

BUILDING WEALTH WITH TRUST, PURPOSE AND PERSPECTIVE

For Sreepriya NS, Co-founder & CEO of

Entrust Family Office, wealth management is ultimately about people, not just portfolios. Her journey from physics and computers to family wealth advisory has shaped a leadership philosophy rooted in trust, integrity and thoughtful decision-making, while championing the growing influence of women in India's wealth landscape.



What drew you to the world of family offices and wealth management?

I did not begin my career intending to build a family office. With a background in physics and computers, I imagined a career closer to technology. My early years at ICICI Bank became a classroom in understanding people and finance. I realised every financial decision carries a personal story.

As I moved into private banking and wealth management, I recognised the limitations of a product-led approach. Families did not need one more product; they needed someone who understood the whole picture and could sit beside them as an advisor. That realisation led Rajmohan and me to establish Entrust Family Office.

What has been the defining moment in your journey as a leader?

The defining shift came when I understood the difference between sitting across the table as a product provider and sitting beside a family as a trusted advisor.

That responsibility means advice must be suitable, transparent, explainable and aligned with the family's circumstances—not influenced by what is easiest to sell. Building Entrust around this conviction taught me that leadership is about accepting responsibility, building strong institutions and remaining dependable through uncertainty.

As a woman leading in a traditionally male-dominated space, what has your journey taught you?

Credibility is not automatically given; it has to be earned repeatedly through knowledge, consistency, sound judgement and execution.

I have learnt not to imitate conventional, often more aggressive,

leadership models. Women can bring their own strengths: empathy without losing objectivity, composure while handling complexity, and the ability to understand both what is said and what remains unspoken. In a family office, these are institutional assets because wealth involves relationships, identity, succession and emotion alongside numbers.

What does managing generational wealth teach you about people, beyond numbers?

Wealth is never just money. It carries memory, identity, sacrifice, ambition, relationships and sometimes unresolved emotions.

The next generation may inherit assets without inheriting the context behind them. The most consequential decisions are often about whether the next generation is ready to assume responsibility, whether founders are prepared to let go, and whether family members feel heard and respected. Numbers tell us what a family owns; trust-based conversations reveal what that wealth means to them.

How do you balance preserving wealth with creating opportunities for the next generation?

I do not see preservation and opportunity as opposing objectives. The family must first identify what needs protection—businesses, essential assets, long-term security, reputation and shared values. Once

that foundation is clear, defined capital can support education, entrepreneurship, investments or philanthropy.

Access to capital must be accompanied by education, exposure and responsibility. The objective is not merely to transfer assets, but to prepare capable owners who can preserve what matters while creating something meaningful of their own.

What qualities do successful business families value in a trusted advisor?

The first is integrity—the confidence that the advisor will place the family's interests ahead of a product or commercial consideration. Families also value discretion, independence, competence and consistency.

They want someone who understands investments while connecting them with taxation, estate planning, governance, philanthropy and family dynamics. They value courage too: the willingness to offer an uncomfortable perspective or advise restraint. Ultimately, trust is built through judgement, confidentiality, responsiveness and execution.

How do you see the role of women evolving in India's wealth and investment landscape?

We are witnessing a structural shift. Women are increasingly wealth creators, entrepreneurs, inheritors, investors and principal decision-makers. Daughters and spouses are becoming active members of investment committees, family councils, businesses and trust structures.

What advice would you give women aspiring to lead at the highest level?

Do not wait until you feel completely ready. Prepare deeply, step forward and allow responsibility to build your confidence. **Um**

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