



Fairness in Family Business Ownership and Beyond
In-Person Convening
28 May, 2025 | Jeddah, KSA

The Pearl Initiative (PI) is the Gulf region's leading business-led, non-profit organization established in 2010 by regional business leaders in cooperation with the United Nations Office for Partnerships.

The Pearl Initiative promotes the business case for a corporate culture of accountability and transparency across a wide variety of stakeholders including MNCs, Family businesses, SMEs, Tech entities, youth through different programmes and initiatives. Launched in 2012, Governance in Family Firms is one of Pearl Initiative's flagship programmes, addressing key governance issues, trends and existing best practices adopted by family firms across the Gulf region with the aim of promoting family business longevity and sustainability.

The Governance in Family Firms Programme, in partnership with the Business Family House, Saudi Arabia hosted an in-person workshop on **May 28, 2025**, on 'Fairness in Family Business Ownership and Beyond'. The session was led by **Dr. Hanoof Abokhodair, Managing Partner, Business Family House (BFH)** and **Dr. Basma Khoja, Affiliate Advisor at Business Family House**.

This highly interactive session was structured around a fictional family business case study, offering participants an opportunity to explore real-life dilemmas around ownership, fairness, and intergenerational dynamics in family firms. Participants examined how varying perceptions of justice and fairness impact family cohesion, decision-making, and business sustainability.

Key Discussion Points:

- A deeper understanding of how fairness concerns manifest in family business ownership and their impact on relationships and performance.
- Recognition of the role of strong governance practices in preventing and resolving internal conflicts.
- Practical insights into using open dialogue and structured processes to promote justice and harmony within family enterprises.

The session successfully facilitated peer-to-peer learning and encouraged participants to reflect on their own family business contexts. It highlighted the importance of embedding fairness and justice as key principles in governance frameworks to foster trust, unity, and long-term sustainability.