

## Corporate Governance For Family Businesses in Saudi Arabia

حوكمة الشركات العائلية في  
المملكة العربية السعودية





Training Partner | مركز الحوكمة  
CENTER FOR GOVERNANCE  
Powered By Public Investment Fund

Riyadh

18,400

• 13 - 15 July 2026  
• 11 - 13 Oct 2026

Corporate Governance for Family Businesses in Saudi Arabia is a comprehensive 3-day program designed to help founders, next-generation leaders, and board members build resilient governance systems that sustain growth across generations. The program blends Saudi legal and regulatory frameworks with international best practices to equip participants with the tools to design effective governance structures, manage family dynamics, and institutionalize continuity. Participants progress from understanding the foundations of family business governance and regulatory compliance to developing robust succession, conflict management, and sustainability frameworks that protect both the business and the family legacy.

### Target Audience

- Founders and family business owners.
- Next-generation family members preparing for leadership roles.
- Board members and non-executive directors of family firms.
- Family office executives and governance advisors.
- Legal, compliance, and corporate affairs officers within family-owned enterprises.

### Content

- Understand the legal and regulatory framework for family businesses in Saudi Arabia, including the 2014 Ministry of Commerce “Family Companies Governance Guidelines” and the 2022 Companies Law.
- Design and implement governance structures tailored to family-owned enterprises (Board, Family Council, Family Charter).
- Differentiate between ownership, management, and governance roles within family businesses.
- Apply international best practices (OECD Family Business Principles, IFC Family Business Governance Handbook) within the Saudi context.
- Identify key governance risks, succession, conflict management, related-party transactions—and mitigate them through proper governance mechanisms.
- Foster sustainability and generational transition through effective family constitutions and board oversight.

## PROGRAM MODULES

This 3 days immersive learning experience combines a comprehensive blend of highly integrated modules built on the global and regional perspectives, it draws on the regional context and experience with local case studies.

### The Family Business Landscape in Saudi Arabia

#### This module covers:

- Economic contribution of family businesses to the Saudi economy.
- Typical challenges in the Saudi context: succession, informality, conflict of interest.
- Overview of the 2014 Ministry of Commerce Family Governance Guidelines.
- Key updates under the Companies Law 2022 relevant to family firms (LLC and closed JSC structures).

### Legal and Regulatory Framework

#### This module covers:

- The Ministry of Commerce guidelines (2014): objectives, key sections, and implementation approach.
- CMA's Corporate Governance Regulations (for listed family firms)
- Companies Law 2022 and Family Charter provisions.
- Role of notaries, shareholders' agreements, and dispute resolution mechanisms.
- Case analysis: legal structures for ownership and control continuity.

### Family Governance Structures

#### This module covers:

- Family Dimension: introducing a dedicated module on the Family Council, Family Retreat, and Family Office to strengthen the "family" side of governance.
- Purpose and function of the Family Council.
- The Family Constitution (Charter): values, mission, participation, communication, and dispute resolution.
- Relationship between the Family Council and the Board of Directors.
- Role of non-family advisors and external governance consultants.
- Case example: Saudi family business applying structured governance.

### Governance Bodies and Decision-Making

#### This module covers:

- Distinction between family governance, corporate governance, and ownership governance.
- Board composition and committees in family companies.
- Balancing family interests with professional management.
- Mechanisms for transparency, accountability, and information flow.
- Group exercise: designing an effective decision-making map for a family firm.

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### Succession Planning and Leadership Transition

#### This module covers:

- Legal mechanisms for ownership transfer under Saudi law.
- Next Generation Education and Development.
- Role of the Board and Family Council in succession planning.
- Interactive exercise: mapping generational transition scenarios.

### Governance Risks and Conflict Management

#### This module covers:

- Typical governance risks in family companies: related-party transactions, dominance of founders, lack of transparency.
- Tools for managing conflict and balancing interests.
- Role of arbitration and mediation in family disputes.
- Ethical governance and accountability frameworks.
- Case study: lessons learned from a regional family business dispute.

### International Best Practices and Global Benchmarks

#### This module covers:

- Overview of OECD Principles on Corporate Governance for Family-Owned Enterprises.
- IFC Family Business Governance Handbook (key insights).
- Comparative look: GCC family business governance trends (UAE, Qatar, Kuwait).
- How to adapt international practices within Saudi cultural and regulatory realities.
- Practical exercise: benchmarking Saudi family business governance maturity.

### From Governance to Sustainability

#### This module covers:

- Institutionalizing governance for long-term survival.
- Integrating ESG and philanthropy within family enterprises.
- Governance of family offices and investment portfolios.
- Designing KPIs for governance effectiveness.
- Capstone: drafting a Family Governance Action Plan.

# About the Financial Academy

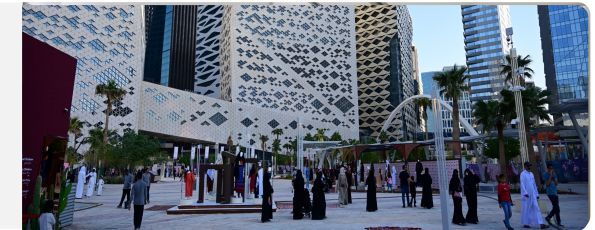
## Excellent Work Groups

Training at the Financial Academy gives you the opportunity to join and interact with carefully-selected groups of peers, who work at different organizations and job levels. This pool of diverse perspectives will enrich your learning experience and expand your professional network within the financial sector.



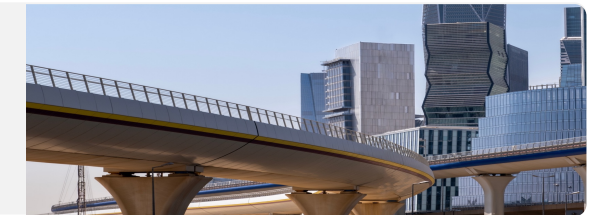
## An Optimal, Have-It-All Learning Environment

The Academy's facilities offer a unique learning environment, featuring high-quality training rooms equipped with cutting-edge technologies, spacious shared lounge areas, latest technology, dining facilities and a variety of other amenities. Prayer rooms for men and women are available as well.



## Easy-to-Reach Offices

The Financial Academy is easily accessible, being directly connected to King Abdullah Financial District (KAFD) Metro Station via a pedestrian bridge. It is alternatively easy to reach using ride-hailing apps or private cars: Once you get to KAFD, head to Building No. 2.07 through Area 2.



## At the Heart of KAFD

Being situated at KAFD where most of the financial sector organizations are near, the Financial Academy's location is unique and strategic. Plus, the place is known for being a business and entertainment hub where many cafes and restaurants are located, making the learning experience more thrilling and enjoyable thanks to the exciting surroundings.



## Connecting and Learning.

Though it comes from within, transformation often requires a catalyst. And for many business leaders, the Financial Academy (FA) professional training programs and development activities have been that catalyst. Here, you're fully immersed in a transformational living-learning experience, networking with gurus from around the world, and engaging in programs led by prominent local and international financial industry experts . It's a holistic experience that will enrich and develop your career - and your life.

### ADMISSIONS

We admit candidates to specific sessions on a rolling space available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

### FOR MORE INFORMATION

<https://fa.gov.sa/en?language=en>

### FOR A PERSONALIZED CONSULTATION

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