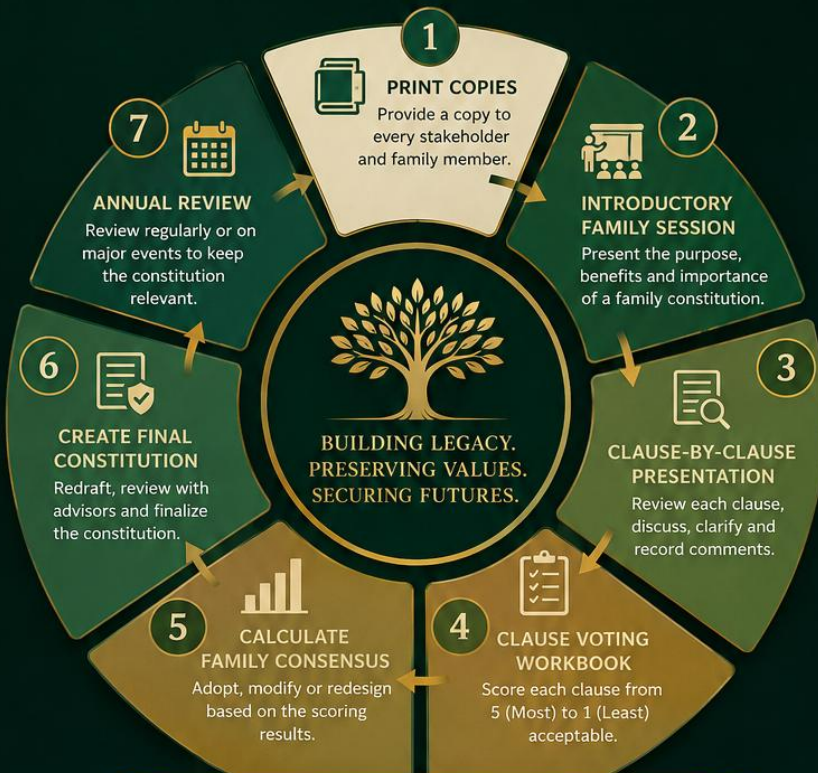


THE GLOBAL MUSLIM FAMILY BUSINESS CONSTITUTION

A Practical Framework for Governance, Succession,
Sustainability and Family Harmony

DRAFT FRAMEWORK • CLAUSE VOTING • CONSTITUTION DEVELOPMENT



GROUNDING IN ISLAMIC VALUES.
GUIDED BY GOOD GOVERNANCE.
BUILT FOR GENERATIONS.



Compiled by

BASHEER JUMA FCA

(Formerly PwC and EY)

With Digital Minds

**A Practical Framework for Governance, Succession, Sustainability, and
Family Harmony**

The Global Muslim Family Business Constitution

**A Practical Framework for
Governance, Succession,
Sustainability, and Family
Harmony**

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With the Digital Minds

www.timemanagementclub.com

The Global Muslim Family Business Constitution

My three books on the family business constitution are available on Amazon.

This book is intended as a zero draft for family business stakeholders to develop constitutions for their respective family businesses.

To understand the benefits of the family business constitution, you may peruse the above-referred books.

If you are a legal, financial, accounting, tax, or Shariah advisor of a family business, you can benefit from this document. This document may be used as a checklist for the completeness of the documents.

Soon, the Excel file will be uploaded to www.timemanagementclub.com. This will help the families to vote (Score) on each clause to develop an agreement for a final draft.

A Practical Framework for Governance, Succession, Sustainability, and Family Harmony

Preface

Family businesses are among the greatest institutions created by mankind. They generate wealth, preserve values, create employment, support communities, and transfer knowledge across generations. Yet history repeatedly shows that many family businesses struggle to survive beyond the second and third generations, not because of weak business models, but because governance, expectations, succession, communication, and decision-making are left undocumented.

This book has been developed to serve as a practical starting point.

It is intentionally designed as a **Draft Constitution**, not a final legal document. If it is not used as a draft constitution, it can serve as a Checklist of Best Practices.

Every family is unique. Every culture is different. Every ownership structure evolves over time. Therefore, this book should be viewed as a structured framework that enables families to discuss difficult matters respectfully before they become crises.

The clauses included in this document cover broad themes, including:

- Family governance
- Ownership principles
- Leadership and management
- Compensation and employment
- Conflict resolution
- Succession and generational transition

The Global Muslim Family Business Constitution

- Wealth stewardship
- Social responsibility
- Sustainability and continuity
- Amendments and constitutional review

This constitution encourages families to adopt structured dialogue, consultation, transparency, and long-term thinking.

For Muslim families, Islamic values and ethical principles provide an additional layer of stewardship, justice, consultation (Shura), accountability, and social responsibility.

No constitution is perfect.

However, a written constitution is almost always better than an unwritten understanding.

My recommendation to readers is simple:

- Start the conversation today.
- Refine tomorrow.
- Protect the next generation.

Best Regards

Basheer Juma FCA

(Formerly PwC and EY)

Compiled with Digital Minds

Houston, May 23, 2026

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A Practical Framework for Governance, Succession, Sustainability, and Family Harmony

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The Global Muslim Family Business Constitution

How to Use This Book (Family Workshop Method)

Step 1 — Print Multiple Copies

Print sufficient copies for:

- Founders
- Shareholders
- Family members
- Successors
- Board members
- Independent advisors

Provide one copy to every participant.

Step 2 — Hold an Introductory Family Session

Present:

- Why constitutions fail or succeed
 - Risks of undocumented expectations
 - Benefits of governance
 - Ownership protection
 - Family harmony
 - Business continuity
-

Step 3 — Clause-by-Clause Presentation

- Review each section.
 - Read every clause.
 - Allow questions.
 - Record comments.
-

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Step 4 — Convert Into a Voting Workbook

Create the following columns:

Clause No	Clause Description	Importance (5-1)	Acceptability (5-1)	Comments	Proposed Revision
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

The Global Muslim Family Business Constitution

Clause No	Clause Description	Importance (5-1)	Acceptability (5-1)	Comments	Proposed Revision
17					
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					
31					
32					

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Scoring:

- 5 = Fully Agree / Essential
 - 4 = Agree
 - 3 = Acceptable
 - 2 = Reservations
 - 1 = Not Acceptable
-

Step 5 — Calculate Family Consensus

Suggested thresholds:

- 80–100% → Adopt
 - 60–79% → Modify
 - Below 60% → Redesign
-

Step 6 — Create Final Constitution

After voting:

- Redraft
 - Obtain legal review
 - Obtain tax review
 - Obtain business review
 - Obtain Shariah review (if applicable)
-

Step 7 — Annual Review

Review annually or upon:

- Death
- Marriage
- Succession
- Expansion
- Major investments
- New generation entry

The Global Muslim Family Business Constitution

Disclaimer

This publication is solely intended for educational and informational purposes. The frameworks, protocols, and guidance provided herein are intended to serve as general best practices and do not constitute professional business, legal, tax, shariah, or financial advice. It is recommended that readers consult a qualified professional regarding matters unique to their business circumstances.

A Practical Framework for Governance, Succession, Sustainability, and Family Harmony

Acknowledgement

This content was created using sophisticated AI tools in a human-guided process. The author has accumulated a collection of physical and digital documents over the years and has used artificial intelligence tools to reorganize, modify, enhance, and professionalize them. These instruments are exceedingly advantageous.

Prompts were meticulously crafted and refined to yield pertinent insights, and the subject matter was selected based on experience-driven requirements.

The author conducted a comprehensive review, editing, and refinement of AI-generated drafts to guarantee their originality, clarity, and value.

Additionally, AI-based detection tools were implemented to ensure content integrity through a preliminary, sample-based plagiarism assessment.

The digital minds have enhanced the designs, images, and other resources used in the output.

These instruments are advantageous for optimizing efficiency, effectiveness, and cost-effectiveness.

Consequently, the disclosure has been made to ensure that the digital minds who are co-authors of this book are prominently featured on the front pages.

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The Global Muslim Family Business Constitution

A-Preamble

01-Our Belief and Purpose

The [Family Name] family has crafted this constitution for their family-owned business, guided by Islamic values. They believe that business should extend beyond personal gain to positively impact the community and society.

Core values include unity, honesty, and mutual respect.

The business aims to deliver quality products and services, create jobs, and enhance societal well-being.

This commitment is inspired by a Hadith that emphasizes the virtue of benefiting God's creation, a value that resonates deeply with the family.

02-The History of Our Family Business

Origin and Purpose of the Constitution

The [Family Name] family business, established in [Year of Establishment], is anchored in Islamic values and ethical conduct. This Family Business Constitution is a governance framework that outlines the values, principles, goals, and policies for decision-making and operations. It is a dynamic document that allows updates to adapt to changing needs, ensuring both business success and family harmony.

Objectives and Scope

The Constitution's objectives include establishing guidelines for family members, providing a governance and management framework, ensuring business continuity, and fostering communication and transparency. It governs all aspects of family business governance, ownership, management, and social responsibility in accordance with Islamic principles, aiming for sustainable growth and unity.

Governance and Family Values

The [Family Name] family emphasizes strong governance based on Islamic ethics as essential for a prosperous business. Values like honesty, integrity, and transparency are paramount, reflecting the teachings of Prophet Muhammad (peace be upon him). The Constitution applies to all family members in the business, including shareholders, directors, and employees.

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03-Family Vision, Mission, and Values

Vision Statement

The [Family Name] family business envisions establishing a global enterprise rooted in Islamic ethics, with the aim of economic growth and the betterment of the ummah. The goal is to create lasting, positive impacts while adhering to Islamic principles. The vision includes building a successful, sustainable business that values customers, employees, and the community.

Mission Statement

The mission focuses on sincerity, fairness, and compassion in business practices, with a commitment to providing halal and ethical products and services. It emphasizes quality, meeting customer needs, and fostering a culture of excellence, innovation, and collaboration.

Core Values and Guiding Principles

The family business is founded on Islamic teachings such as Taqwa (God-consciousness), justice, mercy, and integrity. Key values and principles include stewardship of resources, honesty, integrity, fulfilling promises, mutual respect, preservation of family values, teamwork, loyalty, respect for law, innovation, foresight, sustainability, social responsibility, servant leadership, tolerance, gratitude, humility, and accountability. These values aim to minimize negative traits like anger, jealousy, and backbiting, fostering a responsible and ethical business environment.

B-Family Governance

04-Governance Structure

Roles and Responsibilities of Family Members

Ownership and control of the business rest with family members actively involved in its operations. Their roles are assigned based on skills and capabilities, emphasizing mutual respect and collective decision-making (Mashwara). All family members involved must prioritize the business's interests, potentially over their own. Family members without shareholding or active involvement do not have ownership or control rights.

Board of Directors Composition and Duties

The Board of Directors, comprising qualified professionals and family members, adheres to Shariah-compliant governance. Its responsibilities include strategic direction, business oversight, and the assurance of long-term viability. The board is accountable to shareholders, and family members in active business roles can be appointed to senior management based on merit.

Family Council Purpose and Functions

The Family Council focuses on fostering unity and harmonious relationships among family members. It deals with wealth management, education, and well-being, aligning decisions with Islamic teachings and seeking Allah's guidance.

Decision-Making Processes

Decision-making processes are guided by shura (consultation), Istikhara (prayer for guidance), and the principles of the Quran and Hadith. This approach ensures that decisions align with Islamic values and the best interests of the business and family.

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05-Ownership Policies

Ownership Eligibility and Admission Criteria

Eligibility for ownership in the family business is determined by Islamic guidelines. Prospective owners must demonstrate competence, responsibility, and adherence to Islamic principles, ensuring alignment with the family's values and business ethics.

Ownership Succession and Transfers

The process of ownership succession is guided by Islamic inheritance laws. The family prioritizes unity and the continuity of the business during transition periods, ensuring a smooth and principled transfer of ownership.

Dividend and Distribution Policies

The distribution of profits is managed equitably, with consideration for the needs of shareholders, the business, and the community. Consistent with Islamic teachings, a designated portion of profits is allocated to charitable causes (Sadaqah or Infaq), reflecting the family's commitment to social responsibility.

Shareholders' Rights and Obligations

Shareholders are entitled to participate in significant business decisions and receive regular updates on business performance. They are responsible for upholding the business's Islamic values and reputation, reinforcing the ethical framework underpinning the family enterprise.

06-Management and Leadership

Leadership Succession Planning

The approach to leadership succession emphasizes merit and adherence to Islamic ethical standards. The family commits to preparing the next generation for leadership roles, ensuring they are equipped to handle future responsibilities with competence and integrity.

Employment and Career Opportunities for Family Members

Family members are offered employment opportunities based on their qualifications and suitability for roles. This policy ensures that the business benefits from skilled, appropriate personnel who align with the family's values and business needs.

Professional Development and Training

The family business prioritizes continuous professional development and training for both family members and employees. This investment aims to enhance competence and ethical conduct, contributing to the overall growth and success of the business.

Performance Evaluation and Compensation

Performance evaluations are grounded in ethical conduct, competence, and adherence to Islamic values. Compensation is fair and just, reflecting the individual contributions to the business. This approach fosters a culture of meritocracy and fairness aligned with Islamic principles.

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07-Conflict and Dispute Resolution

Approach to Conflict Resolution

The family business prioritizes harmony and unity, resolving conflicts and disputes in line with Islamic principles of justice, compassion, and fairness. The process includes mediation, arbitration, and adherence to Islamic justice.

Mediation and Arbitration

Conflicts are first addressed through respectful discussions. Mediation and arbitration are used to reach a fair settlement if informal resolution fails.

Islamic Guidance in Conflict Resolution

The resolution process is guided by the Quran and Hadith, drawing on Islamic teachings and the ways of the Prophet Muhammad (Peace Be Upon Him).

Principle of Shura (Consultation)

Mutual consultation among family members is a key aspect of resolving disputes, with the aim of reaching decisions that benefit both the family and the business.

Third-Party Mediation

In complex cases, a neutral third-party mediator, knowledgeable in Islamic values and ethics, may assist in the resolution process.

Istikhara (Prayer for Guidance)

In times of indecision, the family turns to prayer for divine guidance in making challenging decisions.

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Forgiveness and Compassion

Following Islamic teachings, the family emphasizes the importance of forgiveness and compassion in resolving disputes.

Avoiding Public Display of Disputes

Conflicts are handled privately to maintain the dignity of the family and the reputation of the business.

Confidentiality

Discussions related to conflict resolution are kept confidential to protect sensitive family matters.

Escalation to the Family Council

If initial efforts at resolution fail, the matter is escalated to the Family Council, which seeks a just resolution in line with Islamic teachings.

Acceptance of Allah's Decree

Finally, the family acknowledges Allah as the ultimate judge, accepting His will as a means for growth and reflection.

These guidelines demonstrate the family's commitment to Islamic values and preserving unity, love, and respect in their business.

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08-Financial and Reporting Practices

1. Purpose and Principles

Islamic Ethical Foundation

The family business's financial practices are rooted in Islamic principles, guided by the Quran and Hadith. This foundation guides financial management, accounting, auditing, reporting, taxation, and legal compliance.

Shariah Compliance

All financial practices must align with Shariah principles, particularly avoiding Riba (interest) and ensuring ethical business conduct.

2. Financial Management

Responsible Financial Decision-making

Decisions are made with an emphasis on long-term sustainability, ethical implications, and adherence to Islamic teachings.

Prudent Investments

Investments are chosen based on Islamic finance principles, avoiding businesses or activities conflicting with Islamic ethics.

3. Accounting and Auditing

Transparent Accounting Practices

The business maintains accurate and transparent accounting records in line with Islamic principles of honesty and accountability.

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Regular Audits

Independent auditors conduct regular audits to ensure financial transparency and Shariah compliance.

4. Financial Reporting

Timely Reporting

Financial reports are promptly prepared and shared with stakeholders, fostering transparency and accountability.

Shariah-compliant Reporting

Reports accurately reflect compliance with Islamic finance principles and ethical standards.

5. Taxation

Legal and Ethical Tax Compliance

Tax laws and regulations are followed in accordance with Islamic honesty and integrity.

Avoidance of Unlawful Tax Practices

The business refrains from tax evasion or unlawful practices that contradict Islamic values.

6. Legal and Compliance Matters

Regulatory Compliance

All operations abide by relevant laws, regulations, and guidelines.

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Shariah Advisory Board

This board provides guidance on legal and compliance matters to ensure adherence to Islamic principles.

Ethical Business Conduct

Business dealings are conducted ethically, reflecting Islamic honesty, integrity, and fairness values.

Dispute Resolution

A transparent and fair mechanism addresses legal conflicts or compliance issues.

These principles and practices demonstrate the family business's commitment to an Islamic approach in financial management, accounting, auditing, reporting, taxation, and legal and compliance matters, guided by the desire for righteousness and divine blessing.

09-Aligning Culture with Company Vision

Introduction

The family business constitution recognizes the vital role of culture in business success and emphasizes aligning family values with the Company's vision. This alignment aims to create a unified, purpose-driven environment.

Shared Vision and Values

The constitution underlines nurturing a shared vision and core values among family members and employees, aligning them with the Company's mission and objectives.

Promoting Ethical Business Practices

It advocates ethical business practices that reflect Islamic principles, ensuring consistency between the family's values and the Company's vision.

Transparent Communication

Transparent communication channels are emphasized to facilitate open dialogue and clearly express the Company's vision.

Leading by Example

Family members are encouraged to embody the Company's vision in their actions, demonstrating commitment to its realization.

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Cultivating a Positive Work Culture

The creation of a positive work culture that embraces diversity, innovation, and collaboration and aligns with the Company's vision is emphasized.

Continuous Learning and Development

Continuous learning and skill development are encouraged to support the realization of the Company's vision.

Empowering Employees

Employees are empowered to take ownership of their roles and contribute proactively to the Company's vision.

Recognition and Appreciation

Acknowledging efforts aligned with the Company's vision is highlighted as important for motivation and engagement.

Innovation and Adaptability

Innovation and adaptability are encouraged to align the family business with the evolving Company vision.

Long-Term Sustainability

A long-term approach to decision-making is emphasized for sustainable growth and success.

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Performance Evaluation

Periodic performance evaluations are suggested to assess alignment with the Company's vision and identify areas for improvement.

Emphasis on Customer Experience

A customer-centric approach is encouraged, with a focus on delivering exceptional experiences.

Social and Environmental Responsibility

The business's commitment to social and environmental responsibility is aligned with the Company's vision.

Crisis Management and Resilience

The constitution addresses how to align family business culture with the Company's vision during crises, thereby fostering resilience.

Value-Based Decision-Making

Decisions are guided by the Company's core values, ensuring coherence with its vision.

Integrity and Trust

Upholding integrity and trust are emphasized as foundational to the Company's culture.

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Promoting a Positive Reputation

Provisions are included to protect and promote the Company's positive reputation.

Mutual Respect and Cooperation

Mutual respect and cooperation among all parties are encouraged to uphold the Company's vision.

C-Responsibilities and Benefits

10-Roles and Responsibilities

1. Purpose and Principles: Islamic Perspective

The family business, [Family Business Name], bases its operations on Islamic principles like honesty, fairness, transparency, and accountability.

2. Shareholders' Obligations

Stewardship of Resources

Shareholders manage the business's resources in accordance with Islamic principles, with a focus on sustainable growth and social responsibility.

Commitment to Unity

They prioritize family harmony and unity, using open communication and consensus-building for collective success.

3. Directors' Obligations

Fiduciary Responsibility

Directors act in the best interests of the family business, safeguarding shareholders' rights and adhering to Islamic ethical standards.

Shariah Compliance

They ensure all business decisions and practices are Shariah-compliant, avoiding haram activities or unethical practices.

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4. Management's Obligations

Operational Excellence

Management demonstrates competence and commitment to excellence while adhering to Islamic values.

Accountability

They are accountable for their actions and decisions, ensuring transparency and reporting business performance to directors and shareholders.

5. Employees' Obligations

Upholding Islamic Values

Employees embody Islamic principles of honesty, integrity, and respect in their conduct within the business.

Diligence and Loyalty

They work diligently and loyally, contributing skills and expertise while maintaining confidentiality.

6. Compliance with Islamic Principles

Shariah Compliance

All parties involved, including shareholders, directors, management, and employees, adhere strictly to Islamic principles in their business practices.

Islamic Finance

The business adopts Islamic finance principles, avoiding Riba (interest) and other haram financial practices.

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Ethical Business Practices

Engaging in haram activities, unethical practices, or actions contradicting Islamic teachings is prohibited.

This commitment to fulfilling these obligations reflects the family business's dedication to financial success, ethical excellence, and adherence to Islamic principles. The family seeks Allah's blessings and guidance in all endeavors.

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11-Conflict of Interest and Nepotism

Introduction

The family business constitution addresses the prevention of conflicts of interest and nepotism, ensuring a fair and just business environment.

Definition of Conflict of Interest

The constitution clearly defines conflict-of-interest situations for all family members and employees, ensuring a common understanding.

Identifying Potential Conflicts

Guidelines are provided to identify and report potential conflicts of interest, promoting vigilance and self-awareness.

Confidential Reporting Mechanism

A confidential system enables family members and employees to report potential conflicts without fear of reprisal.

Declaration of Interests

Family members and employees must formally declare personal, financial, or professional interests that might conflict with their duties.

Recusal from Decision-Making

Individuals with conflicts of interest must recuse themselves from relevant decision-making to ensure impartiality.

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Impartial Decision-Making

Decisions are based on merit, business interests, and Islamic principles, avoiding favoritism or personal gain.

Prohibition of Nepotism

Nepotism is strictly prohibited, preventing preferential treatment of family members in hiring, promotion, or other business matters.

Equal Employment Opportunities

Equal employment opportunities are promoted based on qualifications, skills, and competence, regardless of family ties.

Non-Discrimination

Discrimination based on familial relationships, gender, race, or other factors inconsistent with Islamic principles is prohibited.

Conflict Resolution Mechanism

A clear process is established to resolve conflicts of interest, with impartial parties involved to ensure fair outcomes.

Education and Training

Programs are provided to educate family members and employees about avoiding conflicts of interest and nepotism.

Consequences of Violation

The policy outlines consequences for engaging in conflicts of interest or nepotism, in line with Islamic principles and business ethics.

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Board Oversight

The Family Council or Board of Directors oversees the implementation and enforcement of these policies.

These provisions in the family business constitution aim to foster trust, fairness, and unity, and to uphold integrity and Islamic principles across all aspects of the business.

12-Compensating as Employees

Introduction

The family business constitution focuses on fair and transparent compensation practices for family members employed in the business, guided by Islamic principles of justice and equity.

Equal Opportunities and Meritocracy

Regardless of family status, compensation is based on qualifications, skills, and contributions, upholding equal opportunities and meritocracy.

Independent Compensation Committee

An independent committee, comprising both internally and externally qualified individuals, ensures impartiality when setting family members' compensation.

Market-Based Compensation

Compensation aligns with industry standards, ensuring competitiveness and equity.

Performance-Based Incentives

The constitution may include provisions for performance-based incentives and bonuses, promoting a culture of excellence.

Avoiding Conflict of Interest

Potential conflicts in compensation decisions are addressed to ensure objectivity and fairness.

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Transparency and Communication

Details of family members' compensation are communicated clearly and transparently.

Salary Scale and Grades

Guidelines for a uniform salary scale and grades for all employees, including family members, are based on their roles and responsibilities.

Annual Review and Adjustment

Annual salary reviews ensure compensation remains competitive and relevant.

Non-Discrimination Policy

Compensation decisions are free from gender, age, or other irrelevant factor-based discrimination.

Separating Ownership and Compensation

The constitution differentiates between ownership rights and employee compensation.

Educational and Professional Development

Encouragement for family members to enhance skills and qualifications, potentially leading to increased compensation.

Alignment with Business Performance

Compensation is linked to the family business's overall performance, reinforcing accountability.

Shura (Mutual Consultation)

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Compensation decisions involve mutual consultation among stakeholders.

Review of Compensation Policy

Periodic reviews ensure the compensation policy remains relevant and aligned with business goals.

Fairness in Perquisites

The perquisites and benefits are reasonable and comparable to those offered to other employees.

Confidentiality of Compensation Data

The constitution emphasizes keeping compensation data confidential.

Resolving Compensation Disputes

A defined process for resolving compensation-related disputes is outlined to promote fair outcomes.

Balancing Family Needs and Business Viability

Compensation practices balance family needs with the business's long-term viability.

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13-Loan Policy and Related Matters

Introduction

The family business constitution establishes guidelines for loan policies, adhering to Islamic finance principles and ensuring transparency.

Prohibition of Riba (Interest)

Riba (interest) transactions are strictly forbidden in line with Islamic teachings, and the family business upholds this prohibition unequivocally.

Shariah-Compliant Financing

Family members are encouraged to seek Shariah-compliant financing options from Islamic banks and financial institutions.

Avoiding Conventional Loans

The policy advises family members to avoid conventional interest-bearing loans, as they conflict with Islamic financial principles.

Understanding Qard Hasan (Benevolent Loan)

Qard Hasan, a benevolent loan given without interest or profit motive, is promoted as a preferable option within the family.

Introducing the Family Loan Fund

A Family Loan Fund may be established to provide interest-free loans to family members in need or to pursue ventures aligned with the family's vision.

Specifying Fair Repayment Terms

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The policy outlines fair and accommodating loan repayment terms that consider borrowers' financial capabilities.

Upholding Confidentiality and Privacy

Confidentiality and privacy in loan-related matters are paramount, protecting sensitive financial information.

Documenting Loan Agreements

Loan agreements must be clearly documented to ensure mutual understanding of the terms and conditions.

Family Council Oversight

Loan matters are overseen by the Family Council or a designated committee to ensure compliance with policy.

Offering Financial Counseling and Support

Financial counseling and support are provided to help family members manage their finances wisely.

Encouraging Charity and Zakat

Charity (Sadaqah/Infaq) and fulfilling Zakat obligations are prioritized over taking loans when possible.

Promoting the Concept of Waqf

The establishment of waqf funds within the family business is encouraged, allowing contributions to charitable causes.

This loan policy, rooted in Islamic principles, aims to ensure ethical, Shariah-compliant financial practices, thereby enhancing the family business's prosperity and attracting Allah's blessings and divine grace. The family seeks divine guidance for wise financial decisions in alignment with Islamic teachings.

The Global Muslim Family Business Constitution

14-Employment and Compensation

1. Purpose and Principles: Islamic Ethical Foundation

The family business constitution is grounded in Islamic principles, ensuring integrity, fairness, and adherence to Quranic and Hadith teachings in business practices.

Fair and Just Environment

A commitment to fair and just work environments for all employees is emphasized, with a focus on merit, competence, and Islamic values.

2. Employment Policies

Equal Employment Opportunities

All individuals are provided equal employment opportunities, irrespective of familial ties, gender, race, religion, or any other factors prohibited by Islamic teachings.

Qualifications and Meritocracy

Hiring decisions are based on qualifications, skills, and competence, reflecting the principles of Islamic meritocracy.

Family Member Employment Policy

Family members seeking employment undergo the same evaluation process as non-family employees, ensuring fairness and transparency.

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Non-Discrimination

Discrimination is strictly prohibited, and all employees are treated equitably and justly.

3. Remuneration and Benefits

Fair Compensation

Competitive compensation packages align with industry standards and Islamic fairness principles.

Performance-Based Incentives

Incentives and bonuses are used to recognize and reward exceptional contributions.

Equitable Benefits

All employees, including family and non-family members, receive the same benefits, promoting equality.

4. Employee Development and Training

Continuous Learning

A culture of continuous learning and professional development is nurtured.

Mentorship and Guidance

Mentorship programs support employees' career advancement, regardless of family background.

The Global Muslim Family Business Constitution

5. Workplace Culture and Conduct

Ethical Conduct

Employees are expected to follow Islamic principles of honesty, integrity, and respect.

Conflict Resolution

An impartial mechanism addresses disputes or grievances promptly and fairly.

Occupational Health and Safety

The health and safety of employees are prioritized, in line with Islamic teachings.

6. Islamic Values Integration

Adherence to Islamic Finance Principles

Financial affairs are conducted in accordance with Islamic finance principles, avoiding prohibited transactions.

Social Responsibility and Philanthropy

The business engages in Sadaqah/Infaq (charity) and supports noble causes.

Environmental Stewardship

Sustainable practices and environmental conservation are emphasized, reflecting Islamic teachings on stewardship.

These provisions in the family business constitution promote fairness, equality, and ethical conduct in employment, remuneration, and workplace culture, aligning with Islamic principles and values. The family seeks divine guidance to uphold these principles.

D-Restructuring and Succession

15-Dilution of Control of Founding Members

Introduction

The family business constitution recognizes the need for a balanced distribution of power and outlines a phased approach to gradually diluting the founding members' control to ensure a smooth generational transition.

Founding Members' Commitment

The constitution acknowledges the founding members' invaluable contributions and their commitment to the organization's success and Islamic values.

Preparation for Transition

It emphasizes preparing the next generation to assume leadership roles responsibly and effectively.

Empowering Future Leaders

Future leaders are equipped with the necessary skills, knowledge, and business exposure to ensure a seamless transition.

Gradual Transfer of Responsibilities

The constitution advocates for a progressive transfer of responsibilities from founding members to the next generation.

Incorporation of Independent Directors

Independent directors are proposed to join the board to enhance governance and impartial decision-making.

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Board Evaluation and Accountability

A robust mechanism for board performance evaluation and director accountability is established.

Election and Nomination Process

A structured and transparent process for the election and nomination of directors is defined, incorporating stakeholder consensus.

Timelines for Dilution

Clear timelines are set for the phased dilution of control, allowing for adaptation to evolving responsibilities.

Consensus Building

Open dialogue and consensus-building among family members are encouraged throughout the transition.

Alignment with Islamic Principles

The process of dilution is guided by Islamic principles such as consultation (Shura), fairness, and the equitable distribution of responsibilities.

Support from Founding Members

Founding members commit to supporting and guiding the succeeding generation during the transition.

Business Performance and Growth

Strategic decisions continue to focus on business performance and growth during the dilution process.

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Preservation of Family Values

The preservation of family values, unity, and Islamic principles is emphasized as the business transitions.

Succession Planning

A comprehensive succession plan outlines roles and responsibilities for the next generation of leadership.

Review and Adaptation

Considering changing circumstances, regular reviews and adaptations of the dilution plan are stipulated.

Advisory Council

An advisory council may be established to guide and support the dilution process.

Ensuring Continuity and Sustainability

The phased dilution aims to ensure business continuity and sustainability while nurturing new leadership.

Recognition and Gratitude

Founding members are acknowledged and thanked for their dedication and commitment to the business's growth.

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16-Admission of Second-Generation Partners

Eligibility Criteria

The constitution establishes clear criteria for second-generation family members to become business partners, taking into account qualifications, experience, commitment to Islamic values, and competence.

Mentorship and Training

Mentorship and training programs, led by first-generation members, prepare potential second-generation partners for their roles.

Gradual Transition

A plan for a gradual transition of responsibility ensures a smooth transfer of knowledge and leadership.

Consultation and Consensus

Admission decisions for second-generation partners are made through mutual consultation (Shura) and consensus among first-generation members.

Equity and Ownership

Terms and conditions for second-generation partners' equity ownership are specified to ensure transparent allocation of shares.

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Active Participation

Second-generation partners are encouraged to actively participate in decision-making and operations, respecting the insights of first-generation members.

Accountability and Responsibility

The roles, responsibilities, and accountability of second-generation partners are clearly outlined.

Ethical Business Conduct

A strong emphasis is placed on conducting business in accordance with Islamic ethics and values for both generations.

Family Harmony and Unity

Maintaining family harmony and unity is prioritized, with proactive measures to address potential conflicts.

Supportive Environment

A nurturing environment is fostered, promoting open communication and cooperation between generations.

Shariah Compliance

All aspects of second-generation partners' admissions adhere to Shariah principles and guidelines.

Senior Advisory Board

A board comprising experienced family members, including first-generation members, provides guidance on the admissions process.

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Recognition of Merit

Merit and competence are primary factors in the admission of second-generation partners, irrespective of family status.

By integrating these considerations, the family business constitution aims to ensure the smooth integration of second-generation partners, secure business continuity, and foster a legacy of shared values and Islamic principles.

17-Transition of Ownership

Introduction

The family business constitution highlights the importance of a smooth transition of ownership to the next generation, while adhering to the principles of Islamic fairness and unity.

Establishing Eligibility Criteria

Eligibility criteria for family members to acquire ownership rights are based on qualifications, skills, experience, and commitment to Islamic principles.

Inclusive Ownership Opportunities

The constitution advocates for multiple family members to hold ownership stakes, promoting collective responsibility and inclusivity.

Gradual Transition Plan

A phased plan is emphasized for a smooth transfer of responsibilities and knowledge across generations.

Shura (Mutual Consultation)

Ownership transition decisions involve mutual consultation among family members and stakeholders to foster consensus.

Valuation and Share Transfer

A fair and transparent method for business valuation and share transfer is outlined.

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Ensuring Business Viability

The transition plan considers the business's long-term viability, aiming to maintain stability and growth.

Avoiding Disruption to Operations

The constitution seeks to minimize operational disruptions during the ownership transition.

Establishing Ownership Agreements

Formal, legally binding ownership agreements that comply with Islamic principles are required.

Incorporating Waqf and Charity

Encouragement for dedicating a portion of ownership shares as a Waqf (charitable endowment).

Addressing Non-Interested Family Members

Alternative arrangements for family members who are not interested in active ownership are being considered.

Educating the Next Generation

Emphasis on educating successors about the business's values, heritage, and Islamic principles.

Avoiding Nepotism

A focus on merit-based selection in the transition process to ensure fairness and competence.

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Conflict Resolution Mechanism

A conflict resolution mechanism, guided by Islamic principles, is outlined for disputes related to the transition of ownership.

Transparency and Communication

Open communication and transparency are promoted throughout the transition to maintain trust and harmony.

Recognition of Family Legacy

Acknowledgment of the founding generation's contributions while enabling the next generation's success.

Islamic Inheritance Compliance

The transition complies with Islamic inheritance laws, ensuring Shariah-consistent share distribution.

Regular Review of Transition Plan

Periodic reviews of the transition plan are mandated to adapt to changes in family dynamics and circumstances.

Continuity of Family Business Values

The transition aims to uphold the family business's values and commitment to Islamic principles.

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18-Guidelines for Third Generation Attainers

Introduction

The family business constitution provides guidelines for the third generation, focusing on upholding family values and Islamic principles and ensuring business continuity and prosperity.

Embracing the Family Legacy

Third-generation attainers are encouraged to embrace and carry forward the family legacy founded on Islamic values, integrity, and excellence.

Education and Skill Development

Continuous education and skill development in relevant fields are emphasized for the third generation.

Understanding Islamic Business Ethics

A deep understanding of Islamic business ethics is crucial, guiding the third generation in conducting affairs with honesty, transparency, and fairness.

Innovation and Adaptability

The constitution encourages innovation and adaptability while preserving family traditions to ensure relevance and growth.

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Mentorship and Learning from Elders

Active mentorship programs enable the third generation to learn from the wisdom and experience of older family members.

Balancing Tradition and Modernity

A balance between traditional values and modern business practices is advocated for a harmonious integration of both.

Involvement in Decision-Making

Active participation in decision-making is encouraged, allowing the third generation to contribute fresh perspectives.

Strengthening Family Unity

The importance of fostering family unity, cooperation, and support is underscored to maintain a strong business entity.

Social Responsibility and Philanthropy

Upholding the family's commitment to social responsibility and philanthropy is encouraged.

Commitment to Employee Welfare

Valuing and caring for employees are emphasized to foster a positive work environment.

Long-Term Vision and Planning

Developing a long-term business vision and engaging in strategic planning are encouraged for sustainable growth.

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Adherence to Islamic Finance Principles

Compliance with Islamic finance principles and avoidance of forbidden financial practices are stressed.

Respect for Elders and Their Guidance

The third generation is reminded to respect elders, seek their guidance, and acknowledge their contributions.

Transparent Reporting and Accountability

Transparency in financial reporting and accountability are promoted to reinforce ethical business conduct.

Diverse Skill Sets and Roles

Embracing diverse roles and skill sets is encouraged to capitalize on everyone's strengths.

Gender Inclusivity and Empowerment

Gender inclusivity is upheld, empowering both male and female family members in the business.

Cultural Sensitivity in International Ventures

Cultural sensitivity and understanding are crucial for establishing successful global partnerships.

Preserving Family Values in Decision-Making

Decisions should align with the family's core values and Islamic principles, even as they embrace innovation.

19-Exit of a Family Member

Death

In case of a family member's death, the Family Council ensures a compassionate process for handling their affairs. Successor transition follows Islamic inheritance laws if a designated successor exists.

Voluntary Exit

Family members wishing to voluntarily exit the business must communicate their intention in writing to the Family Council. Their shares and entitlements are valued in accordance with Islamic financial principles, and the exit is handled transparently and with respect.

Mandatory Exit at Retirement Age

Family members reaching retirement age (typically 65, though this varies by country) are required to step down from operational roles. However, they retain ownership rights and can continue as passive shareholders.

Expulsion for Behaviors and Non-Aligned Activities

Disciplinary proceedings can be initiated for behaviours or activities that are not aligned with Islamic values or that are harmful to the business. Expulsion is a last resort, following a fair process where the accused can present their case. Decisions are made based on evidence and principles of justice.

Throughout these scenarios, the constitution emphasizes maintaining a spirit of love, compassion, and understanding within the family. All decisions regarding succession and exit are grounded in Islamic ethics, with the aim of the greater good of the family, business, and community. Divine guidance and blessings are sought in all endeavors.

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20-Wills and Estate Planning

Islamic Perspective on Inheritance

Family members recognize the importance of adhering to Islamic teachings in wealth distribution, as outlined in the Quran and Hadith, to ensure fairness and justice.

Encouraging the Use of Wills (Wasiah)

All family shareholders are encouraged to draft wills in compliance with Islamic inheritance laws, reflecting their wishes for wealth distribution.

Role of Family Members

Family members have a responsibility to ensure their respective wills align with Islamic principles and values.

Guidance on Wills and Estate Planning

Comprehensive guidance and resources, based on Islamic guidelines, are provided for drafting wills and for estate planning.

Provisions for Family Members

Shareholders are advised to consider the equitable distribution of wealth among spouses, children, and dependents in their wills.

Recognition of Individual Circumstances

Flexibility in will drafting is acknowledged to accommodate diverse individual situations, maintaining justice and inclusivity.

Islamic Inheritance Calculator

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Access to an Islamic inheritance calculator and related resources is provided to assist in determining rightful heir shares.

Distinguishing Business Assets

Specific rules for the distribution of business shares and ownership are addressed in estate planning.

Waqf (Charitable Endowment)

Shareholders are encouraged to dedicate a portion of their wealth to a waqf to support charitable causes.

Confidentiality and Privacy

The confidentiality and privacy of wills and estate planning are upheld, respecting individual family members' preferences.

Periodic Review

Regular review and updates of wills are advised to align with changing circumstances and Islamic guidelines.

Professional Guidance

Seeking professional legal and Islamic advice is encouraged to ensure accuracy and compliance when drafting wills.

These provisions in the family business constitution establish a framework for responsible estate planning, ensuring business continuity and the well-being of family members while adhering to Islamic principles.

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21-Collaboration and Joint Ventures

Alignment with Islamic Ethics

Collaborations and joint ventures must align with Islamic ethics, avoiding haram activities and financial transactions such as Riba (interest) and other unethical practices.

Due Diligence

Thorough due diligence is conducted on potential partners to ensure compatibility with Islamic principles.

Shariah Compliance

All aspects of collaborations and joint ventures are evaluated for Shariah compliance.

Mutual Benefit and Shared Values

Partnerships are sought with entities that share similar values and focus on mutual benefit, ethical conduct, and social responsibility.

Contractual Agreements

Comprehensive agreements outline terms, responsibilities, profit-sharing, and dispute resolution, adhering to Islamic principles.

Transparency and Accountability

Financial dealings and business operations are conducted transparently, ensuring mutual accountability.

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Ethical Business Conduct

Maintaining ethical business conduct throughout collaboration or joint ventures is paramount.

Community Impact

The potential impact on local and global communities is considered, aligning with the family's commitment to social responsibility and philanthropy.

Compatibility with Family Vision and Mission

Compatibility with the family business's vision, mission, and long-term goals is assessed.

Exit Strategies

Exit strategies are established for scenarios in which collaboration or a joint venture is no longer viable or aligned with family objectives.

Legal Compliance

Compliance with local and international legal requirements is prioritized.

Consultation and Consensus

Decisions are made through mutual consultation (shura) and consensus among family members and stakeholders.

Diverse Expertise

Collaborations with entities offering diverse expertise and skills are sought to complement the family business.

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Global Understanding

In international ventures, the cultural, legal, and business norms of the involved countries are thoroughly understood and respected.

Incorporating these considerations into the family business constitution facilitates the exploration of profitable collaborations and joint ventures that adhere to ethical practices and Islamic principles.

22-Sale of Business and Diversification

Procedures for Sale of Businesses

Purpose and Intent

The reasons for selling the business, like retirement, financial needs, or strategic considerations, are clearly stated.

Consultation and Consensus

Decisions on selling the business are made through mutual consultation and consensus among family members and stakeholders.

Islamic Ethics

The sale adheres to Islamic ethical principles and avoids haram activities.

Valuation and Pricing

A fair and transparent process for business valuation and pricing is established.

Seeking Professional Advice

Family members are encouraged to consult with business valuation experts and legal advisors.

Identifying Potential Buyers

Criteria for potential buyers are set, focusing on financial capability, reputation, and value compatibility.

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Confidentiality

Confidentiality during the sale process is emphasized to protect business interests.

Notification of Stakeholders

Stakeholders, including employees and business partners, are informed in a timely and respectful manner about the sale.

Negotiation and Agreement

The negotiation and agreement process for the sale is clearly outlined.

Due Diligence

Thorough due diligence by both the buyer and the seller is required to assess the financial, legal, and operational aspects.

Procedures for Diversification

Strategic Objectives

The strategic objectives for diversification, such as market expansion or reducing industry dependence, are clearly defined.

Shariah Compliance

New ventures or investments must align with Shariah principles and ethical guidelines.

Risk Assessment

Comprehensive risk assessments are conducted for potential diversification opportunities.

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Consultation and Approval

Input and approval from family members and stakeholders are sought before diversification.

Feasibility Study

A thorough feasibility study assesses the viability and benefits of new ventures or investments.

Resource Allocation

Necessary financial and human resources are allocated to support diversification.

Monitoring and Evaluation

Mechanisms are established to monitor and evaluate the performance of new ventures.

Learning from Past Experiences

Lessons from past diversification experiences inform future decisions.

Maintaining Core Values

The family business's core values and principles are maintained throughout the diversification process.

Adapting to Market Conditions

Flexibility in adapting to changing market conditions and opportunities is emphasized.

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Balancing Risks and Rewards

Diversification seeks a balance between calculated risks and potential rewards.

Innovation and Creativity

Innovation and creativity in exploring new business opportunities are encouraged.

These procedures in the family business constitution ensure a systematic, ethical approach to the sale and diversification of the business, promoting unity, transparency, and adherence to Islamic principles.

E-The Family Culture and Behaviour

23-Ethics and Values to Uphold

Adherence to Islamic Ethics

A strong commitment to Islamic ethics and values in personal and professional life is emphasized for all family members and employees.

Taqwa (God-Consciousness)

Actions and decisions are guided by Taqwa, instilling righteousness in all endeavors.

Integrity and Honesty

Honesty, integrity, and transparency in business dealings and stakeholder interactions are given utmost importance.

Fairness and Justice

All decision-making processes are governed by principles of fairness and justice, ensuring equitable treatment.

Respect and Courtesy

A culture of mutual respect and courtesy is promoted, reflecting Islamic teachings.

Prohibition of Riba and Haram Activities

A clear stance against Riba (interest) and against engaging in haram activities is stated, in adherence to Islamic financial principles.

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Avoidance of Gossip and Backbiting

Refraining from gossip and backbiting, as these are forbidden in Islam, is encouraged.

Zakat and Sadaqah

The practice of Zakat and Sadaqah as a responsibility towards those in need is emphasized.

Environmental Responsibility

Promotion of environmental responsibility and sustainability, in line with Islamic stewardship of the Earth.

Ethical Marketing and Advertising

Marketing and advertising practices adhere strictly to Islamic principles, avoiding misleading tactics.

Privacy and Confidentiality

Importance is placed on maintaining the privacy and confidentiality of sensitive information.

Empowerment and Teamwork

An inclusive and collaborative work environment is fostered, promoting empowerment and teamwork.

Conflict Resolution and Forgiveness

Islamic teachings guide conflict resolution, emphasizing forgiveness and reconciliation.

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Continuous Learning

Continuous learning and personal development are encouraged, reflecting the Islamic tradition of seeking knowledge.

Modesty in Conduct

Modesty in conduct, appearance, and business practices is promoted, aligning with Islamic principles.

Accountability and Responsibility

Accountability and responsibility for one's actions and decisions are stressed.

Prohibition of Bribery and Corruption

Engagement in bribery and corruption is explicitly prohibited, as these practices are forbidden in Islam.

These ethics and values integrated into the family business constitution aim to create a business environment that aligns with Islamic teachings, enhancing the business's reputation and contributing to the welfare of all stakeholders and the community.

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24-Guidelines for Lifestyle and Financial Conduct

Moderation in Spending

Family members are encouraged to prioritize moderation, avoid extravagance, and be mindful of their consumption, focusing on needs over wants.

Adherence to Islamic Principles

A commitment to Islamic principles in financial matters is essential, emphasizing contentment with Allah's provisions and avoiding wastefulness.

Prohibition of Interest-Based Transactions

Strict abstinence from interest-based transactions (Riba) in both personal and business dealings is mandated.

Avoiding Gambling and Speculation

Involvement in gambling and speculative activities is unequivocally prohibited due to their incompatibility with Islamic principles.

Promoting Charitable Giving (Sadaqah)

Regular charitable giving is encouraged to purify wealth and assist those in need.

Investing in Ethical Businesses

Investments should align with Islamic ethics and values, steering clear of haram activities.

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Transparency in Financial Matters

Transparency in all financial matters is upheld to promote trust and accountability among stakeholders.

Discouraging Debt and Overleveraging

Excessive borrowing and overleveraging are discouraged in favor of financial prudence and risk mitigation.

Family Budgeting

Adopting a well-structured budgeting approach is recommended for responsible financial planning.

Promoting Savings and Investments

The habit of saving and sound investing is actively promoted to secure the family's future.

Exploring Islamic Financing Alternatives

Islamic financing alternatives, such as Musharakah and Mudarabah, are explored for both business and personal financial transactions.

Encouraging Personal Financial Independence

Education, skill development, and entrepreneurship are encouraged to achieve financial independence.

Avoiding Materialism

The transient nature of material possessions is highlighted, with an emphasis on spiritual and family values.

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Cultivating Contentment and Gratitude

Contentment and gratitude for Allah's blessings are promoted, fostering a positive outlook on life.

Supporting the Less Fortunate

Supporting and uplifting the less fortunate is advocated within the family and the broader community.

Discouraging Rivalry in Wealth Accumulation

Unhealthy rivalry in wealth accumulation among family members is actively discouraged.

Empowering Financial Education and Literacy

Opportunities for financial education and literacy are provided to empower informed financial decisions.

Avoiding Extravagant Celebrations

Simplicity in celebrations is encouraged, avoiding unnecessary extravagance.

Leading by Example

Family elders and leaders set an example in responsible financial conduct and modest lifestyles.

Stewardship of Wealth

The family embraces stewardship of wealth, responsibly utilizing resources for the betterment of the family and society.

These guidelines in the family business constitution instill a culture of responsible financial behavior, modesty, and adherence to Islamic values, strengthening the family's financial position and fostering a harmonious environment for future generations.

25-Communication

Purpose and Principles of Communication

Islamic Ethical Foundation

The family business, [Family Business Name], is built on Islamic ethics, aiming to operate harmoniously with Islamic teachings and values.

Communication and Protocols

Open and Respectful Communication

A framework for open, transparent communication ensures effective information sharing, decision-making, and conflict resolution.

Respectful Interactions

Interactions among family members, employees, and stakeholders are guided by respect and courtesy, in line with Islamic etiquette.

Shura (Consultation) and Consensus

Shura

Family business decisions are made through shura, emphasizing collective wisdom and Islamic tradition.

Consensus Building

The family business prioritizes consensus-building to achieve unity and harmony while respecting diverse opinions.

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Systems and Procedures

Governance Framework

A clear governance structure defines roles and responsibilities, aligning with Islamic principles.

Family Council

The establishment of a Family Council ensures representation and effective communication among family members.

Decision-Making Protocols

Structured decision-making processes emphasize transparency, fairness, and adherence to Islamic principles.

Board of Directors

The Board comprises individuals committed to upholding Islamic values in business guidance.

Financial Systems

Islamic Finance

Adopting Islamic financial systems and principles ensures Shariah compliance in transactions and investments.

Zakat and Sadaqah

Practices of zakat and Sadaqah are encouraged as part of Islamic duty.

Performance Evaluation

Performance Metrics

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Performance evaluation mechanisms assess operations' effectiveness and efficiency, aligning with Islamic accountability standards.

Ethical Compliance

Evaluations include assessing ethical conduct and adherence to Islamic values.

Continuous Improvement

Learning and Development

A culture of continuous learning is fostered, with a focus on enhancing skills and knowledge in accordance with Islamic principles.

Ethical Training

Training programs include education on ethical business practices based on Islamic teachings.

Feedback and Adaptation

A feedback mechanism gathers input to support continuous improvement, using an agile approach that aligns with Islamic principles.

This communication framework, along with its associated protocols and systems, aims to create a thriving family business that aligns with Islamic ethics, fostering unity, prosperity, and divine guidance.

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26-Grievance Management

Purpose and Principles

Islamic Ethical Foundation

The family business, [Family Business Name], is guided by Islamic ethics and operates in harmony with Islamic teachings and values.

Listening and Hearing of Complaints and Grievances

Fair and Just Process

A fair and accessible complaint mechanism allows family members to express their concerns, grievances, and complaints.

Active Listening

Complaints and grievances are heard with empathy and compassion, ensuring that voices are respected.

Confidentiality and Privacy

Confidential Handling

Complaints and grievances are treated confidentially, with identities protected unless required by Islamic principles or law.

Privacy Rights

The privacy rights of individuals submitting complaints or grievances are safeguarded.

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Impartial and Neutral Mediation

Mediation Committee

An impartial Mediation Committee, comprising neutral and fair individuals, addresses complaints and grievances.

Islamic Principles

The Committee upholds Islamic principles of justice, equity, and impartiality in decision-making.

Timely Resolution

Timely Response

Complaints and grievances are addressed promptly to ensure efficient resolution.

Resolution Plan

The Mediation Committee develops a resolution plan for each case, taking into account Islamic principles and the well-being of the parties involved.

Accountability and Follow-Up

Compliance with Resolutions

Family members must comply with the Mediation Committee's resolutions and decisions.

Islamic Values

The importance of adhering to Islamic values in resolving complaints and grievances is emphasized.

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Continuous Improvement

Learning from Feedback

Feedback from the complaint mechanism is used to identify areas for improvement and growth.

Preventive Measures

Preventive measures are implemented based on insights from complaints and grievances to minimize future conflicts.

The establishment of this grievance management system aims to create an environment where family members feel heard and treated justly, fostering unity and prosperity within the family business while upholding Islamic principles.

27-Conduct Meetings and Etiquette

Purpose of Meetings

Meetings are convened to discuss the family business's growth, governance, and prosperity, emphasizing transparency, unity, and adherence to Islamic principles.

Attendance and Punctuality

Family members with business stakes are expected to attend meetings punctually and provide advance notice if unable to attend.

Meeting Etiquette

Participants should maintain decorum, listen attentively, and respectfully express their views, focusing on constructive solutions aligned with the business's best interests.

Agenda Matters

Meeting agendas are prepared in advance, with family members encouraged to suggest topics for comprehensive discussion.

Issuance of Meeting Notices

Written notices, including the agenda and details, are issued to all family members in advance, in accordance with stipulated notice periods.

Recording Meeting Notes

Detailed notes documenting discussions, decisions, action items, and responsible parties are taken during meetings.

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Minutes of the Meeting

Post-meeting, comprehensive minutes summarizing discussions, resolutions, and action points are drafted and circulated for review.

Decision-Making

Decisions are made through consultation (Shura) and consensus, resorting to majority votes when unanimity is not possible, keeping Islamic principles in mind.

Confidentiality and Privacy

Confidentiality is maintained for matters discussed, with sensitive information not disclosed externally without consent.

Follow-up and Action Items

Designated individuals follow up on action items within specified timeframes, with progress reported in subsequent meetings.

Protocol for Disagreements

Respectful dialogue is encouraged during disagreements, with the Family Council or a facilitator mediating if necessary.

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Family Harmony**
Adherence to Islamic Principles

Participants conduct themselves in line with Islamic values, promoting fairness, justice, and sincerity.

By adhering to these meeting protocols and etiquette, the family business aims to foster unity, effective decision-making, and prosperity in accordance with Islamic principles. These practices seek Allah's blessings and guidance towards success.

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28-Empowering Women in the Business

Equal Dignity and Opportunities

Both men and women are regarded as equal, with equal opportunities in business, as reflected in Islamic teachings.

Shariah Compliance

Women's involvement in management and the board adheres to Shariah principles and Islamic ethics.

Supportive Family Environment

A nurturing environment is encouraged to allow women to balance family and professional responsibilities harmoniously.

Recognition of Women's Contributions

Acknowledgment of the significant contributions of women to the business's growth, inspired by the Prophet Muhammad's recognition of Hazrat Khadijah's (RA) role.

Leadership by Example

Islamic female figures like Aisha and Umm Salamah are highlighted as role models for their leadership and wisdom.

Consultation and Consent

Appointments of women to key roles are made through mutual consultation and with individual consent.

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Modesty and Ethical Conduct

Islamic principles of modesty and ethical conduct are upheld in professional interactions.

Balance and Harmony

A holistic understanding of Islam is promoted, encouraging women's leadership while respecting their family roles.

Educational and Professional Development

Investment in the education and professional development of female family members is prioritized.

Advisory Council for Women

A council is established to empower and support women within the family business.

Mentoring and Succession Planning

Mentorship programs and succession plans include capable women for leadership roles.

These principles in the family business constitution aim to actively engage women in leadership, aligning with Islamic principles and enhancing the business's success and the community's well-being. The emphasis on gender diversity and inclusivity seeks to bring blessings and contribute to the family's prosperity.

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F-Sustainability and Continuity

29-Continuity and Sustainability

The [Family Name] family recognizes the importance of ensuring the continuity and sustainability of their family business, in alignment with Islamic principles.

Vision for the Future

A clear, Islamically-guided vision for the future is established to ensure the business's success and growth for generations.

Succession Planning and Leadership Development

Leadership Development

Emphasis is placed on developing future leaders within the family, with a focus on their capabilities and adherence to Islamic ethics.

Succession Planning

A robust succession planning process identifies and prepares qualified family members for leadership roles.

Merit-Based Selection

Successors are selected based on merit, competence, and commitment to Islamic principles.

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Ethical Business Practices

Adherence to Islamic Ethics

All business activities strictly adhere to Islamic ethics, including honesty, integrity, transparency, and accountability.

Prohibition of Haram Practices

The business strictly refrains from engaging in haram activities such as Riba and unethical transactions.

Diversification and Expansion

Strategic Diversification

Opportunities for strategic diversification are explored to broaden business horizons while aligning with Islamic principles.

Prudent Investments

Diversification efforts are carefully assessed for both financial feasibility and ethical compatibility.

Social Responsibility and Philanthropy

Benefiting the Community

The business participates in initiatives benefiting local and global communities, reflecting Islamic compassion and benevolence.

Zakat and Sadaqah

Religious obligations of zakat are fulfilled, and voluntary Sadaqah is given to support charitable causes and assist the less fortunate.

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Environmental Stewardship

Preserving the Environment

Sustainable practices are embraced to protect the environment, recognizing the family's role as stewards of Allah's creation.

Reduce, Reuse, and Recycle

Eco-friendly initiatives are prioritized to minimize the ecological footprint.

These principles in the family business constitution aim to uphold Islamic values while securing a prosperous and enduring future for the family, employees, and stakeholders. The commitment is to build a business legacy that stands the test of time, guided by Allah's blessings.

30-Business Continuity Planning

Comprehensive Business Continuity Plan

A thorough plan will be developed to enhance the business's resilience during challenging times, with reliance on Allah's decree.

Risk Management and Mitigation Strategies

Risks will be systematically identified and mitigated, balancing prudent decision-making with reliance on Allah's guidance.

Adapting to Market Changes and Innovation

The business will adapt to market changes and pursue responsible innovation while maintaining a strong commitment to ethical business practices.

This approach to business continuity planning ensures the family business is well prepared for future challenges and changes while upholding Islamic principles and ethical standards.

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G-Social Responsibility

31-Philanthropy and Social Responsibility

Family's Commitment to Giving Back

The family recognizes their wealth as a trust (Amanah) from Allah and commits to giving back to society and supporting charitable causes.

Philanthropic Goals and Initiatives

Focused Areas:

The family sets specific philanthropic goals, concentrating on education, healthcare, and social welfare projects that benefit the broader community (Ummah).

Profit Allocation:

A designated percentage of business profits is allocated to support Banu Hashim and close family relatives.

Educational Support: Candidates for higher education from Banu Hashim and close family relatives are identified and supported.

Business Development Aid:

Assistance focuses on establishing small businesses or developing self-employment opportunities to strengthen beneficiaries.

Community Engagement and Impact

Active community engagement is prioritized, with a focus on creating positive societal impact and contributing to community well-being.

**A Practical Framework for Governance, Succession, Sustainability, and
Family Harmony**

This commitment to philanthropy and social responsibility reflects the family's dedication to using their resources and influence for the greater good, aligning with Islamic values of charity and community support.

The Global Muslim Family Business Constitution

H-Amendments and Review

32-Procedure for Constitution Amendments

Consensus and Expert Advice:

Amendments to the constitution require consensus among family members and should be informed by expert advice to ensure alignment with Islamic principles.

Regular Review and Updates

Continuous Relevance:

The constitution undergoes regular reviews to maintain its relevance and effectiveness in the face of changing family and business dynamics.

Alignment with Changing Needs and Business Environment

Evolving Adaptation:

The constitution is kept in tune with the evolving needs of the family and the dynamic business landscape, while steadfastly adhering to Islamic principles.

This approach acknowledges the vital role of strong family relationships and collective commitment to the family business's success. The constitution serves as a guiding framework for managing the business and fostering family harmony, with provisions for adaptation as necessary. Family members engaged in the business affirm their commitment to these principles by signing, reinforcing the family's unity and shared goals.

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Dua (Supplication) for Success

The constitution concludes with a supplication for divine guidance and blessings to align the family business with the Company's vision and to enable it to prosper.

The Global Muslim Family Business Constitution

Introduction: Muhammad Basheer Juma FCA

Family Business Advisor | Self-Management Expert |
Author | Speaker

Professional Background

- Fellow Member, Institute of Chartered Accountants of Pakistan (ICAP).
- 40+ years' experience: PwC, Andersen, Ernst & Young.
- Former Country Managing Partner, EY Afghanistan (2009-2017).
- Established Andersen and EY offices in Kabul, Islamabad, and Lahore as advised by the leadership.
- Founded Islamic Financial Services and Training departments at EY Pakistan.

International Development Experience

- Led major USAID, UNDP, and DFID assignments in Afghanistan.
- Managed \$50 million USAID book distribution audit project across 6,000+ schools.
- Conducted audits for Afghanistan-based international organizations.

Current Focus Areas

- **Family Business Advisory:** Succession planning, governance, generational transitions. Online attendance at family board meetings.
- **Self- and Time Management Training: Enhancing personal** productivity and workplace effectiveness.

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Online training through National and International Programs.

- **Nonprofit Consultancy:** Board of governance and performance optimization.
- **Digital Education:** Creating impactful content for professional development through enhancing core skills learning.

Published Works

- **30+ books** in English and Urdu.
- **1,000+ educational videos** on YouTube channels (Basheer Juma, FBC-Family Business Community, Charities University)
- International bestseller: "Highway to Success" (Originally in the Urdu language).
- Specialized guides on family business, time management, and nonprofit performance.

Global Impact

- Delivered presentations to 533 participants from 53 countries in 2021 for eight weekly events.
- 15 TV programs on QTV (ARY Network).
- 100+ pro bono presentations to universities and institutions.
- Based in North America - serving clients worldwide

The Global Muslim Family Business Constitution

Core Philosophy

"A family business is more than an enterprise – it's a living legacy that must be nurtured with intention, integrity, and vision."

Contact:

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- [YouTube: https:// youtube.com/@basheerjuma](https:// youtube.com/@basheerjuma)
- www.linkedin.com/in/basheer-juma-929b3018
- <https:// www.facebook.com/basheer.juma/>
- [Available on Amazon KDP, Payhip.com, and eKitaab.pk](#)
- <https:// payhip.com/TimeManagementClub>
- <https:// juma24.gumroad.com>
- basheer.juma@gmail.com
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- Mbj@basheerjuma.com

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Gumroad.com			■	■	■	■
eKitaab.pk	■					
YouTube and Facebook	■				■	

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Books

Workplace Skills

- Guidelines for Managers
- Improving Performance
- Soft and Critical Skills for Muslims

Self and Time Management

- Highway to Success
- Progress and Success through Time Management
- My Planner
- Now or never
- Organize Life and Manage Time
- Time Management for Muslims
- Personal Organization
- Strategies for Empowered Self-Management
- Strategies for a Productive and Purposeful Life
- Self-Management Book- Excel Sheets

Family Business Community

- Family Business Constitution Template
- Muslim Families' Business Constitution
- Harmony in Heritage
- A to Z of Family Business
- Strategies for Thriving Family Business
- The Role of a Mediator
- Beyond Wealth
- Family Business Blueprint-Workbook
- The New You in the New Year
- Entrepreneurial Checklist
- Family Businesses Best Practices
- Family Business Sustainability Guide
-

Nonprofits

- Essential Guide for NGOs and NFPOs
- NGOs 100 Assumed Findings

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List of books on business-related matters.

1	Family Businesses: The Best Practices: Handbook and Checklist.	https://www.amazon.com/dp/B0D9CSPKSC
2	Family Business Assessment Questionnaire and Family Business Leader's Action Checklist: A Complete Guide to Evaluating and Strengthening Multigenerational Enterprises.	https://www.amazon.com/dp/B0FMFX73DP https://www.amazon.com/dp/B0FMKGZ7FL
3	Family Businesses: The Best Practices Handbook and Checklist.	https://www.amazon.com/dp/B0D9CSPKSC https://www.amazon.com/dp/B0FGJS2TCT

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4	A to Z of Family Business: Navigating the Future of Family Businesses	Navigating the Future of Family Businesses https://www.amazon.com/dp/B0F5HR2Z3Q
5	Family Business Sustainability Guide: Strengthen Your Family. Grow Your Business. With 350 Assessment Questions and Rating	https://www.amazon.com/dp/B0F3YYVL1S https://www.amazon.com/dp/B0F4DX25V8
6	Family Businesses Best Practices.: A 100 Plus Points Checklist and To-Do List for Family Businesses Stakeholders.	https://www.amazon.com/dp/B0DR9TRV79 https://www.amazon.com/dp/B0DRDH9V4J

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<p>7</p>	<p>The Blueprint of a Successful Businessman. Unlock Entrepreneurial Potential- Entrepreneurial Business Checklist.</p>	<p>https://www.amazon.com/dp/B0DQM1RJRR https://www.amazon.com/dp/B0DQQ1WVNS</p>
<p>8</p>	<p>Family Business Constitution Templates: How to prepare a constitution for Families in businesses. 12 Templates for various religious and cultural families.</p>	<p>https://www.amazon.com/dp/B0BZ3KN2T7</p>
<p>9</p>	<p>The Family Business Blueprint: Crafting a Lasting Legacy A Practical Guide for</p>	<p>https://www.amazon.com/dp/B0DQ2MGN66 https://www.amazon.com/dp/B0DNMZ4BN5</p>

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	Family Business Sustainability and Success.	
10	Legacy Builders: Strategies for Family Business Success	https://www.amazon.com/dp/B0D4JZT69K
11	Beyond Wealth: Navigating Life's Challenges with Purpose and Fulfilment	https://www.amazon.com/dp/B0DPNN9BC7 https://www.amazon.com/dp/B0DPR1GX89
12	Harmony in Heritage: A Guide to Family Business Constitution Guidelines	https://www.amazon.com/dp/B0CMR1G7CL https://www.amazon.com/dp/B0CN4P5JXM
13	The Role of the Mediator in Family Business: Guidelines, Roles, Responsibilities, Strategies, and Techniques.	https://www.amazon.com/dp/B0CQWXTZQW https://www.amazon.com/dp/B0CQY7G6VP

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1 4	Entrepreneur's Playbook-50 Questions-Assessments and Checklists	https://juma24.gumroad.com/1/ukkgy
1 5	Family Business Assessment Questionnaire and Family Business Leader's Action Checklist	https://juma24.gumroad.com/1/1pqrqf
1 6	The Silent Power: How Non-Family Executives Shape the Future of Family Businesses.	https://juma24.gumroad.com/1/grwvg
1 7	Family Business Sustainability Assessment	https://juma24.gumroad.com/1/iwzoe
1 8	Family Business Assessment Tool-A-For Family	https://payhip.com/dashboard#! https://juma24.gumroad.com/1/wmvua

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	Business Advisors and Consultants.	
19	Mitigating Risks and Maintaining Stability in Family Businesses-	https://juma24.gumroad.com/1/yutna
20	Importance of Clear Governance in Family Businesses	https://juma24.gumroad.com/1/jucdme
21	Family Businesses-Strategies for Succession	https://juma24.gumroad.com/1/txxsey
22	Family Businesses-How to Manage Conflicts Effectively?	https://juma24.gumroad.com/1/gjssen
23	Family Business Long-term Sustainability	https://payhip.com/dashboard#!
24	The Heart and Science of the Family Business	books.by/52-venture-llc

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2 5	From Survival to Succession: Signs of Healthy Family Business	https://juma24.gumroad.com/1/qkvdvh https://www.amazon.com/dp/B0GNMPHTRV
2 6	Family Business Assessment Questionnaire and Family Business Leader's Action Checklist	https://juma24.gumroad.com/1/1pqrqf
2 7	Mitigating Risks and Maintaining Stability in Family Businesses- Basheer Juma	https://juma24.gumroad.com//yutna
2 8	Ensuring Long-term Sustainability for Family Businesses	https://juma24.gumroad.com/1/njwwp
2 9	Family Businesses- Strategies	https://juma24.gumroad.com/1/txxsey

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	for Succession	
30	Islamic Governance Charter for Family Businesses	https://payhip.com/b/c6QAm
31	Family Business Assessment Questionnaire Family ...	https://payhip.com/b/SsMT2
32	Family Business- Ensuring Long-term Sustainability. ..	https://payhip.com/b/KIti5
33	Importance of Clear Governance in Family Businesses	https://payhip.com/b/wGgrT

The Global Muslim Family Business Constitution

Time Management Club

Time Management Club (TMC, as abbreviated) and its website, <https://www.timemanagementclub.com/>, operate under the guiding mission of “Uplifting Society Through Education.” It is dedicated to producing high-quality educational and advisory content across four primary domains: Family Business Advisory, Charity and Not-for-Profit Advisory, Self and Time Management, and Workplace and Life Skills.

Through books, presentations, educational videos, and structured frameworks, the Time Management Club serves professionals, business leaders, and community members across Pakistan, as well as a growing international audience. Content is produced in both English and Urdu to ensure maximum accessibility and reach.

The Time Management Club’s work in family business advisory draws on decades of professional experience across accounting, management consulting, business governance, and organizational development — experience gained at the highest levels of professional services.

For inquiries about advisory services, speaking engagements, or educational resources, please visit the Time Management Club’s published platforms.

If you are interested in translating these materials, you may contact basheer.juma@gmail.com

THE GLOBAL MUSLIM FAMILY BUSINESS CONSTITUTION

A Practical Framework for Governance, Succession,
Sustainability and Family Harmony

A family business is more than an enterprise—it is a legacy,
a trust, and a responsibility.

This book provides a comprehensive draft constitution to help
Muslim families establish strong governance, clarity of roles,
fairness, accountability, and long-term continuity across generations.

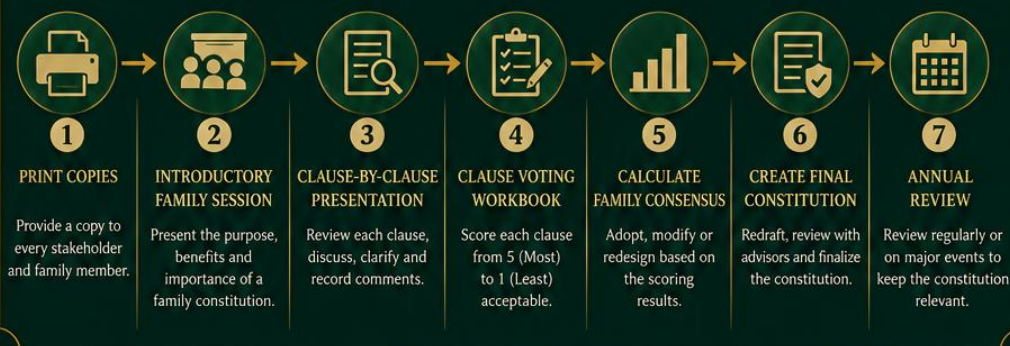
Use this framework to start meaningful conversations, evaluate
each clause, and create a constitution that reflects your family's
values, vision, and purpose.

INSIDE THIS BOOK

- Part I PREAMBLE & FAMILY VALUES
- Part II FAMILY GOVERNANCE
- Part III RESPONSIBILITIES & BENEFITS
- Part IV RESTRUCTURING & SUCCESSION
- Part V FAMILY CULTURE & BEHAVIOUR
- Part VI SUSTAINABILITY & CONTINUITY
- Part VII SOCIAL RESPONSIBILITY
- Part VIII AMENDMENTS & REVIEW

A CONSTITUTION IS NOT
WRITTEN FOR TODAY.
IT IS WRITTEN FOR
GENERATIONS.

SEVEN STEPS TO BUILD YOUR FAMILY BUSINESS CONSTITUTION



THIS FRAMEWORK HELPS YOU:

- ✔ Establish clear governance and decision-making
- ✔ Protect ownership and control
- ✔ Ensure fair roles, responsibilities and compensation
- ✔ Manage conflicts and strengthen communication
- ✔ Plan smooth succession across generations
- ✔ Preserve family values and Islamic principles
- ✔ Promote sustainability and business continuity
- ✔ Support philanthropy and social responsibility
- ✔ Build unity, trust and long-term prosperity

ABOUT THE AUTHOR

Basheer Juma FCA, formerly with PwC and EY, is a
business advisor, speaker and author with decades of
experience in governance, finance and strategy. He is
passionate about helping family businesses build lasting
legacies through strong governance and principled
leadership.

Compiled by Basheer Juma FCA
With Digital Minds

NOTE

This is a draft framework and educational guide.
It is not legal, tax, Shariah or financial advice.
Please seek guidance from qualified professionals
for your specific circumstances.

VALUES • GOVERNANCE • UNITY • INTEGRITY • CONTINUITY • LEGACY

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