong and consistent deal flow that allows the manager to hit deployment targets while maintaining underwriting standards. This gives an advantage to scaled private equity and private credit platforms, co-invest and some secondaries strategies.

In addition, evergreen vehicles may not work for some niche strategies that invest in a narrow market, or that hold only limited, high-conviction positions. This can be true of industry-specific venture capital or buyout strategies, for example, along with opportunistic approaches like distressed investing that focus on short-term market dislocations. “Primary fund” investments, where investors commit capital to a blind pool and contribute capital calls over a multiyear period to fund investments, followed by intermittent liquidity as investments are sold, may also be ill-suited to evergreens given their cash-flow characteristics. Illiquidity risk may increase during market stress, when redemption requests can rise just as new deal flow slows. Thus, we think these strategies are often better suited to traditional drawdown fund structures.¹

Integrating Evergreens and Drawdowns

What role can evergreen private markets funds play in a total portfolio context? We observe two approaches.

1. Core-Only Exposure

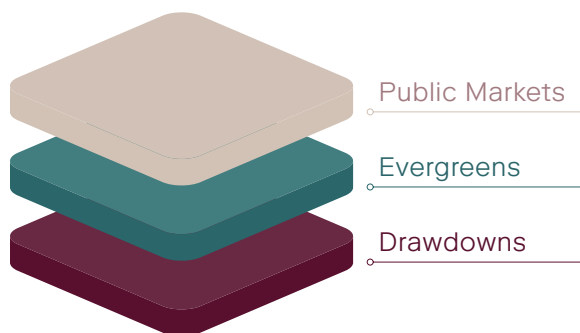
Investors who aren’t willing or able to deal with the operational complexity of traditional closed-end, drawdown structures may look to evergreen funds for their sole private markets exposure. Diversification through direct co-investments and general partner-led secondaries sourced from a wide range of managers can provide fee efficiency and diversification across manager, industry, company size, geography and vintage year.

2. Core and Satellite

Using both evergreen and traditional vehicles can offer advantages. Evergreens can act as the core PE exposure, while traditional funds can provide access to niche, opportunistic and/or complementary strategies. The evergreen holdings can speed up the overall investment timeline of the portfolio, making the combination particularly suited for investors who are early in the private markets journey and want to put capital to work. (Note that a core-and-satellite approach still requires thoughtful pacing of commitments to traditional drawdown vehicles to avoid overconcentration in any single vintage.)

This approach allows investors to view their entire portfolio through a liquidity lens, segmenting capital into buckets based on time horizon and accessibility. Evergreens, which provide the potential to redeem/tender shares periodically (subject to fund terms), occupy the middle tier between fully liquid public markets holdings and locked-up private markets commitments. This structure can account for shorter-term needs while enhancing long-term compounding potential in less liquid strategies.

Portfolio Liquidity Tiers



¹See Von Lehe, et. al., “Evergreen Private Equity Investing: Key Benefits of a Direct, Multimanager Approach,” Neuberger, January 28, 2026.



Conclusion: Reaching Your Destination

The proliferation of evergreen fund structures has increased accessibility to the private markets, to the benefit of a broadening segment of investors. However, while not all fund structures are the same, in our view, none is superior. Rather, the appropriate choice may depend on the interaction among the liquidity profile of the underlying investments, the characteristics of the strategy, and the objectives of the investor. Working to develop an optimal mix can take some effort, but ultimately should enhance the impact of the private markets asset class as investors seek long-term portfolio performance and risk mitigation.

Sample Private Markets Strategies/Sectors

Buyout: Investment in mature companies, often keyed to operational improvement.

Venture capital: Focus on early-stage, high-growth companies with future earnings prospects.

Private credit: Loans made directly to companies or assets outside of the traditional banking system, spanning corporate lending, asset-based finance, etc., with a focus on generating returns through interest income.

Real assets: Purchase/management of long-lived physical assets, including real estate and infrastructure.

Distressed: Investment in stressed companies typically involving restructuring, refinancing and/or other operational turnaround efforts.

Secondaries: Purchase of existing, more mature stakes in private funds on the secondary market.

Co-invest: A direct investment in a specific company or asset alongside general partners who manage the investment day-to-day.





Aspire to... **Diversify**

Japan for the Long Haul

Don't let recent market volatility distract from the long-term fundamentals. We think another stage of growth is likely on its way.

Kei Okamura

Portfolio Manager—Japan Equities

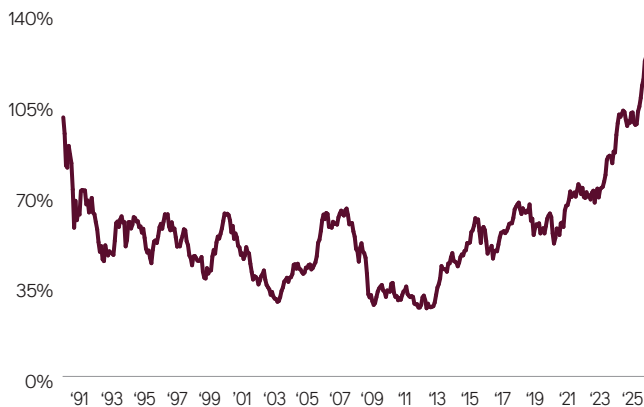


Japan's recovery from the “lost decades” of deflation and meager growth has been an on-again, off-again phenomenon. Dating to the days of Abenomics over 10 years ago, global investors have heard repeated announcements of market and corporate reforms, which highlighted good intentions, but also met with reluctance and practical impediments that often held back progress until the next round of initiatives. Gradually, however, these changes gained traction, culminating in the robust equity environment of the past 18 months, which has reached a crescendo with the rise of Sanae Takaichi as prime minister of Japan.

In our view, it helps to think of the reforms as an airplane in motion. Japan hit the runway in 2013 with new codes to help strengthen board effectiveness through increased independence and skillset diversity. It then moved to the take-off phase starting in 2022, when the government, along with shareholders and industry associations, worked to push companies to reform their capital management, disclosing their plans to foster improved investment returns and promoting mergers and acquisitions to help loosen up sclerotic keiretsu-oriented business cultures. Next, we believe that Japan should reach the “cruising altitude” phase this year and beyond, with a new code to push companies to make better use of their cash and other assets in helping drive long-term growth.

Japan's Equity Reemergence Continues After Decades of Stagnation

Topix Index Total Return



Source: Bloomberg. Monthly performance through December 2025.

The strong equity market response to Takaichi's election to head the ruling Liberal Democratic Party in October, followed by her landslide victory in a parliamentary snap election in February, reflects investor consensus that she can effectively pilot Japan in this new phase. A longtime protégé of the late Shinzo Abe, Takaichi is a populist conservative who supports strong growth and a robust national defense. She favors a variation of her mentor's policies, known as “Sanaenomics,” which calls for strategic investment in key industries, fiscal stimulus and reforms to drive economic expansion.

Since taking office, Takaichi has proposed suspending the 8% food tax to ease cost-of-living issues, and a broader \$100+ billion stimulus package. Importantly, she is also looking to accelerate corporate reforms designed to enhance capital efficiency, support research and development, and promote economic security—something that could be crucial to winning over the remaining global investors who may be skeptical of the Japan recovery story.

There are challenges. Takaichi needs to support domestic demand through wage gains, while limiting the chronic inflation that can erode confidence. But the return from the long-term deflationary environment, while a policy success, has also led to consumer stress and tighter financial conditions that could pressure domestic earnings. The recent downward trend in yen valuation, although helpful to exporters, could also squeeze consumers by increasing the cost of imported goods. And although Japan has improved its fiscal picture (in contrast to most G7 countries), Takaichi still needs to manage its heavy debt load (more than 200% of GDP). Outside of her control are Middle East conflict-related higher energy prices, which, if maintained over the long term (not our base case), could

create a significant headwind given Japan's dependence on imported oil and natural gas.

One major advantage for Takaichi is her current supermajority in Japan's Lower House, along with control of important policy committees, which should help smooth the way for her agenda. This is a key reason that, despite near-term issues, we believe that the Japan story should continue to show progress over the medium to long term.

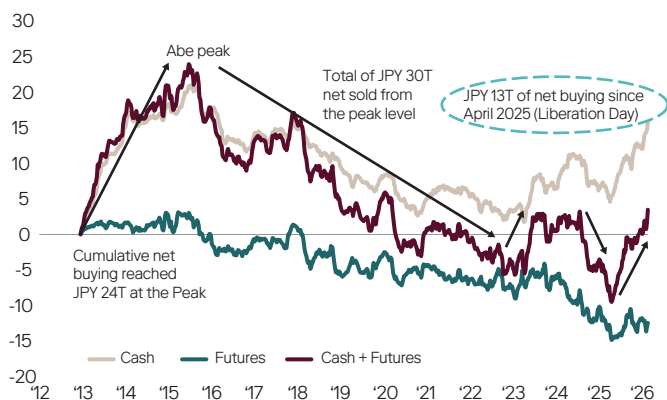
Key Variables: Flows and Valuations

That said, it bears noting that the Japan equity market, even with recent volatility, has come far in a short period of time—raising a key question of whether it may be “too late” for investors to become involved. Although we could see near-term periods of volatility from here, we believe that there could be considerable room to run given positive secular trends and improved investor sentiment.

A look at history may be instructive. At the peak of enthusiasm for Shinzo Abe's policies a decade ago, the Japanese market saw some JPY 24 trillion in cumulative net foreign investment; from the April 2025 “Liberation Day” announcements through mid-February 2026, that figure reached JPY 15 trillion—well short of the previous mark despite the meaningful contributions to growth and profitability of recent corporate reforms (see display).

Foreign Investment in Japan May Have Room to Run

Cumulative Foreign Buying/Selling (JPY Trillion)



Source: Bloomberg, Goldman Sachs. Data as of January 31, 2026.

Valuations are also worth considering. Although many

investors focus on the relatively narrow (and currently pricey) Nikkei 225 index, we think the more diversified Topix Index (with around 1,700 issuers) is a more appropriate reflection of the Japanese investment opportunity. Here, valuations, while higher than a couple years ago, remain reasonable in our view, with Japan's benchmark Topix trading at 15 times 2027 earnings compared to the S&P 500's 18 times, and a price/book ratio of 1.7 versus the S&P 500's 5.1.¹

Premium on Stock Picking

Importantly, we believe that the environment moving forward is likely to favor stock pickers. Faced with structurally increasing input and labor costs, and amid challenges from U.S. tariffs and inflationary shifts, we have found that quality Japanese companies with scale, market share, strong brand loyalty and pricing power have tended to be more resilient than others. In addition, while artificial intelligence has decimated some corners of the U.S. marketplace, it has actually led to interest in Japan's substantial capabilities in robotics and automation, which are generally considered the next wave of the AI trend. And rather than limiting the search for opportunities to large-cap names, we think that venturing into mid- and small-cap stocks could also be rewarding, in part because growth- and profitability-driving reforms are taking hold more slowly in this tier of the market. Such companies may also be particularly open to engagement with investors to enhance their business practices and help drive shareholder value.

Looking to the Future

Japan's corporate governance and capital management reforms remain central to the nation's recovery story. However, we believe that investors are now focusing on what they could lead to: secular earnings growth. Companies are increasingly looking to put their excess capital to work and use it to expand the business, whether through capital expenditures, research and development, or mergers and acquisitions. With the decisive election of the new prime minister, and the potential for maintaining current reforms and growth momentum, we believe that the Japanese market could have much to offer investors in the coming years.

¹Source: Bloomberg. Data as of March 24, 2026. See disclosures at the end of this publication, which are an important part of this article.

Aspire to... **Save**




Trump Accounts: A Useful Addition to the Savings Toolbox

New accounts for children offer a way to foster retirement savings from an early age.

Elizabeth M. Sommer

Chief Trust Counsel, President and Head of Personal Trust (New York)



Created as part of the 2025 federal tax reform, Trump Accounts add to the tools available to help children save for the future—in this case geared toward retirement. Unlike traditional retirement accounts, the owner/beneficiary does not need to earn income to make contributions. The accounts can be set up essentially from birth, extending the compounding potential that can be so valuable when it comes to long-term investment.

The new accounts have their own special rules, characteristics and uses. We provide an overview below.

An ‘IRA’ for Children

Trump Accounts are tax-advantaged investment vehicles available to establish for children up to the end of the year they turn 17. The vehicles are similar to an Individual Retirement Account, although an adult (typically a parent or guardian) acts on behalf of the child/owner, setting up the account, choosing investments and making or securing contributions, until the year the child reaches age 18.

In a much-publicized provision, the federal government will provide a one-time \$1,000 seed contribution to Trump Accounts for children who are U.S. citizens born between January 1, 2025, and December 31, 2028. This contribution is meant to jump-start investments from an early age.

There are two additional ways to make contributions: First, individuals (whether directly or as part of an employee benefit plan) and their employers (as part of an employee benefit plan) can provide up to a total of \$5,000 per account per year (indexed for inflation after 2027). Note that employers can only contribute \$2,500 per employee—whether for the employee, if under 18, or the employee’s children. If the employee has multiple children, the funds may be divided among them. Second, states, localities and charitable organizations can make contributions that are not subject to the \$5,000 annual cap.

Trump Accounts in a Nutshell

- Trump Accounts will become available on July 5, 2026, offering a new way for children to get a head start on retirement savings.
- Minors up to age 17 are eligible for the federal program; an adult has to make an election on their behalf and then set up the account.
- The federal government will provide a one-time \$1,000 seed contribution for U.S. citizens born January 1, 2025, through December 31, 2028.
- Individuals and employers can together contribute a maximum of \$5,000 each year for a given beneficiary (who can only have one account); state and local governments, as well as charities, can contribute without limitation.
- Only low-cost, U.S.-focused index mutual funds or ETFs are eligible for investment; no leverage is allowed during the growth stage.
- Most withdrawals are not allowed until age 17; then, certain exceptions under the IRA rules will apply for withdrawals without penalty.
- Rollovers will be allowed to Trump Accounts provided at financial institutions.



Investment Options

The choices for investment within a Trump Account are fairly limited. Until the child reaches 18, the account may only be invested in mutual funds or ETFs that track the S&P 500 or another equity index where at least 90% of the assets are in U.S. companies. No leverage is allowed, and the funds cannot charge an expense ratio of more than 10 basis points. Fund providers can offer multiple options, but must also designate a default investment. When the account is eventually converted to an IRA (see facing page), the standard investment limitations associated with IRAs will apply.

Tax Treatment

Income tax treatment of Trump Accounts depends on whether the contributions are considered pre-tax and have no basis, or post-tax and have basis. The federal \$1,000 seed money, employer contributions and qualified contributions from states, localities and charities have no basis. Those contributions are fully taxable when eventually withdrawn. In contrast, direct individual contributions are made with post-tax dollars and have basis, and thus withdrawals of those contributed amounts are tax-free.

In all of these cases, the accounts grow tax-free, but the investment earnings are taxable upon withdrawal. Accordingly, depending on how the account is funded, withdrawals may be part return of capital (which may or may not be subject to tax) and part earnings, which will be. Unfortunately, there can only be one Trump Account per child, so tracking the basis of the contributions will be important to enable proper tax reporting once withdrawals are permitted.

As for **gift taxes**, under the current rules, an individual's contribution to a Trump Account is considered a taxable gift, but is not eligible for annual exclusion treatment. Accordingly, such a contribution—no matter how de minimis—requires the filing of a federal gift tax return to report the transfer. That said, gift taxes may not be owed if the individual has not exceeded their federal gift and estate tax exclusion (currently \$15,000,000). It is possible that this tax treatment could change with new legislation or regulatory guidance.

Setting Up a Trump Account

Trump Accounts will become available starting July 5, 2026, to U.S. citizens up to age 17 (as of the end of the election year) with a Social Security number. To open an account, an adult (usually a parent or guardian) must make an election with the IRS on behalf of the child, either by filling out the newly created Form 4547 or by using a tool on a government website, www.trumpaccounts.gov. Claiming the \$1,000 federal contribution requires a separate election that can be made at the same time. The adult (now the responsible party) can subsequently set up the account based on instructions from the IRS, starting on July 5, 2026. The federal government administers the accounts at first, but they can subsequently be rolled over to Trump Accounts at financial institutions.

Rollovers, Changes Upon Adulthood

Given their nature as long-term savings vehicles, there are very few permissible withdrawals from Trump Accounts in what's called their "growth stage" (until the start of the year the owner reaches age 18). If the assets are rolled over to another financial institution during this time, the respective tax bases of the contributions are maintained.

On January 1 of the year the owner reaches age 18, the account converts to a traditional IRA. At this point, standard IRA rules will apply, including limits on withdrawals before age 59½ (except for certain well-known exceptions), as well as (eventually) rules for required minimum distributions. It is possible to do a Roth conversion at this time, capitalizing on the likely low tax rate of the owner at that age, after which the account has the potential to compound on a fully tax-free basis.

Gauging the Planning Role of Trump Accounts

Trump Accounts are probably best described as early, long-term retirement vehicles, and thus must be judged in relation to the various priorities that a given family may have for their child. For example, 529 accounts may offer more ample opportunities for education savings, while custodial accounts or trusts, although taxable, may provide additional resources for potential support. (See "Other Child Savings Options" at right.)

Conclusion: Waiting for Further Developments

Trump Accounts are an entirely new type of savings vehicle, and the IRS has yet to iron out all the rules that apply—further guidance is pending. Moreover, it may take a while before financial institutions are ready to provide the accounts, and before employers, charities and state/local governments start to take advantage of them. Importantly, the Trump administration is planning an outreach to encourage greater involvement and access. That said, we are optimistic that Trump Accounts can prove useful to many families. We will be watching closely as events progress.

Other Child Savings Options

529 Plans. These are tax-advantaged accounts designed to generate savings for education. Parents, grandparents and others can contribute after-tax dollars to an account where they can grow on a tax-exempt basis and avoid taxation on withdrawals if used for a variety of educational expenses for K-12, college and trade schools. The states set contribution limits, often at relatively high levels. Subject to gift tax rules, contributions can qualify for the current \$19,000 annual exclusion. Moreover, it's possible to front-load up to five years of exclusion contributions into one year without triggering gift taxes. Under current law, that means an individual could give \$95,000 (\$19,000 x 5), or \$190,000 if gift-splitting with a spouse. Some states allow a deduction from state incomes taxes (typically up to \$5,000) for 529 contributions. Finally, balances of up to \$35,000 may eventually be converted to an IRA for the child under defined circumstances.

UTMAs/UGMAs. These custodial accounts afford investment flexibility, enable largely unlimited contributions, and can be used for a broad range of purposes. Parents or others can provide the funds for the account, subject to gift tax rules. A custodian manages the account for the child and can make withdrawals for the child's benefit. Upon reaching the age of majority, the child takes full control of the account. Contributions to the account are after-tax, and investment earnings are fully taxable in the year they are generated at the child's tax rate. "Kiddie tax" rules that attribute the child's earnings to the adult may also be triggered, and assets may be considered in financial aid calculations.

Custodial IRAs. For children who have earned income, parents can set up a custodial IRA that provides a way to start saving for retirement early. Under IRA rules, deductible contributions of up to \$7,500 per year (as of 2026) are permissible. Given likely low tax rates at this age, it may make sense to establish a Roth IRA where after-tax contributions can grow tax-free thereafter.

Irrevocable Trusts. A variety of irrevocable trusts may be appropriate to support children. Consult with your estate planning attorney for further details.

Aspire to... **Plan**

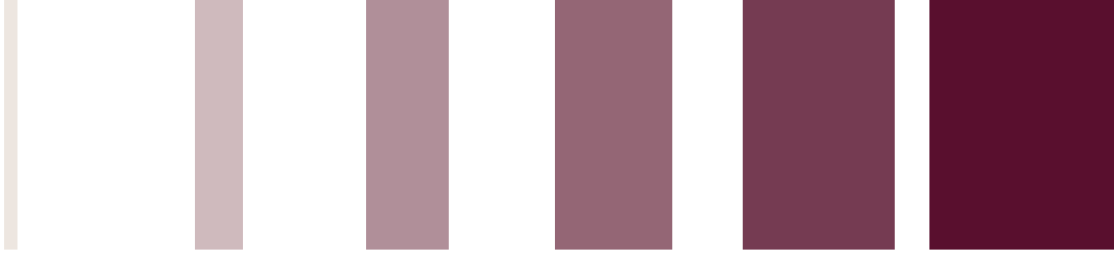


I Created a SLAT—Now What?

Even in a new tax regime, we believe the benefits of these trusts remain substantial.

Karin McNair

Head of Estate and Wealth Planning



Many clients created Spousal Lifetime Access Trusts (SLATs) in advance of the “sunset” of the federal estate and gift tax exemption, which was scheduled at the end of 2025 but was averted by subsequent legislation. If you created one of these trusts but are not clear on the details or what you should do next, we think this is a good time to “get to know” your SLAT.

What Is a SLAT?

A SLAT is an irrevocable trust designed to hold assets for beneficiaries chosen by the grantor (the creator) of the trust, including the grantor’s spouse. The grantor’s contribution to the SLAT is intended to be a completed gift using the federal gift tax exemption, so that the assets held in the SLAT are removed from the taxable estate of the grantor (and, depending on the terms of the trust, from the taxable estates of the beneficiaries).

I Thought My Trust Was an ‘IDGT’

Multiple descriptors can apply to the same trust. Often a SLAT is designed to be an intentionally defective grantor trust (IDGT). This means that the trust’s income tax liability flows to the grantor. Although this may sound unpleasant, by paying income tax on assets held in the trust, the grantor is able, in effect, to make additional gifts to the beneficiaries without using up any additional gift tax exemption. The trust assets can potentially grow without being diminished by the payment of income tax.

Many grantors apply their generation-skipping transfer (GST) tax exemptions to SLAT transfers and design the trusts to last as long as allowed by applicable law. A SLAT that is long-term and GST-exempt can also be referred to as a “dynasty trust.” Various other monikers may apply to a SLAT. Some are structured as non-grantor trusts, in which case they are referred to as SLANTs (spousal lifetime access non-grantor trusts).

Why Did I Set This Up?

In 2017, the Tax Cuts and Jobs Act doubled the amount that an individual could transfer free of federal gift or estate tax up to a lifetime total of \$10 million per individual, indexed for inflation each year. That provision was set to expire at the end of 2025, and the exemption amount was scheduled to be reduced to \$5 million indexed for inflation from the time of the prior legislation.

Is a SLAT Still Useful?

Many individuals with assets over the exemption amount rushed to transfer assets to their beneficiaries using the large exemption before it was scheduled to disappear, often with transfers to SLATs. However, that doesn’t mean that the value of a SLAT is necessarily diminished. While SLATs gained popularity because of the expiring legislation, they have been used for many years and will likely continue to be employed by those who wish to use their exemptions by making gifts during their lives rather than waiting until death.

While the sunset of the exemption amount was prevented by the One Big Beautiful Bill Act of 2025, which set the exemption amount at \$15 million per individual (\$30 million for a married couple) indexed for inflation each year, using your exemption sooner rather than later could still be beneficial from an estate planning view.

A benefit of transferring assets to a trust and using the transfer tax exemption during lifetime rather than at death is the removal of potential growth from the grantor’s taxable estate. If the assets remained in the grantor’s estate and grew in value until the time of the grantor’s death, the estate tax bill would ultimately be higher.

The SLAT feature allows the grantor’s spouse to be a beneficiary of the trust so that if the trust assets are needed, distributions can be made to the grantor’s spouse. This concept can give comfort to grantors who may be hesitant to part with such a large amount of assets.

What Am I Supposed to Do With This SLAT?

The answer may simply be to invest wisely and potentially watch the assets grow, with all such growth occurring outside of the grantor’s taxable estate.

One thing to avoid, in our view, is to make any distributions of trust principal to the grantor’s spouse. This would be a waste of the grantor’s limited gift exemption, which typically would have been applied in funding the trust; the exemption does

not need to be used for spousal transfers because of the unlimited marital deduction (where all gifts to a U.S. citizen spouse are nontaxable). The spouse is included as a SLAT beneficiary so that the assets can be accessed if necessary, but we believe they should be drawn upon by the spouse only if assets outside the SLAT have been exhausted and/or estate tax is no longer a concern.

The terms of every SLAT are different. Some SLATs name the spouse as the sole beneficiary during his or her lifetime and name the grantor's children and grandchildren as beneficiaries after the grantor's death. Some SLATs name a group of current permissible beneficiaries, including the grantor's spouse, children and grandchildren, any of whom may receive distributions of income or principal for specific reasons or at the trustee's discretion. Depending on the distribution provisions of the trust, the SLAT assets may be a resource to the grantor's children as needed for any reason, or for specific reasons stated in the trust document, such as purchasing a home or starting a business.

Other SLAT Features

Power of substitution: Some SLATs that are grantor trusts may give the grantor the power to replace assets currently in the trust with assets held outside of the trust. Since the grantor and the grantor trust are the same taxpayer, a grantor's transactions with the trust are not taxed. The grantor can exchange assets—for example, swapping cash for stock—with no tax consequences.

Why would a grantor want to swap assets of an equivalent value? Assets contributed to a trust carry the grantor's basis. If a grantor funds a SLAT with low-cost-basis stock, the grantor can later swap an equivalent amount of cash (or a note) for the stock. The purpose of this transaction would be to include the low-basis stock in the grantor's estate so that the basis of the asset would be stepped up to fair market value as of the date of the grantor's death. Because the SLAT assets do not get a step-up in basis upon the grantor's death, this transfer could reduce or eliminate capital gains tax when the assets are sold subsequent to the grantor's death (and the trust becomes its own taxpayer).

Loans: Depending on the terms of the trust, the trustees of some SLATs may be able to loan funds to the beneficiaries or to the grantor.

Additional contributions: Some SLATs may be designed to receive annual exclusion gifts (up to \$19,000 per beneficiary per year¹) with the inclusion of certain withdrawal rights that turn the annual exclusion gift into a gift of a present interest in property.

In addition, the gift exemption amount is set to increase with inflation each year. Depending on the terms of the trust, even a grantor who has given his or her entire \$15 million exemption may be able to make additional gifts each year of the inflation-adjusted exemption increase.

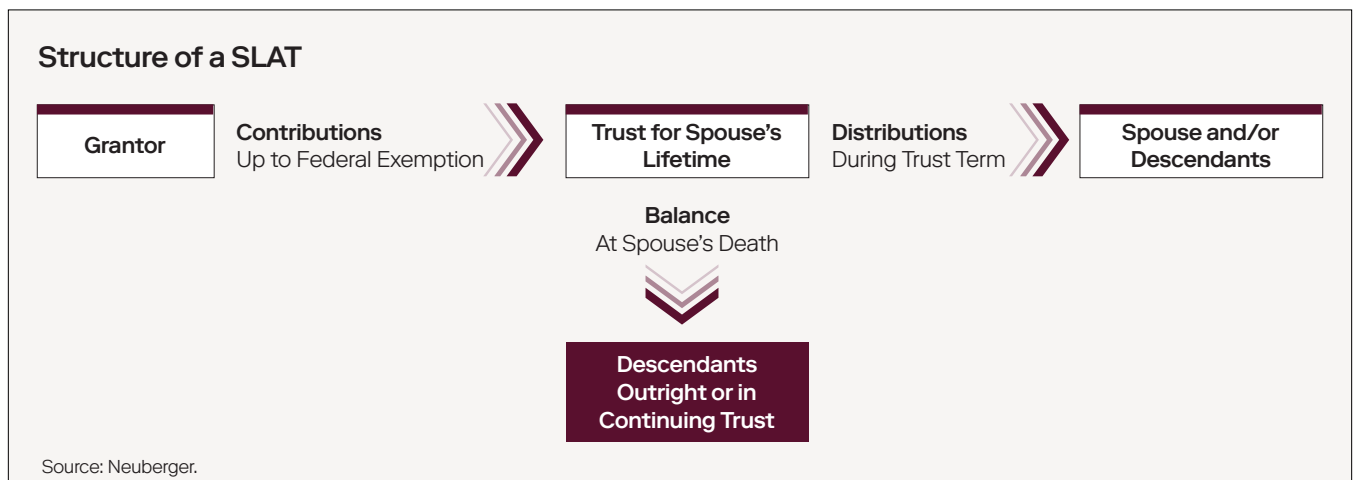
Finally, a grantor who has used the entire exemption may be able to further reduce the taxable estate at death by selling assets to the trust in exchange for a note. This technique allows the grantor to freeze the value of his or her taxable estate for estate tax purposes: All of the growth on the assets takes place inside the trust rather than inside the grantor's taxable estate.

Multiple SLATs: Both spouses can create SLATs, but care should be taken to avoid the application of the "reciprocal trust doctrine," which says that if each spouse creates an identical trust for the other, the IRS can disregard the trusts entirely.

Divorce: Administration of SLATs can become complicated in the event of a divorce. It is important to discuss with your attorneys how a divorce could affect access to SLAT assets, and to address this contingency in the trust document.

Next Steps

SLATs are complex estate planning vehicles. If you have questions about your SLAT or if you are thinking about creating one, you should reach out to your estate planning attorney to help guide your decisions. Your Neuberger Wealth team is available to provide further insights and information about the resources available at our firm.



¹As of 2026.

See disclosures at the end of this publication, which are an important part of this article.




Women and Philanthropy: Asserting Leadership in a New Era

Women will soon oversee trillions of dollars in philanthropic capital, through divorce, inheritance and their own investments. We consider ways to maximize that impact.

Julia Chu

Head of Philanthropy and Family Governance Advisory



As the so-called Great Wealth Transfer moves trillions into new hands, women's longer life expectancy, growing financial decision-making power and dual inheritances as spouses and daughters position them to direct a significant share of philanthropic capital.

In this article, we explore five key trends shaping the charitable landscape, and lay out opportunities for women to lead with clarity and confidence.

1. Wealth Is Flowing Toward Women

Many researchers have cited the current “Great Wealth Transfer” from Baby Boomers to successive generations.¹ But what's not often noted is that women, given their (on average) five years of additional life expectancy,² will often have more time to spend their inherited dollars than men.

What's more, women stand to inherit twice in that wealth transfer over the next decade—both from their parents and spouses. This transfer will occur in addition to the money women may have earned and invested themselves.

The receipt of assets in divorce settlements could also represent a transfer of wealth that empowers women's independent philanthropy. MacKenzie Scott and Melinda French Gates (divorced from Jeff Bezos and Bill Gates, respectively) provide two high-profile examples.

As a result, by 2030, American women are expected to control a substantial portion of the financial assets held by Baby Boomers—with \$18 trillion of that passing to charities, by one estimate.³

It stands to reason, then, that women will have an increasing role in the oversight and disposition of the assets that pass for the benefit of charity, as they inherit this responsibility for private foundations, donor-advised funds and other charitable vehicles.

For many wealthy families, philanthropy often emerges as the first arena in which women begin to exert authority. Doing so requires an expanded awareness of the family's larger goals, as well as a strategy to optimize impact with the assets earmarked for charity.

Opportunity: Women can empower themselves as part of this transition by drawing on their core values to clarify their philanthropic philosophy, identifying common areas of interest among family members to guide their charitable planning, and

understanding the investment strategy in place for the family's charitable assets and checking for alignment with their purpose.

2. Women Give More Than Just Money

Compared to men, women more often express their philanthropic spirit in various ways beyond traditional check-writing. Common examples include:

Volunteering

Historically, more women have volunteered than men in the U.S. While American men tend to volunteer through risky acts of rescuing and protective behaviors, such as safeguarding and firefighting, women favor activities that encourage “group-orientation, group facilitation and reciprocal relationships,” and tend to remain in volunteer positions for longer if they feel a sense of intimacy and belonging within the organization.⁴

Volunteering spans a wide range of activities, from informal, ad hoc assistance, to formal nonprofit board service. While women represent the majority of board members for charities with up to \$1 million in expenses, the opposite is true for organizations with more than \$1 million in annual expenses, of which the majority of board members are men.

Opportunity: Women have a chance to make a significant impact by joining nonprofit boards, contributing their strategic thinking and fiduciary leadership as well as their dollars.

Values-Aligned Investing

Investing in companies with positive sustainability, as well as “impact investing” beyond just a financial return often accompanies philanthropy as a means of deploying capital toward positive change. Women exhibit a greater inclination⁵ toward sustainable or impact investing than men. However, they express lower levels of familiarity with these areas, with only 23% indicating they are at all familiar, compared to 33% of men surveyed.⁶



70%

Proportion of U.S. giving circles where women are more than half the members

2%

Allocation of all U.S. giving to women's and girls' organizations

\$1 M

Charities with annual expenses under \$1 million have more female board members, while those above \$1 million have more male board members

\$1 T

Annual amount that improving the health and lives of women could boost the global economy by 2040

Opportunity: While the degree of actual knowledge varies among individuals, women can empower themselves by learning more about investing to align with their values, in the context of an overall asset allocation.

Civic Participation

Interest in civic engagement also arises more for women as a means of effecting positive change. One study found that women are more likely than men to leverage in-person networks by participating in a public event, discussing political views, volunteering for a candidate, and/or talking to a child or teen about civic engagement.⁷ In addition, as of 2020, "in every U.S. presidential election dating back to 1984, women reported having turned out to vote at slightly higher rates than men."⁸

Opportunity: As voters, women can encourage positive change beyond just donating money by casting their ballots in elections at all levels, and serving as a family role model in demonstrating the importance of voting.

3. Women Recognize the Power of Giving Collectively

Supporting common causes alongside other donors aggregates valuable intelligence and action in addition to dollars. Giving circles have emerged as a way for donors to align their philanthropy by pooling their research and capital in distributing grants in a specific area.⁹ In the U.S., 70% of giving circles report that women make up more than half of their members.¹⁰

Opportunity: Women can explore the potential of bonding and giving with others through resources hosted by Charity Navigator.¹¹

4. Women Value Giving Based on Trust

Compared to traditional donations limited to specific projects and detailed prerequisites, trust-based philanthropy has emerged as an approach rooted in open and transparent relationships between funders and grantees.

Under this approach, unrestricted general operating support allows leaders to respond quickly to changing circumstances and community needs, especially in times of crisis.

Women show a greater inclination to donate based on trust and transparency than men.¹² MacKenzie Scott has exemplified this approach by giving more than \$19 billion in unrestricted support to more than 2,000 organizations, with research confirming that Scott's donations have transformed and strengthened the recipients.¹³

Opportunity: Women can experiment with trust-based philanthropy by identifying their most gratifying giving experiences, meeting with the receiving charity's leadership, understanding the charity's overall challenges, and considering unrestricted donations to further advance its work.

5. Supporting Women and Girls Remains an Underdeveloped Opportunity

Research indicates that women globally spend longer in poor health than men. But it also suggests that the return in investment in their well-being could have a multiplier effect on their families and communities. Specifically, improving the health and lives of millions of women could boost the global economy by at least \$1 trillion annually by 2040.¹⁴

Despite the outsized benefit of supporting the health and well-being of women and girls, who represent at least half the population, the allocation of all giving in the U.S. to women's and girls' organizations hovers at roughly 2%.¹⁵



Opportunity: Women can address this relative underinvestment by exploring organizations specifically focused on supporting the health, education and well-being of women and girls.

Conclusion: A New Era of Philanthropic Leadership

As women face an unprecedented wave of opportunity for charitable capital, they can maximize their impact both financially and personally within their families and communities by strategically partnering with nonprofit organizations and allying with others. In doing so, we believe they can take part in a pivotal era of philanthropic leadership.

Resources

Your Wealth team can provide an array of materials to help guide your philanthropic journey. Here is a sampling of resources from Neuberger and elsewhere to get started.

[Elevate Your Well-Being Through Philanthropy \(Neuberger\)](#)

The act of giving has been linked with increased happiness and long-term health—consider ways to build it into your family life.

[Constructing Your Philanthropic Portfolio \(Neuberger\)](#)

A framework for deploying capital to nonprofits can help maximize your impact.

[In Family Philanthropy, Embracing Differences Can Pay Off \(Kiplinger\)](#)

Different approaches to charitable giving among generations and individuals can enhance family giving.

[Grapevine.org](#)

Grapevine.org is an online platform dedicated to “giving circles,” a charitable model where people come together, pool their donations and amplify their impact.

¹ E.g., Girvin, Rohan, “The Great Wealth Transfer and its Implications for the American Economy,” *Michigan Journal of Economics*, April 3, 2025.

² Source: Shmerling, Robert, “Why men often die earlier than women,” Harvard Health Publishing, June 22, 2020.

³ Source: “Cerulli Anticipates \$124 Trillion in Wealth Will Transfer Through 2048,” Cerulli Associates, December 5, 2024.

⁴ Source: “Women and Philanthropy: A Literature Review,” Women’s Philanthropy Institute, September 2025.

⁵ Source: “Does gender affect the investment strategy of private equity firms? Evidence from impact investing,” Michael J. Brennan, Irish Finance Working Paper Series, Research Paper No. 24-3, September 6, 2025.

⁶ Source: Mottola, Gary, et. al, “Investors say they can change the world, if they only knew how: Six things to know about ESG and retail investor,” FINRA Education Foundation, NORC at the University of Chicago, March 2022.

⁷ Source: Infographic: Gender Differences in Civic Engagement, Wellesley Centers for Women, 2020.

⁸ Source: Igielnik, Ruth, “Men and women in the U.S. continue to differ in voter turnout rate, party identification,” Pew Research Center, August 18, 2020.

⁹ Source: “In Abundance: An Analysis of the Thriving Landscape of Collective Giving in the U.S.,” *Philanthropy Together*, 2023.

¹⁰ Source: “Women and Philanthropy: A Literature Review,” Women’s Philanthropy Institute, September 2025.

¹¹ Visit www.charitynavigator.org for further information.

¹² Source: “Women and Philanthropy: A Literature Review,” Women’s Philanthropy Institute, September 2025.

¹³ Source: Smith Arrillaga, Elisha, et. al., “Breaking the Mold: The Transformative Effect of MacKenzie Scott’s Big Gifts,” The Center for Effective Philanthropy, February 2025.

¹⁴ Source: Ellingrud, Kweilin, “Closing the women’s health gap: A \$1 trillion opportunity to improve lives and economies,” McKinsey Health Institute, January 17, 2024.

¹⁵ Source: Ackerman, Jacqueline, Bergdoll, Jon, “The Women & Girls Index 2025: Measuring and Giving to Women’s and Girls’ Organizations,” Women’s Philanthropy Institute, October 2025.

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